



RFP 2024-6 - Municipality of St. Charles Community Strategic Plan

Prepared by
VS Municipal Solutions



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September 9th, 2024

Denis Turcot, CAO – Municipality of St. Charles
2 King Street East, St Charles, ON P0M 2W0

Reference: RFP 2024-6 - Municipality of St. Charles Community Strategic Plan

Dear Mr. Turcot,

Please find enclosed the proposal submission from VS Municipal Solutions (VSMS) relating to the Community Strategic Plan for the Municipality of St. Charles (“the Municipality”).

As an organization with extensive experience providing solutions for public sector organizations, and communities for over 20 years, we are confident that our skills and proven professionalism will allow us to deliver the data and recommendations to help move the Municipality forward more effectively.

Through our Team, we will provide the Municipality with professional expertise to help it develop a comprehensive Community Strategic Plan which will guide it to a greater future. We will achieve this by providing a team with extensive knowledge and experience with rural municipalities in Ontario. Our Team will provide detailed analysis and engagement to ensure that our recommendations will create real results for the Municipality.

Within the Company Overview section, you will notice that VSMS is part of a multidisciplinary organization. These range from:

- Consulting services for the public and private sectors
- Short term consulting services
- Financial services and support
- Marketing services
- Technology Assessment
- Asset Management
- Customized web site solutions tailored to the client’s needs
- Customer Relationship Management (CRM)

With the various expertise and a proven track record, VSMS is well positioned to tackle any work that is required by the Municipality. We feel strongly that if we are the successful bidder, we will achieve the objectives set forth and facilitate positive change in your organization.

Yours Truly,



Rheal Forgette – Project Consultant

COMPANY OVERVIEW

VS Municipal Solutions, a specialized division of VS Group, caters to a range of diverse needs within the municipal sector. With office locations in Toronto, North Bay and New Liskeard, we are strategically positioned to serve private and public clients across Ontario, Canada and globally. Since our establishment in 1997, our team of skilled professionals has been dedicated to our clients' success.

Our exceptional track record and distinct operational approach set us apart from typical agencies. As a multilingual firm with a multi-disciplinary structure, we foster collaboration among diverse experts to deliver exceptional outcomes. Our proactive and collaborative approach permeates every project we undertake. Comprising four divisions – VS Municipal Solutions, VS Marketing, VS Accounting, and VS Technology – our company structure is a result of actively working with our clients and understanding their specific needs. By integrating the expertise and activities of these four disciplines, we ensure that our clients derive immense value from this harmonious blend of expertise and skills.

With an innovative approach of multi-disciplinary tools, we have consistently delivered successful outcomes for a diverse range of clients, including:

- Municipal, Provincial, and Federal Government Bodies
- Local and International Private Sector Enterprises
- Other Public Sector Entities such as Authorities, Agencies, Boards, and Non-Profit Organizations

VS Municipal Solutions encompass a comprehensive suite of offerings designed specifically for municipal entities. Our dedicated and experienced team is committed to building solutions that alleviate the burden on overworked municipal staff, and we assist to enhance operational efficiencies, ensuring that your community is seamlessly connected and well-informed.

VS Municipal Services

- Administration Services
- Asset Management
- Community Engagement
- Economic Development
- Human Resources
- Tourism
- Technology & System Support

Partner with us to streamline your municipal processes and unlock new possibilities for your organization's growth.

What Our Team Brings to The Table

Our team consists of experts who are well respected in their fields and trained in various aspects of municipal service delivery. Along with our municipal experts, we also bring to the table a diverse team of award winning communications experts with a thorough understanding of public sector communications and community engagement. The members of our team possess over 25 years of experience in Human Resources, Communications, Strategic Direction and Municipal Leadership. We not only have the experience you require for the technical delivery portion of this contract but we have a proven successful track record of delivering results that are actionable.



WHY CHOOSE VS MUNICIPAL SOLUTIONS?

We believe that VS Municipal Solutions has several competitive advantages that make our firm an ideal fit:

- 1. You want deliverables that are within the capacity of your organization** - VS Municipal Solutions provides a unique understanding of operations and communications logic informed by intuitive thinking. Our perspective allows us to create deliverables that can be implemented within the capacity of your organization or within reach of your organization.
- 2. You want deliverables that communicate, not decorate** - Our goal is to create deliverables that influence your audience and further your mission. We use our understanding of strategic messaging and communication to do it. We believe that communication is key to any successful organization no matter the size or the sector, whether you are communicating internally or externally.
- 3. You want a strategy that produces results** - Our experience in strategic development for organizations has resulted in millions of dollars in either new revenue generation or saved money through increased efficiencies.
- 4. Our team is built on experience** - We are a Northern Ontario company providing results based on our experience and our knowledge. We are members of Northern Ontario communities and have extensive experience in the day-to-day operations of a municipality, governance and regulations for municipalities and issues and solutions surrounding communications.

Our Toolbox

VS Municipal Solutions values continuous and up to date training and investing in the proper technology, to ensure that team members are not only current within their fields of expertise but have the proper tools to work efficiently and effectively. We know that in order to stay on top of our industry we must continually grow our toolbox.



KEY PERSONNEL



Vincent Shank, President
Proposed Contract Administrator
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As a Senior Business Consultant with over 25 years of Senior Management and consulting experience Vince has guided quality, high value organizations in starting, maintaining and growing their operations both nationally and internationally. Serving as an Auditor for CRA for eight years early on in his career has provided him with special insight and diverse skills for helping clients in tax planning and representation matters. As an expert in business management and best practices he provides clients consulting and guidance based on experience, education and knowledge in dealing with a diverse client base and a variety of business models.

With the experience of being an internal CRA auditor he provides unique insight related to business growth, expansion and operations through his dealings with SME's to Fortune 500 companies. With this unique range of experience and knowledge of municipal operations, he is able to bring staff and management to the table to find solutions that will work for everyone and improve the operations of the overall organization.

Vince has over 25 years experience and his role on this project will be staff support and administration

Lois O'Neill-Jackson – Lead Strategic Planning Consultant

Lois is a municipal professional with over 30 years of experience, the majority being in executive and senior leadership roles. Having begun her career in parking enforcement, Lois offers the unique perspective from boots on the ground to CAO and executive leader.

Lois holds a Masters degree in Public Administration from Western University and both the Certified Municipal Officer (CMO) and Accredited Ontario Municipal Clerk (AOMC) designations from AMCTO. Lois' educational background also includes human resources, municipal and provincial legislation and municipal management. Her competencies include leadership, team building, budgeting, marketing, economic development, strategic planning, risk management, interpretation of legislation, relationship management and project management.

With her vast experience Lois has a proven ability to identify operational gaps, engage staff, develop and implement operational plans, lead and manage change, streamline operations and create highly efficient teams.

Project Role

As a Project Lead Planning Consultant Lois will share her knowledge and expertise in the areas of strategic planning, economic development, governance, legislation, project management and operational policies. Lois will provide resources as required within the steps identified in the methodology including public engagement, governance review,

environmental assessment, data analysis, evaluation and assist in report development.

Related Experience

During her career Lois spent several years as the Manager of Economic Development as part of her role as CAO. In this role she developed and created a business registry, conducted analysis of community business needs, developed action plans, and worked with planners and developers for business attraction and retention. In addition, she collaborated with tourism partners to grow area tourism and was the lead on the creation and implementation of a Community Improvement Plan and several tourism attraction strategies for the community.

Lois served as a Municipal Advisor with the Ministry of Municipal Affairs and Housing, where she was the primary contact for municipalities in four Counties in eastern Ontario. Lois served as the Chief Administrative Officer/Economic Development Officer for the Municipality of Trent Lakes. In this role she was responsible for all matters related to economic development, human resources, waste management and recreation services. Lois' previous experience was with the City of Owen Sound. While there she spent several years Transit Co-ordinator developing marketing plans and coordinating community services which lead to achieving the goal of increased transit ridership and overall improved transit services.

Her expertise extends to strategic planning, staff training and engagement, process modernization and change management. In addition, Lois is a dedicated community volunteer serving as the Treasurer for the local Beautification Committee, Grant Co-ordinator for the local Legion and Vice Chair of the District Health Centre Foundation.

Lois recently guided a non-profit organization through the Strategic Plan process and the creation of the final document and completed the Strategic Plan for a small municipality in northern Ontario.

Rheal Forgette – Project Manager & Proponent Contact

[P] 705-665-6526

[E] r.forgette@vsgroup.ca

Rheal is an accomplished bilingual Chief Administrative Officer and business leader with over 25 years of experience in executive and senior technical leadership positions and entrepreneurship in the private sector.

Rheal holds a degree in Electronic Engineering Technology from Cambrian College and an Honours Bachelor of Science degree in Physics and Math from the University of Guelph. Rheal's core competencies span leadership, team building, budget planning, municipal modernization, economic development, strategic planning, risk management, operations management,



advanced asset management, customer relationship management, advanced leadership, and project execution.

