



DRYDEN

**The Corporation of
The
City of Dryden**

STAFF REPORT

For Administration Use Only:

Meeting Date: April 12, 2021

Open Closed

Approved for Agenda: [CAO]

Report No. AD-2021-14

Date Submitted:	12 April 2021
Title:	Community Capacity Study and Business Gap Analysis: Award of Contract
Prepared by:	Marshalina Reader and Tyler Peacock
Department:	Administration

RECOMMENDATION:

- 1) **THAT** Council receives this report titled, '*Community Capacity Study and Business Gap Analysis: Award of Contract*', dated 12 April 2021, as information.
- 2) **THAT** Explorer Solutions Inc. be awarded the contract for the Community Capacity Study and Business Gap Analysis, RFP Number R-2020-03, for a total price of \$126,720.00 plus applicable taxes; and

THAT Council authorizes the Mayor and Acting Clerk to enter into an agreement with Explorer Solutions Inc. via By-Law Number 2021-28, in a form satisfactory to the City's governing procedures.

PURPOSE:

The purpose of this report is to seek Council approval for award of the contract to undertake the Community Capacity Study and Business Gap Analysis pursuant to Request for Proposal (RFP) R-2020-03.

BACKGROUND:

RFP Number R-2020-03 was issued on 18 November 2020, seeking professional services from qualified proponents with expertise in planning, engineering, economics, architecture, population projection modeling and forecasting, as well as community engagement and public consultation to complete the Community Capacity Study and Business Gap Analysis. The Scope of Work for this project is summarized as follows:

Community Capacity Study

The City of Dryden is committed to promoting the capacity of our community to develop, implement and sustain our own solutions to problems in a way that helps us shape and exercise influence over our physical, social, economic and cultural environments. A comprehensive Community Capacity Study will provide the City a long-term guide for the procurement of resources and investments required for municipal infrastructure, all of which shall be aligned with the Strategic Plan and services and facilities necessary (e.g. assets) to accommodate forecasted growth in the community and region. Multiple stakeholders will be engaged to best understand community needs for expansion of services and facilities.

Moreover, the study will investigate and identify opportunities for City services, facilities, and infrastructure to be utilized by other communities in the region to