Rheal's strengths include identifying operational gaps, success in creating and implementing strategic operational processes and management of business development efforts to realize streamlined operations. Through his illustrious experience, Rheal is well-versed in overseeing a wide variety of operational and planning processes in the public and private sectors to establish municipal infrastructure that can be leveraged for several years to come.

His overt passion of business improvements, municipal process optimization and analytical excellence will systematically foster the success of municipalities, corporations' and institutions' short-term and long-term objectives.

Rheal is dedicated to improving rural Ontario issues through optimizing operational efficiency, securing government funding, and contributing to organizations' successes. His extensive technical background, combined with strong analytical and communication skills, makes him an invaluable resource, passionate about enhancing Municipalities and fostering economic development while maintaining a consistent track record of success.

Project Role

Rheal will be the Project Manager and Consultant during this engagement. He will share his in-depth knowledge and expertise in the areas of economic development and stakeholder engagements to define the goals and objectives for the Municipality. Rheal alongside other Project Consultants will work closely with all members of the Team to develop the assessments and plans required in this project.

Related Experience

Rheal served as the Chief Administrative Officer/Clerk for the Municipality of Markstay-Warren and the Chief Administrative Officer/Clerk – Treasurer for the Township of Calvin. In these roles, he took a hands-on approach to municipal governance and its operations, risk management, economic development, strategic planning and implementation. Rheal is aware of the economic challenges facing Northern Ontario communities and specifically Sudbury-East. Between 2005 and 2015, he was the Chair or the Economic Development Committee for the Municipality of Markstay-Warren. Passionate for economic change in the Sudbury region, he led the committee through the implementation of two Strategic Plans that allowed the municipality to leverage economic strategies during the local and regional economic challenges of the day.

Further, having established a grass roots corporation in Sudbury-East to deploy rural broadband services his technical expertise extends to broadband feasibility studies, business case analysis, operational modernization planning, and change management. His objective and strategic thinking are assets to all municipal projects.

Dr. Harley d'Entremont, Project Consultant

Harley has more than 40 years of experience in the post-secondary sector, as a professor and university administrator, 24 years in Executive positions. He has been President or Vice-President of the following universities (Université Sainte-Anne, Laurentian University and Nipissing University). All the executive positions held during those 24 years involved the following elements, among others: (1) budgeting; (2) strategic planning; (3) government relations; (4) labour relations; (5) board relations; (6) institutional collaboration; (7) stakeholder relations; (8) policy development; and (9) governance.

Harley's strength is his ability to see the big picture in terms of planning, budgeting, labour relations while also having a firm grasp of the details involved. In addition, he has excellent analytical skills, very useful for the analysis of policies and other reports.

Dr. d'Entremont holds a BA in political science from St. Mary's University, a Master in Public Administration from Dalhousie University and a PhD in political science from The University of Western Ontario. His doctoral thesis is entitled "Provincial Restructuring of Municipal Government: A Comparative Analysis of New Brunswick and Nova Scotia."

Project Role

As a Project Consultant, Harley will provide his expertise throughout the project to ensure that the strategic planning exercise is consistent with the expectations of the planning process in municipal governments. He will also play an important role in stakeholder engagement, review existing policies and data analysis, as well as engagement with economic development policy organizations.

Related Experience

As noted above, Harley has 24 years of experience in Executive positions where he was responsible for policy development and planning, budgeting, management, personnel issues and external relations. Moreover, as Vice-President and Provost at Nipissing University he was responsible for the development of Nipissing's Strategic Mandate Agreement with the Ministry of Colleges and Universities.

Given the importance of economic development strategies for this engagement, it is important to note that Harley has been involved with economic development issues throughout his career. He spent six years on the Board of the Atlantic Provinces Economic Council (including four years as Vice-Chair), as well as nine years on the Board of the Northern Policy Institute (one year as Chair).



Brigitte St. Jean, Office Administration (bilingual)

Brigitte St. Jean works in Office Administration at VSMS where she supports the company with client invoicing, receiving and processing payments, payroll as well as reception duties.

Brigitte's knowledge and skills in office administration and customer service were acquired over the years working in the public service, transportation and automotive industries.

Brigitte is known to be analytical, adaptable and organized. Her time management, office administration, customer service and teamwork skills are outstanding as well as great assets to VSMS and its clients.

LONG LASTING CLIENTS

Below is a sampling of our client list relative to this project; VS Group services all sectors.

Tourism

Perfect Wilderness Tours & Safaris - Nairobi, Kenya
River District - Owen Sound, ON
Water Tower Inn - Sault Ste. Marie, ON
Casey's Grill Bar- National Franchise

Municipal & Regional Government

Armour Township
Chapleau Economic Development Corporation
City of North Bay
City of Owen Sound
East Nipissing Planning Board
Economic Partners Sudbury East/West Nipissing
Mattawa-Bonfield Economic Development Corporation
Municipality of Callander
Municipality of Calvin
Municipality of East Ferris
Municipality of Markstay Warren
Municipality of Powassan
Municipality of South River
The City of Temiskaming Shores
Town of Bancroft
Town of Marathon
Town of Mattawa
Township of Armour
Township of Armstrong
Township of Bonfield
Township of Chisholm
Township of Joly
Township of Machar
Township of Papineau-Cameron
Township of Strong
Town of Rainy River
Township of Ryerson
Township of Mattawan
Village of Burk's Falls - EDC

Mining, Construction & Industrial

CB Sales - Toronto, ON
Atlas Copco - Lively, ON
B&D Manufacturing - Chelmsford, ON
BHP Billiton Limited - Melbourne, AU
Plenary Group - Melbourne, AU
Canadian Diamond Drilling Association - Canada
Canadian Institute of Mining, Metallurgy and Petroleum
Cementation - North Bay, ON

FB Drilling - Cranbrook, BC
LedCor Group - San Diego, CA
Nordic Minesteel Technologies - North Bay, ON
Redpath International - North Bay, ON
Vital Drilling - Sudbury, ON
Gin-Cor Industries - North Bay, ON
Vaproshield - Gig Harbor, WA

Education

Canadore College - North Bay, ON
Centennial College - Toronto, ON
Conseil Scolaire Catholique - North Bay, ON
Corona College - Grand Falls Windsor, NFLD Near
North District School Board - North Bay, ON
Nipissing University - North Bay, ON
CTS Career College - North Bay, ON
First Nations Technical Institute - Tyendinaga Mowawk
Territory, ON

Health & Not-for Profits

BC Cancer Centre for the North - Prince George, BC
Bridgepoint Health - Toronto, ON
Chapleau Health Services - Chapleau, ON
Chapleau Hospital Foundation - Chapleau, ON
Children and Youth Opportunity Fund
Children's Aid Society Nipissing and Parry Sound
Community Living - North Bay, ON
Distress and Crisis Ontario
Earlton Lions Club - Earlton, ON
International Children's Awareness of Canada
Mattawa General Hospital - Mattawa, ON
Niagara Health System Health-Care Complex - St.
Catherines, ON
Nickel District Conservation Authority - Sudbury, ON
North Bay Regional Health Centre - North Bay, ON
North Bay-Mattawa Conservation Authority
North Bay Indian Friendship Centre - North Bay, ON
North Bay Lion's Club - North Bay, ON
North Bay Special Olympics - North Bay, ON
Nipissing Serenity Hospice
Nipissing Parry Sound District Health Unit
Ontario Health
Temiskaming District Health Unit
Shoppers Drug Mart - Toronto, ON
South Nation Conservation
United Way - North Bay, ON
York Support Services Network YSSN
YMCA - North Eastern Ontario
Yves Landry Foundation - Toronto, ON
Weeneebayko Area Health Authority (WAHA)



PROJECT UNDERSTANDING

Background

The Municipality is a single-tier municipality located Sudbury East. As part of the Sudbury District, it is approximately 60km from the downtown of the City of Greater Sudbury with a population of 1357 (2021 census). This reflects an increase of almost 7% from 2016. Having one major industrial employer in its municipality, local employment poses significant challenges.

The economic environment has changed significantly since the last Strategic Plan was completed in 2013. The Municipality acknowledges these changes within the RFP document and has identified them in the following context:

- Farm Land Use
- Rural Lot Severances
- Tax Base Diversity
- Broadband Availability
- Natural Gas Availability for Development
- Residential Development Opportunities

Purpose

The Council of the Municipality requires an innovative, priority-oriented Community Strategic Plan that addresses both internal organizational capacities, review of existing service levels across all departments, and considers external challenges and opportunities. The Proponent notes that the Municipality has recently (2023) conducted a core service and organizational review.

The Plan will establish a shared vision and a series of strategic priorities for the future development and improvement of the community. The implementation of the related action plan will allow the current and future Councils to achieve the community focused vision.

Objectives

The Plan's objectives are to create an environment that supports residents, businesses, and visitors, fostering a vibrant and prosperous community.

This will be accomplished through the Municipality and its community Stakeholders' supporting continued positive partnerships and collaborative opportunities.

Outlined in the RFP document, the intent of the plan is to:

- Improve Municipal Operational Efficiency
- Identify Improvements in Municipal Infrastructure
- Investment Attraction
- Identify and Promote Tourism Opportunities
- Enhance Quality of Life
- Identify Revenue Diversity Opportunities
- Develop A Skilled Labour Force

The success of the plan implementation will be based upon:

- the number of new houses (short to mid-term)
- the number of new businesses (long term)
- the improved efficiency and usership of municipal facilities
- identified and measurable operational municipal cost savings
- newly identified and increase in existing municipal revenue sources

Scope of Work

The Proponent is required to identify which model would be most appropriate for this project. This project requires a robust engagement process that facilitates real and equitable discussions. This will be accomplished by:

- Defining the Vision and Mission for the Municipality.
- Defining the Goals and Objectives with Council.
- Reviewing the Municipality's current plans, policies and by-laws relating to business development and growth strategies.
- Designing and implementing a community and stakeholder engagement plan.
- Conducting Interviews with Council, staff, key community Stakeholders.
- Analyzing the Municipality's current economic environment and investment potential for development defined within the purview of this project.
- Updating the Municipality's community profile.
- Performing a regional analysis and environmental scan to confirm the Municipality's business development readiness.
- Identifying barriers to business development and attraction and make recommendations for mitigation.
- Performing a SWOT analysis identifying if gaps exist for business retention and attraction methodologies.
- Drafting the strategic plan and action plan.
- Finalizing the report and present to Council



Data Collection

The Municipality requires that a comprehensive consultation process be established with Council, staff and key community Stakeholders. The Municipality requests the Proponent to recommend the most effective method of conducting the consultation process.

Desired Schedule

The project RFP document did not specify an anticipated start date. It provided a completion date of March 28, 2025.

Deliverables

The Municipality requests the following deliverables:

- An interim report consisting of the Current Assessment of the existing economic conditions for the Municipality and the region based on a SWOT analysis.
- Review and recommendations of existing by-laws, policies, processes and regulations in relation to economic development and sustainable growth.
- Communication with the public, Stakeholders and Council in relation to the review and assessment.
- A five-year Strategic Plan with a comprehensive set of priorities and goals to fulfill the Municipality's commitments to its citizens;
- A recommendation of resources and initiatives;
- Identifiable initiatives that will result in positive economic outcomes and enable the Municipality to target the development of innovative programs that align with labour market needs and produce a highly skilled workforce;
- Final report and presentation of the plan to Council.

PROPOSED PROJECT APPROACH AND METHODOLOGY

The Municipality requests a comprehensive 5-year Strategic Plan to be completed including:

- A comprehensive Stakeholder engagement process.
- A SWOT analysis based on an economic environment scan for the Municipality and the region.
- A review of the Municipality's current policies, by-laws and other related plans and reports that may impact business and economic development.
- Community communications to inform the public of the situational analysis and stakeholder engagement.
- Strategic Action Plan identifying priorities, an action plan and related budgetary impact.
- Final report to Council and related material.

VSMS recommends developing the goals and strategies based on the **S.M.A.R.T.** methodology. This is defined as:

- S** - Specific
- M** - Measurable
- A** - Achievable
- R** - Relevant
- T** - Time-Bound

This will allow the Team to establish goals that are clear, attainable and meaningful. Having clarity in the goal setting provides the motivation and focus needed to be successful.

VSMS proposes the project follow a sequential process with the work plan major activities identified below.

- Project Management
- Background Review
- Stakeholder Engagement
- Current Environment Assessment
- Strategic Priorities
- Action and Implementation Plan
- Final Report

Project Management

VSMS will establish an overall project management structure and reporting process to ensure that deliverables and milestones are tracked, achieved, and reported on consistently and reliably, using standard tools and templates. A Project Plan will be developed and approved by the project team. Ongoing project management will be completed through regular status update videoconference meetings with the project team to review work completed, work pending and address any risks that need to be mitigated.



Rheal Forgette will be tasked with the project management for this engagement. He will work closely with the CAO or appointed Team through effective communication by email, telephone and meetings to ensure expectations are being met at all times. Further, a communication plan and marketing artifacts will be created to support the Stakeholder Engagement portion of this project along with any updates that would impact the public and Stakeholders.

Risk Management and Mitigation

Risk Management is the methodology and approach for ensuring that appropriate risk identification and mitigation mechanisms have been implemented and are being executed throughout a project. Risks have the potential to derail project progress and impede or prevent the achievement of project goals.

VSMS will work collaboratively with the Municipality's Team to monitor progress and take appropriate steps to mitigate potential risks as they emerge. During the initial planning phase, we will identify, in collaboration with the Municipality's CAO and others identified, any expected risks, and create effective strategies to avoid or mitigate those risks. The most important, intricate part of this engagement is the stakeholder engagement. As part of the project management and scheduling process, a clear communication plan will be developed to ensure all internal and external key Stakeholders are available and the specified times.

Communication Plan

The VSMS Team will establish a communication plan that will exceed the expectations in this RFP. The VSMS Team is proposing a more granular reporting schedule based on milestone delivery. Although the Municipality is requesting 1 interim report, the VSMS Team recommends the following:

1. **Milestone #1:** Current Environment Assessment Report.
2. **Milestone #2:** Draft Strategic Priorities Report.
3. **Milestone #3:** Draft Action Plan.
4. **Milestone #4:** Present the Final Strategic Plan and executive summary (in-person).

With this reporting schedule in place, the Municipality's will:

- Have the ability to provide input at various stages of the process and;
- Provide transparency to the public and Key Stakeholders.

The communication plan will include:

- Stakeholder Engagement process and identified dates.
- Current Environment Assessment Report to be presented to staff and Council.
- Draft Strategic Priorities Report to be presented to staff and Council.
- Final Plan presented to Council.

Change Management

In realizing change management is not part of the RFP, VSMS' Team of Consultants is ready to work collaboratively with the Municipality's CAO and staff to develop customized strategies to facilitate, implement, and manage change smoothly and thoroughly, with lasting positive impact. We will assess change readiness, define goals and factors for success, and ensure constant communication between all impacted parties is maintained throughout the process.

Stakeholder Engagement Process

VSMS is proposing an extensive engagement with the following participants:

- Conducting interviews with Council, staff, key community businesses and organizations including:
 - Industry partners and identified developers
 - Elected officials and select ministry representatives
 - Economic Development and Planning Partners
 - Local Organizations and Institutions
 - Other Stakeholders as identified

VSMS will use a common, consolidated approach, ensuring we respect both the time and confidentiality of the Municipality's Team, public and associated organizations when being consulted. We will work with the Municipality's CAO and staff to develop an effective Stakeholder engagement. This process will ensure that our Team documents those who will need to be contacted, allowing us to develop tailored interview guides to effectively engage these Stakeholders.

The VSMS Consulting Team strongly supports performing in-person consultation during the Stakeholder Engagement. In light of a proposed in-person consultation process, you will see within the work plan and included in the proposed budget for this project, the following in-person meetings:

1. Stakeholders Engagement: 2 days of in-depth, in-person engagement with the Council, staff, public information sessions and key Stakeholder sessions. These will be scheduled separately throughout 1 week to be agreed upon. This will include collaborative SWOT discussions.
 - a. Council: up to 3 hours of in-person Council Engagement.
 - b. Management and Staff: Individual management and staff interviews (typically 1 hour in duration)
 - c. Public Information Sessions: 2 in-person sessions typically 2 hours in duration each.
 - d. Community Partners and Stakeholders: 2 in-person sessions typically 2 hours in duration each.
 - e. Online: A questionnaire will be made available for the public and Stakeholders that may not be able to attend in-person sessions. This will be inserted on the municipal website along with the approved social media channels utilized.



- f. Virtual: For the Stakeholders that may not be able to attend in-person sessions, virtual individual meetings can be scheduled.

Careful schedule coordination will be required to ensure the engagement provides maximum benefit. Recognizing that for unforeseen circumstances, not all involved will be able to partake in the scheduled engagement sessions, the Stakeholder engagement process will have an on-line and virtual component to allow individuals of the public or interest groups to provide their input to this crucial part of the project.

WORK PLAN AND DELIVERABLES

Based on the RFP documentation, VSMS estimates a total of 283 consulting hours will be required to fulfill this engagement. This information has been broken down in the tables below. In addition, the table below clearly indicates when the Municipality’s engagement will be required.

Project Management

Task	Activities
Project Setup	<ul style="list-style-type: none"> ▪ Prepare project plan. ▪ Project kick off meeting. ▪ Preparation of agreement. ▪ Communication Plan.
On-Going Project Management	<ul style="list-style-type: none"> ▪ Client meetings (virtual). ▪ Internal correspondence. ▪ Client communication where necessary (typically by email).
Municipality Participation	<ul style="list-style-type: none"> ▪ Project Team kick off meeting (virtual). ▪ Agreement execution. ▪ Client meetings and correspondence.
Deliverable	<ul style="list-style-type: none"> ▪ Project Plan. ▪ Agreement. ▪ Communication Plan.
Estimated Consulting hours	41 hours.

Background Review

Task	Activities
Review Process	<ul style="list-style-type: none"> ▪ Review materials including but not limited to: <ul style="list-style-type: none"> ○ Organizational Structure ○ Core Service and Organizational Review Report ○ Previous Strategic Plan and related reports ○ Sudbury East Official Plan ○ Municipal Zoning By-law ○ Other reports to be identified
Municipality's Participation	<ul style="list-style-type: none"> ▪ Various electronic correspondence (email typically). ▪ Discussions if/when needed. ▪ Provision of relevant documents.
Deliverable	<ul style="list-style-type: none"> ▪ N/A
Estimated Consulting hours	25 hours.



Stakeholder Engagement

Task	Activities
Material Development	<ul style="list-style-type: none"> ▪ Draft survey questionnaire for the Stakeholder engagements. ▪ Distribute surveys online and an on-line the portal. ▪ Distribute as required.
Visioning Session	<ul style="list-style-type: none"> ▪ Conduct a virtual visioning session with the Council, CAO other appointed persons to reaffirm the vision and mission statements along with the guiding principles.
Engagement	<ul style="list-style-type: none"> ▪ Hold in-person Stakeholder sessions: <ul style="list-style-type: none"> ○ Council Workshop (1 - 2hour session) ○ Public sessions (2 – 2hour sessions) ○ Consolidated Community session (2 – 2-hour session) including: <ul style="list-style-type: none"> ▪ Community Partners ▪ Local Agencies and Organizations ○ Senior Leadership and staff (in-person and virtual if needed) ○ On-line public participation through email and portal. ○ Virtual engagement if/when needed for the community Partners.
Municipality Participation	<ul style="list-style-type: none"> ▪ Staff to review and comment on survey questionnaire. ▪ Participate in the visioning session. ▪ Participate in the Stakeholder engagement. ▪ Coordinate public, staff and external engagements. ▪ Distribute questionnaire to public as required.
Deliverable	<ul style="list-style-type: none"> ▪ N/A
Estimated Consulting hours:	69 hours.

Current Environment Assessment

Task	Activities
Data Analysis	<ul style="list-style-type: none"> ▪ Analyze information derived from: <ul style="list-style-type: none"> ○ Council Workshop ○ Public sessions ○ Community Partners ○ Local Agencies and Organizations ○ Senior Leadership and staff ○ On-line public participation through email and portal. ○ Virtual engagement if/when needed for the community Partners.
Environmental Scan	<ul style="list-style-type: none"> ▪ External scanning will look at: <ul style="list-style-type: none"> ○ Trends ○ Regional municipal competition ○ Economy impact (local, provincial, federal and beyond as applicable) ○ Labour ○ Legislation
Assessment Development	<ul style="list-style-type: none"> ▪ Develop SWOT. ▪ Confirm SMART Goals based on data received. ▪ Reaffirm guiding principles with the vision and mission statements.
Municipality's Participation	<ul style="list-style-type: none"> ▪ Review of DRAFT Current Environment Assessment Report
Deliverable	<ul style="list-style-type: none"> ▪ Milestone #1: Current Environment Assessment Report
Estimated Consulting hours	82 hours.



Strategic Priorities

Task	Activities
Develop of Goals	<ul style="list-style-type: none"> ▪ Collaboratively, hold a virtual session to: <ul style="list-style-type: none"> ○ Identify 5-10 short to long term goals. ○ Develop associated activities and strategies. ○ Prioritization of each goal.
Stakeholder Review	<ul style="list-style-type: none"> ▪ Provide opportunity to Stakeholders to review/comment on Proposed Strategies.
Municipality's Participation	<ul style="list-style-type: none"> ▪ CAO and assigned staff to attend the virtual meeting(s). ▪ Review draft Report Goals.
Deliverable	<ul style="list-style-type: none"> ▪ Milestone #2: Draft Report of Strategic Priorities
Estimated Consulting hours	26 hours.

Action Plan

Task	Activities
Leadership Collaboration	<ul style="list-style-type: none"> ▪ Council workshop(s) and discussions (virtual) ▪ Management workshop(s) and discussions (virtual)
Develop Activities Related to Each Goal	<ul style="list-style-type: none"> ▪ Establish evidenced based activities related to each goal. ▪ Create a responsibility matrix. ▪ Establish Project Management requirements and risk management. ▪ Establish budgetary financial implication for each goal. ▪ Establish road map and timelines identifying dependencies between goals (if applicable). ▪ Establish performance indicators related to each goal.
Establish Performance Measurements	<ul style="list-style-type: none"> ▪ Define measurables that will allow the Municipality to track the activities success.
City's Participation	<ul style="list-style-type: none"> ▪ Attendance at workshops where necessary ▪ Review Draft Plan
Deliverable	<ul style="list-style-type: none"> ▪ Milestone 3: DRAFT Action and Implementation Plan
Estimated Consulting hours	25 hours.

Final Report

Task	Activities
Final Strategic Plan and Deliverables	<ul style="list-style-type: none"> ▪ Review edits required based on draft information previously submitted. ▪ Draft and finalize report.
Final Plan	<ul style="list-style-type: none"> ▪ Milestone #4: Present the Final Strategic Plan (in-person)
Municipality Participation	<ul style="list-style-type: none"> ▪ Staff to review Final Strategic Plan ▪ Attend presentation of the Final Plan
Deliverable	<ul style="list-style-type: none"> ▪ Electronic and hard copy of the final draft plan
Estimated Consulting hours	15 hours.



Schedule

It is anticipated that the project would be able to begin in October, 2024 with a completion by February 2025.

Item	Activity	# Days	Rhéal	Lois	Harley	Jr. Consultant	Client	Oct	Nov	Dec	Jan	Feb	Mar
1	Project Initiation and Management	6	X	X	X	X	X	■	■	■	■	■	
2	Background Review	4	X	X	X		X	■					
3	Stakeholder Engagement	9	X	X	X	X	X	■	■	■			
5	Current Environment Assessment	12	X	X	X	X	X		■	■	■		
6	Strategic Priorities	4	X	X	X					■	■		
7	Action Plan	4	X	X	X	X	X				■	■	
8	Final Report & Presentation	2	X		X	X					■	■	
		40											

Projected Milestone Deliverable Schedule

Based on the timelines above and the following time allocation table, the projected milestone deliverable schedule is as follows:

- **Milestone #1:** Current Environment Assessment Report – December, 2024
- **Milestone #2:** Draft Strategic Priorities Report - January, 2025
- **Milestone #3:** Draft Action Plan – February, 2025
- **Milestone #4:** Present the Final Strategic Plan and executive summary (in-person) – February/March, 2025

Time Allocation Table

ACTIVITY	Rhéal	Lois	Harley	Jr. Consultant	Total (Hrs)
Project Initiation and Management					
Project Setup					
Project Plan and Budget and Contracts	2				2.0
Prepare Communication Plan	2				2.0
Project Kick Off	1				1.0
Document collection and distribution				2	2.0
Ongoing Management					
On-Going Project Management	8				8.0
Monthly Client Meetings	4	7	3		14.0
Internal Correspondence	4	4	4		12.0
Total Project Management Hours					41.0
Background Review					
Review relevant existing strategies, plans, policies, and reports	5	5	2		12.0
Identify Key Issues	2	2	2		6.0
Evaluate Results of previous Strat Plan	2	2	2		6.0
Identify Other Related Stakeholders	1				1.0
Total Background Review Hours					25.0
Stakeholder Engagement					
Visioning Session - Reaffirm Vision, Mission and Guiding Principles	2	2	2		6.0
Develop Questionnaire and Materials	1	5	1		7.0
Distribution and Manage Distribution of Questionnaire (Electronically)				5	5.0
Conduct Interviews					
Council Engagement	3	3	3		9.0



Community Partners Sessions (2 total)	5	5	5	0	15.0
Staff	5	5	5		15.0
					63.0
Total Stakeholder Engagement Hours					
Current Environment Assessment					
Data Analysis					
Council Engagement	0	2	2		4.0
Public Information Sessions	1	2	2		5.0
On-Line	5	5	5		15.0
Community Partners Sessions	0	5	5		10.0
Staff	2	2	2		6.0
Develop a Comprehensive SWOT	5	5	2		12.0
Environmental Scan	1	3	3		7.0
Develop Values, Vision and Mission	2	2	2		6.0
Public Information Session	2	2	2		6.0
Milestone #1: Current Environment Report	2	2	2	5	11.0
Total Current Environment Assessment Hours					82.0
Strategic Priorities					
Develop Short Term to Long Terms Goals	3	4	1		8.0
Confirm Priority Alignment with Vision/Mission Statements and Core Values	1	1	0		2.0
Public Information Session	2	2	2		6.0
Milestone 2: Strategic Priority Report	2	2	2	4	10.0
Total Future Requirement Hours					26.0
Action Plan					
Develop Activities Related to Each Priority	3	4	2		9.0
Establish Performance Measurements	3	4	2		9.0
Milestone 3: Action Plan Report	2	2	2	1	7.0
Total Action Plan Hours					25.0
Final Report & Presentation					
Final Report and Deliverables					
Final Report and Edits	4	1	1	3	9.0

Milestone 4: Presentation to Client (in-person)	2	2	2		6.0
Total Final Report Hours					15.0
TOTAL HOURS	93	96	74	20	283



Fee Schedule

The fee associated with this consulting engagement is \$49,678.00 plus HST and broken down as follows:

	Item	Consultant Hours	Fee	Travel Expenses	Total
1	Project Initiation and Management	41	\$6,507		\$6,507
2	Stakeholder Engagement	69	\$10,823	\$2,000	\$12,823
3	Background Review	25	\$4,063		\$4,063
4	Current Environment Assessment	82	\$12,935		\$12,935
5	Strategic Priorities	26	\$3,913		\$3,913
6	Action Plan	25	\$3,985		\$3,985
7	Final Report & Presentation	15	\$2,204	\$2,000	\$4,204
	Sub-Total	283	\$44,428		\$48,428
	Total		\$44,428		\$48,428
	Printing and Promotional Artifacts		\$1,250		\$1,250
	HST		\$5,938		\$6,458
	Grand Total		\$51,616		\$56,136

Payment Terms

1. Payment #1: Upon acceptance of this proposal, a 40% deposit will be required.
2. Payment #2: Upon completion of Milestone #1: 20%
3. Payment #3: Upon completion of Milestone #2: 20%
4. Payment #4: Upon completion of Milestone #3: 10%
5. Payment #5: Upon completion of Milestone #4: 10%

Terms

- Net 30 Terms
- Late payment fee of 1.5% compounded monthly on any unpaid amount.

RELEVANT EXPERIENCE

VSMS and its Consultants collectively have impressive expertise in the consulting realm along with administering projects. As indicated in the Corporate Overview, VSMS has an impressive client base from the public and private sector.

As you will see in the case studies information and the references below, VSMS is very well suited for this project and will be able to undertake the engagement in a professional and efficient manner that will be delivered on time.

VSMS' Competitive Advantage

VSMS is uniquely positioned as the unquestionably best Proponent for this engagement. With its head office located in North Bay Ontario, we have successfully executed several projects with various municipalities, institutions and other public sector agencies across the North.

Having been business owners or Executives in both the public and private sectors, the Consultants recognize the various legislative requirements through various Acts established by the provincial government are a critical part of the decision-making process and shall be strictly adhered to. The Team of Consultants also includes a university executive with extensive expertise working with two universities in Northern Ontario. This implied the involvement in strategic planning and policy development. Moreover, the local Sudbury East knowledge and of the Region of the City of Greater Sudbury, coupled with the hands-on knowledge of economic challenges facing rural communities in the region makes the VSMS Team ideal for this project.

Demonstrated in the project references below and in the attached Consultants' resumes, you will see the in-depth experience Rheal holds coupled with passion for rural Northern Ontario growth. The economic development experience coupled with the Strategic Planning expertise that Lois holds are key to the success of this project.

Furthermore, the Team of VSMS is able to offer additional services in the event that the Municipality is in need of other professional services like summarized as:

- Studies, Plans and Strategies
- Citizen Engagement
- Clerk, Treasurer and CAO Contracting
- Technology and Modernization

A few artifacts of the professional quality work are attached to this proposal for your review.



PROJECT REFERENCES

1. **Client:** Kinmount District Health Services Foundation
Contact: Susan Forester , Chair
[E]: sjforrester4@gmail.com
[P]: 705-344-1907

Project Name: Strategic Plan - Lois O'Neill-Jackson

Synopsis: This is the first Strategic Plan for this organization. Project included explaining the relevance of a Strategic Plan and the process, preparation of a survey for external Stakeholders, determining the best method to conduct a workshop and developing appropriate step by step workshop materials. The workshop was conducted in 3 – 4 sessions to allow sufficient time for information processing by Board Members. The final Strategic Planning report was unanimously approved and adopted by the Board. They are excited to start moving forward with the goals and actions outlined in the plan including creating a matrix to measure progress.

2. **Client:** Township of Strong
Contact: Mayor Tim Bryson
[E]: mayor@strongtownship.com

Project Name: Strategic Plan – Lois O'Neill-Jackson

Synopsis: Review relevant background information to guide Council through the Strategic Planning process. Lead Council through the Strategic Planning workshop. Consolidate all information from the workshop into a report that clearly defines the goals and strategies for the next 4 years and present the report to Council. Also, a presentation of the Plan to the public for comment at a public information session, revised the Plan as needed and then define key performance measurement matrix to track its progress during the implementation phase.

3. **Client:** Municipality of Markstay-Warren
Contact: Steve Salonin, Former Mayor
[P]: 705-988-1780

Project Name: Rheal Forgette – Economic Development Strategic Plan Implementation and Official Plan Review

Synopsis: With Rheal's passion for the Municipality of Markstay-Warren and its economic prosperity, he volunteered as the Chair of the Community Development Corporation and then the Economic Development Strategic Planning Committee from 2005 – 2015 with a brief sabbatical in between. During that time, he led the committee identifying and implementing projects with measurable results and creating a positive impact on the economic health of the community. More recently, residential development was identified as one of the key pillars to Markstay-Warren's economic prosperity and wellbeing. As Markstay-Warren's CAO his passion for economic development continued. From 2018 – 2023, Rheal spearheaded a detailed review of the Official Plan ensuring the Official Plan had favourable framework allowing increased residential housing and developments to occur within the community.

CASE STUDY

CLIENT

University College of the North

PROJECT

Review of Academic Governance at University College of the North

TIMEFRAME

2021

ESTIMATED BUDGET

Confidential



MUNICIPAL SOLUTIONS
A division of VS Group



University College
of the North

SCOPE OF WORK

Review of Academic Governance at University College of the North. UCN required an examination of its existing academic governance arrangements with the goal of reviewing and ensuring those arrangements are in keeping with existing norms in Canadian post-secondary education and with current practices of indigenization and decolonization.

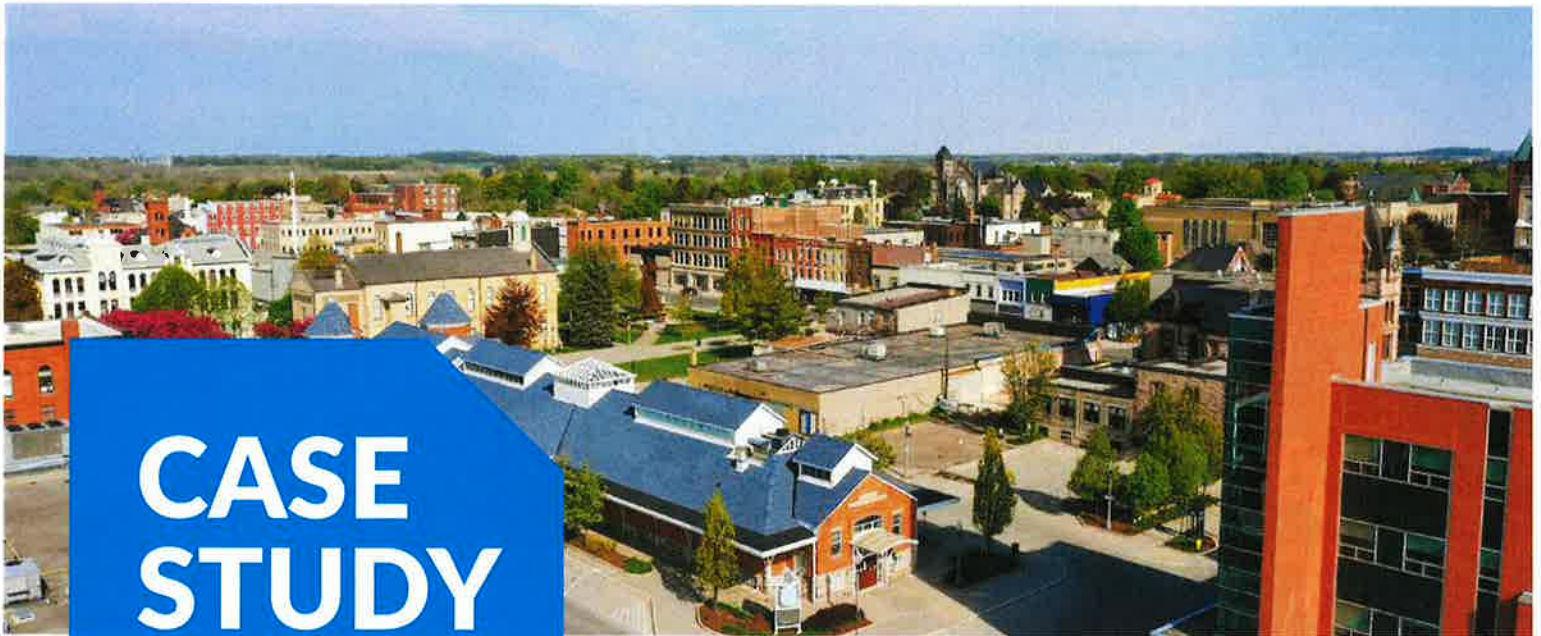
OBJECTIVE

By closely working with a steering committee and various stakeholders, the objective was to:

- Examine existing governance arrangements, including policies, processes and committee structures;
- Provide advice as to changes or amendments to help ensure governance arrangements are aligned with best practices within the sector;
- Prepare recommendation and, where appropriate, policy/process documents for consideration by the steering committee and council.

OUTCOME

The contract involved a significant review of the tenure and promotion policies and procedures of the Collective Agreement for the University College of the North (UCN). The project was completed in 2021. The work required significant stakeholder interviews as well as an analysis of policies and procedures at comparator institutions. An important element of that work involved how to explicitly recognize Indigenous knowledge in the tenure and promotion process, as well as adopting best practices for a specific institutional context; a University with a very important Indigenous mission and service to the community.



CASE STUDY

CLIENT

Municipality of Callander
Municipality of Mattawan
Township Of South Algonquin
Municipality of Powassan
Municipality of East Ferris
Chisholm Township
Municipality of Calvin
Town of Mattawa
Township of Bonfield
Cameron Township

PROJECT

Municipal Shared Services in
Nipissing/Parry Sound

TIMEFRAME

2021 - 2022

ESTIMATED BUDGET

Confidential

SCOPE OF WORK

The project aimed to assess the potential for cost savings and efficiencies through Municipal Shared Services among ten municipalities in the District of Nipissing and North/East Parry Sound. The consultant team, represented by VS Municipal Solutions, conducted an examination of the feasibility of sharing employees in professional or corporate roles, specifically in Municipal Legal services, Municipal Human Resources services, and Municipal Land-Use Planning services. Additionally, the project explored the potential for joint purchasing of goods, equipment, and materials, with the possibility of extending to joint purchases of professional or corporate services.

OBJECTIVE

The primary objective of the project was to identify opportunities for collaboration and cost-saving measures through Shared Services and Joint Purchasing among the member municipalities within the CAOs Group. The focus was on enhancing efficiency in municipal operations and potentially sharing resources in legal, human resources, and land-use planning areas.

OUTCOME

The 'Phase One' Report, prepared by the Consultant Team and funded by the Province of Ontario, was submitted to the member municipalities. The report outlined the desire within the CAOs Group to explore Shared Services, with a particular emphasis on sharing employees in professional roles and joint purchasing of goods, equipment, and materials. The identified preferences for further exploration were the sharing of Municipal Legal services, Municipal Human Resources services, Municipal Land-Use Planning services, and the implementation of some form of Joint Purchasing. The outcome of the project, at this stage, was the recognition of the potential benefits of collaboration and the need for further exploration in the specified areas.

NOTE

See Appendix "PHASE TWO FINAL REPORT".

Annual Report Layout

TRAUMATIC BRAIN INJURY

Christina Hensvelt from the Brain Injury Association of Waterloo Wellington shared information on how to recognize and support persons living with traumatic brain injuries as a result of intimate partner violence.



COMBATTING LONELINESS

Caitlin Florio, Program Manager at DCO, shared some information on how to recognize loneliness, understanding why someone may be feeling lonely, and how to potentially prevent feelings of loneliness.



GRIEF AFTER SUICIDE LOSS

Marilyn Clark, an Art Therapist, Candidate and Registered Psychologist (qualifying) from The Delta Grief Counseling Centre, shared her story of losing her mother to suicide and her personal grieving process.



PREPARING FOR THE HOLIDAYS

Caitlin shared tips for how to manage holiday stress, how to cope with holiday grief related to loss of a loved one, and provided some mindfulness and grounding techniques that may be helpful.



SLOW, SUSTAINABLE LIVING

Lauren Velluso, a holistic practitioner, spoke about the benefits of slow, sustainable living and how choosing to live a sustainable, mindful lifestyle can lead to wellness in more areas than one.



NAVIGATING CHANGE

Elna, an intake coordinator at a busy counseling centre in Waterloo and Sharon Katz, a life coach with Vita Catalyst, spoke with Caitlin about navigating changes related to ever-shifting COVID restrictions.



Brand Development



Corporate Colours

PMS 2617 C	
C: 84	R: 72
M: 100	G: 35
Y: 24	B: 102
K: 20	#482366

PMS 376 C	
C: 56	R: 127
M: 3	G: 188
Y: 100	B: 66
K: 0	#77cc42

Accent Colours

PMS 729 C #D81B60	
C: 26	R: 162
M: 59	G: 129
Y: 75	B: 80
K: 8	

PMS 7474 C #0B7482	
C: 88	R: 8
M: 40	G: 116
Y: 42	B: 130
K: 10	

PMS 483 C #693026	
C: 36	R: 105
M: 80	G: 48
Y: 79	B: 38
K: 47	

PMS 364 C #A97637	
C: 74	R: 73
M: 33	G: 118
Y: 100	B: 55
K: 19	





CASE STUDY

CLIENT

First Nations Technical Institute

PROJECT

Brand Development

TIME FRAME

2020-2021

SCOPE OF SERVICE

Branding, Marketing Strategy,
Graphic Design.

SCOPE OF WORK

The main goal of the FNTI Branding project was to take the existing brandmark and supporting graphic elements the organization had been using and form a complete brand identity to ensure consistent and effective use of the brandmark and the organizations communications. The project involved a thorough assessment of the current brand assets, defining the brandmarks symbolism and how it aligned with the organization's values, and establishing guidelines for the cohesive application of the brand across different mediums. Through this process, the aim was to create a strong, unified brand presence that reflects FNTI's identity and values, ensuring a cohesive and memorable representation in all communication materials.

OUTCOME

The primary objectives of the FNTI Branding project were to establish a robust brand identity for FNTI. This was achieved through the development of a comprehensive brand standards manual, outlining the preferred and proper usage of the brandmark and it's supporting materials. A key aspect of this process involved providing a detailed description of the symbolic representation of the brandmark to the Haudenosaunee and Anishinaabe peoples, aligning it closely with their values and voices. A comprehensive brand voice and tone were also established to guarantee a unified and clear messaging strategy. The brand standards manual consisted of carefully selected typography, a cohesive colour palette, and graphic elements for both print and web communications. Additionally, a distinct photography style was chosen to reflect the organization's tone and values, accompanied by detailed guidelines to ensure consistency in the brand's application across all communications.

Brand Workshop

Words That Describe The Health Unit



Words That Describe The Clients Experience



Brand Workshop



"I really enjoyed the workshop today. I've been a part of branding/re-branding projects in the past and this workshop was one of the best I've participated in."

- Staff Participant (Anonymous)



YOUR SUPPORT SERVICES NETWORK

Developmental, Mental Health and Children's Services to live your best life
It's your journey, it's your way

Theme
We are the hub for Developmental, Mental Health and Children's Services

Story
We help real people navigate services and live their best life
It's your journey, it's your way



What 5 words best describe YSSN?



List adjectives to describe your client's experience with you.



What is YSSN's top priority?

CASE STUDY

CLIENT

Your Support Services Network

PROJECT

Brand Workshop

TIMEFRAME

2021

SCOPE OF SERVICE

Marketing Strategy and Reporting

SCOPE OF WORK

The primary objective of the YSSN Branding Workshop was to foster open discussions, gather valuable insights, and establish the groundwork for the development of a creative brief guiding the creation of YSSN's new brand identity.

The brand workshops included multiple focus groups with YSSN employees, stakeholders, clients, and their families. These groups engaged in discussions and activities designed to identify needs and desires for the new brand identity. Participant engagement was enhanced through interactive games, and thoughtfully crafted questionnaires featuring visual elements.

We facilitated public engagement surveys to gather insights. This approach aimed to gather both qualitative and quantitative data, informing the development of the creative brief. Additionally, we documented feedback and observations to identify key themes and preferences

OUTCOME

Building upon the success of the Brand Play workshop, the data collected from the focus groups and feedback sessions were used to develop a comprehensive report, encapsulating the discussions, aspirations and preferences expressed by YSSN stakeholders.

Leveraging these invaluable insights, a meticulously crafted brand positioning and creative direction unfolded, outlining unique attributes and design elements aligned with the collective vision. The client was then presented with the creative brief for review and validation by key stakeholders.

Thoroughly impressed with the outcomes, the client swiftly approved the proposed brand development plan, leading to an immediate transition to the design stage. This seamless transition underscores the workshop's effectiveness in not only distilling meaningful insights but also in establishing a strategic foundation that garnered client confidence for the subsequent phases of brand creation.

CLIENT REVIEW

"I really enjoyed the workshop today. I've been a part of branding /re-branding projects in the past and this workshop was one of the best I've participated in."

- Staff Participant (Anonymous)



Stay on Your Feet

Communications Plan



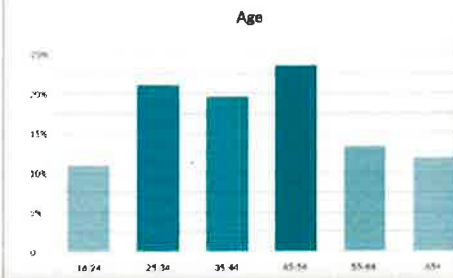
VIS MARKETING | TIMISKAMING HEALTH UNIT | Stay On Your Feet Website Performance | Overview Q4 - 2023

Demographics

English | French
94.45% | 4.52%

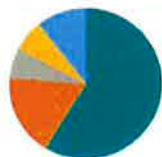
Female | Male
75.0% | 25.0%

Traffic by Device



Estimated Traffic

Sudbury and Districts	58.93
North Bay Parry Sound	17.26
Algoma J.J.	6.55
Porcupine	6.55
Timiskaming ↑	10.71



Campaign Plan - Stay On Your Feet



Messaging Graphics
We have selected accent colours that are to be used for each specific message and are meant to highlight and enhance graphic and written information regarding that key message.

Branding:

- Voice and Tone:**
- Personal
 - Neutral
 - Advisory
 - Encouraging

Character:

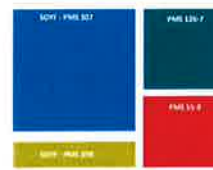
- Friendly
- Warm
- Memorable
- Supportive

Purpose:

- Engage
- Entertain
- Educate
- Excite

Language:

- Simple
- Fun
- Positive
- Action-oriented



Campaign Plan - Stay On Your Feet

KEY MESSAGES

Content should be included in all messaging and visual communications to ensure brand consistency to target markets.

Key Message	Content
Let's Be Strong	<ul style="list-style-type: none"> Strong bones: Physical Strong strong necessity Strong strong opportunity Strong strong necessity Images that show supporting individuals Content that provides benefits of 'Stay On Your Feet' in supporting Memorable messages of strength opportunity, necessity physical and activity Emotional strength in aging adults
Let's Be Social	<ul style="list-style-type: none"> Showing social engagement within the community Showing aging seniors engaging with others Providing information on variety of social engagement (small steps) Showing those who are social connections in meeting (call to a friend) Encouraging social behavior: social in supporting others Providing accessible activities locally Offering tips on the ability for specific details on that for all communities Providing tips on resources for fall consequence activities and events
Let's Be Active	<ul style="list-style-type: none"> Daily activities Walk, outdoors and indoors Allow seniors to help help another assist and physical benefits Focus on physical and mental activity Encouraging activity with a friend social and physical benefits Allow to their communities (social settings) The benefits of activity in supporting independence



CASE STUDY

CLIENT

Timiskaming Health Unit

PROJECT

Stay on Your Feet Campaign

TIMEFRAME

2020-2023

SCOPE OF SERVICE

Branding, Marketing Strategy,
Graphic Design, Website
Development.



SCOPE OF WORK

The project entailed simplifying the brand's existing key messages, with a focus on effectively engaging the older adult demographic. Drawing from extensive research, including focus groups, surveys, data analysis, and consultations with partners, three key messages each complemented by a colour-coded icon for swift visual recognition were developed. A crucial aspect was ensuring that all messaging was accessible in both French and English, aligning with our commitment to inclusivity. The comprehensive strategy implemented sought not only to streamline the brand's communication but also to cater to the diverse information needs of the target audience. This involved a thorough brand update, introducing new sub-brands and refining key messaging to craft a compelling brand narrative that resonates effectively with the older adult demographic.

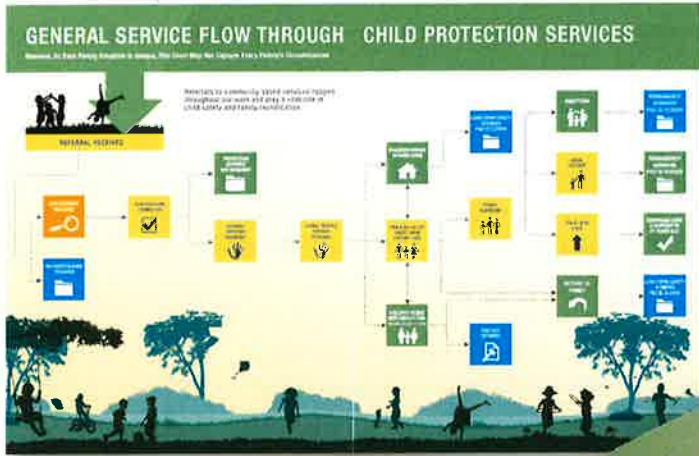
OUTCOME

The SOYF Communications Strategy aims to revolutionize the engagement of aging adults by adopting a positive and inclusive approach through three key messages: Let's Be Strong, Let's Be Social, Let's Be Active. These messages, derived from extensive research and focus group testing, transcend traditional directives and instead invite participation, resonating with a broader audience. The strategy leverages a centralized stayonyourfeet.ca website to streamline program documentation and messaging collaboration among partners. The addition of a targeted Facebook page enhances campaign continuity, increases communication efficiency across health units, and offers valuable demographic insights through analytics. By implementing these tools, SOYF not only becomes a vital resource for Northern Ontario residents but also extends its reach through shared networks, fostering social connections and expanding the program's impact on a wider scale. The plan includes creative concepts for the website, Facebook page, activity planner, and social media posts, complemented by guidelines for brand elements, colour choices, tone, and photography direction, ensuring a cohesive and compelling communication strategy.



Children's Aid Society
La Société d'aide à l'enfance
NIPISSING & PARRY SOUND

Annual Report Layout



SAFE, NURTURED & STRONG

STATISTIQUES

NOTRE ORGANISME EMPLOIE 180 PERSONNES

99 FAMILLES D'ACCUEIL

52 FAMILLES ÉLARGIES

1,490 MENÉES

HISTORIQUE

1891, 1907, 1909, 1912

STRATEGIC DIRECTION PRIORITIES 2012 - 2017

- Ensuring Service Excellence**: We will ensure responsive, evidence-based client-centred services across our communities.
- Enhancing Our Community Profile**: We will be recognized as an integral and trusted part of a healthy community.
- Enhancing and Promoting Shared Services**: We will enhance the effectiveness of our services and optimize agency operations and resources.
- Promoting Organizational Cohesion & Cultural Renewal**: Our Board and all employees will contribute to a positive, productive, healthy work environment where all roles and teams are valued.
- Strengthening Partnerships with Aboriginal Communities**: We will actively work with the Aboriginal communities we serve to better support the welfare of their children, youth and families.
- Realizing the Renewal of Agency Infrastructure**: We will undertake a major renewal of our infrastructure through a new single facility in North Bay.

Our Mission: To protect young children and youth and to promote and advocate for the welfare of children, youth and families in our communities.

Our Vision: Families and Communities Keeping Children and Youth Safe, Nurtured and Strong.

Our Values: Respect, Integrity, Engagement, Accountability, Courage.

HISTORY: 1920, 1931, 1941

SUMMARY

Highly involved community oriented individual consistently seeking opportunities for efficiencies in business operations. Motivated and seasoned executive with verifiable year-after-year successes. Comfortable in a dynamic environment. Extensive expertise with highly engineered systems, which require deep understanding of critical business drivers in multiple facets of municipal operations. Highly successful in building relationships with upper-level decision makers. Successful proponent in seeking several million dollars while in the public and private section from the federal and provincial government funding.

Core Competencies:

- leadership
- team building
- budget planning
- municipal modernization
- Strategic planning
- risk management
- operations management
- advanced asset management
- customer relationship management (CRM)
- gis (arcgis / esri) implementation
- network systems design and implementation
- project planning and execution

RHEAL FORGETTE

Business Development Consultant

EMPLOYMENT HISTORY

MUNICIPALITY OF CALVIN

Interim Chief Administrative Officer-Clerk / Treasurer | April - July 2023

- Chief Administrative Officer of a single tier municipality of 600+ population with a \$4 million budget (operation and capital).
- Provide strategic leadership to achieve municipal goals.
- Provide guidance to Council for municipal operations.
- Lead the budget and audit processes.
- Create and implement a complete municipal restructuring plan.
- Responsible for all aspects of municipal financial requirements.
- Management of 20+ municipal employees.
- Provide leadership to management.
- Seek efficiencies in a political evolving environment.
- Creation of by-laws and meeting agendas/minute.
- Monitor performance of departments against business plans/budgets.

MUNICIPALITY OF MARKSTAY-WARREN

Chief Administrative Officer / Clerk | 2018-2023

- Chief Administrative Officer of a single tier municipality of 2750+ population with a \$7 million budget (operation and capital).
- Provide strategic leadership to achieve municipal goals.
- Provide guidance to Council for municipal operations.
- Management of 70+ municipal employees.
- Provide leadership to management.
- Asset Management Champion.
- Seek efficiencies in a political evolving environment.
- Seek economic development opportunities.
- Change management in a currently political volatile environment.
- Municipal process improvements by leveraging technologies where possible.
- Creation of by-laws and meeting agendas/minute.
- Monitor performance of departments against business plans/budgets.
- Continuous seeking regional opportunities with other regional municipalities for shared services.
- Secured over \$8 million in upper-level government funding between 2018 and 2021.

TRUE 802 WIRELESS, INC.

President | 2004-2020

- Operation and maintenance of internet service for the region of Sudbury-East and West Nipissing.
- Engineer and install broadband network to meet and exceed internet service demand for the businesses, institutions, and residences within the region.
- Provide Consultant services to design and deploy municipal wireless broadband networks for VoIP and internet access.
- Secured more than \$1.7million in government funding.

RHEAL FORGETTE

Business Development Consultant

VOLUNTEER POSITIONS

- Leadership Team – Markstay Pentecostal Church
- Markstay Revitalization Committee – Municipality of Markstay-Warren
- Coach and Committee member for Markstay-Warren Minor Hockey Association
- Chair of Strategic Planning Committee – Municipality of Markstay-Warren
- Chair of Community Development Corporation – Municipality of Markstay-Warren

EDUCATION

THE UNIVERSITY OF GUELPH

Bachelor of Science Honours Program - Physics and Math | 1993

CAMBRIAN COLLEGE OF APPLIED ARTS & TECHNOLOGY

Electronic Engineering Technology - Electronic Technologist, Electronic Engineering Technology - Electronic Technician | 1990

SPECIALIZED TRAINING

- AMCTO Municipal Administration Program
- Asset Management and Capital Investment Planning
- AMCTO – Holding Municipal Elections
- Introduction to Labour and Employment Law
- 2022 Manage the Road: Not just the pavement
- Developing A Financing Strategy
- Managing Assets for a Sustainable Future in our Changing Climate
- Levels of Service for Other Assets
- Introduction to GIS Using ArcGIS
- Field Data Collection and Management Using ArcGIS



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F. 705-475-0319
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LOIS O'NEILL-JACKSON

Project Consultant

CITY OF OWEN SOUND

Deputy Clerk / Manager of By-law and Parking Divisions | *September 2007 to August 2010*

- Assist Clerk to carry out of the statutory role/duties under the Municipal Act. Prepare Council agendas, minutes and By-laws and attend all Council meetings. Deputy Division Registrar, Commissioner for taking oaths and affidavits, lottery licensing and business licensing, Zoning By-law and Official Plan administration in accordance with the Planning Act. Prepare annual operating and capital budgets including the ongoing analysis and monitoring. Provide reports to Council based on detailed knowledge of municipal regulatory By-laws and policies. Analysis of work processes to determine areas for improvement.

CITY OF OWEN SOUND

Administrative Co-ordinator / Office Manager / Transit Coordinator | *November 2000 to September 2007*

- Manage and administer various contracts and contractors to maintain superior service delivery. Prepare, review, recommend award and oversee contracts, requests for proposals and quotations. Draft and submit for Council approval annual Service Analysis reports and annual operating and capital budgets. Designed and implemented marketing plan and promotional campaign for transit service. Ensure compliance with Provincial and Federal requirements for gas tax funding. Supervise Municipal Hazardous Waste Facility (seasonal once a month). Administrative support for the Director of Operations (Engineering Services, Public Works, Facilities, Airport, Parks, Transit, Waste Management) requiring correspondence, drafting By-laws and policies, research and report writing. Co-ordination of the department's annual operating and capital budgets.

CITY OF OWEN SOUND

Engineering Administrative Assistant | *July 2095 to November 2000*

- Administrative support to the Director of Operations, City Engineer, Transit & Traffic Co-ordinator and three Engineering Technicians.

INVOLVEMENTS

- Kinmount Community Volunteer Management Committee, Treasurer | *2021 - present*
- Kinmount District Health Centre Foundation, Board Director | *2021 - present*
- Kinmount Legion, Branch 441 member, Grant Coordinator
- Local Authority Services (Association of Municipalities Ontario) Board of Directors | *2016 - 2020*
- Community Futures Peterborough Board of Directors & Loans Committee | *2018 - 2019*
- AMCTO Director at Large | *2012 - 2016*
- AMCTO Zone 5 Executive Member | *2012 - 2018*



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LOIS O'NEILL-JACKSON

Project Consultant

INVOLVEMENTS, CONTINUED

- AMCTO Zone 2 Representative to the Board 2009 - 2012 & Executive Member | 2002 - 2012
- Former President and Secretary for CUPE Local

EDUCATION

WESTERN UNIVERSITY

Masters of Public Administration

AMCTO CERTIFIED MUNICIPAL OFFICER (CMO)

ACCREDITED ONTARIO MUNICIPAL CLERK (AOMC)

DALHOUSIE UNIVERSITY

National Advanced Certificate Local Authority Administration

GEORGIAN COLLEGE

Human Resources Management

GEORGIAN COLLEGE

Business Studies

AMCTO MUNICIPAL ADMINISTRATION PROGRAM

AMCTO MUNICIPAL LAW

AMCTO EMPLOYMENT LAW AND HUMAN RESOURCES



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SUMMARY

Dr. d'Entremont holds a BA in political science from St. Mary's University, a MPA from Dalhousie University and a PhD in political science from The University of Western Ontario. His doctoral thesis is entitled "Provincial Restructuring of Municipal Government: A Comparative Analysis of New Brunswick and Nova Scotia".

Dr. d'Entremont has more than 40 years of experience in the post-secondary sector, as a professor and university administrator, 24 years in Executive positions. He has been President or Vice-President of the following universities (Université Sainte-Anne, Laurentian University and Nipissing University). All the executive positions held during those 24 years involved the following, among others:

1. budgeting;
2. strategic planning;
3. government relations;
4. labour relations;
5. board relations;
6. institutional collaboration;
7. stakeholder relations;
8. policy development; and
9. governance.

Those positions also involved dealing with regional development and Francophone issues.

DR. HARLEY D'ENTREMONT

Project Consultant

EMPLOYMENT HISTORY

CHIEF ACADEMIC OFFICER

Farvision Education Group | 2021 - 2022

PROVOST / VICE-PRESIDENT, ACADEMIC AND RESEARCH

Nipissing University | 2012 - 2017

ACADEMIC VICE-PRESIDENT (FRANCOPHONE AFFAIRS) / ACADEMIC STAFF RELATIONS

Laurentian University/Université Laurentienne | 2003 - 2008

PRESIDENT

Université Sainte-Anne | 1988 - 2001

VICE-DEAN OF THE FACULTY OF SOCIAL SCIENCE / DIRECTOR OF THE DEPARTMENT OF POLITICAL SCIENCE / DIRECTOR OF THE MASTER'S PROGRAM IN PUBLIC ADMINISTRATION

Université de Moncton | 1975 to 1988

EDUCATION

WESTERN UNIVERSITY

Doctor of Philosophy (Ph.D.), Political Science
Doctor of Philosophy (Ph.D.), Political Science | 1979 - 1985

DALHOUSIE UNIVERSITY

Master of Public Administration (MPA), Public Administration | 1973 - 1975

SAINT MARY'S UNIVERSITY

Bachelor of Arts (B.A.), Political Science | 1969 - 1973

BOARDS

- Regroupement des universités de la francophonie canadienne hors Québec (including a term as President)
- The Council of Nova Scotia University Presidents (including a term as Chair)
- The Association of Atlantic Universities, and the Atlantic Provinces Economic Council (including four years as Vice-Chair)
- The Northern Policy Institute



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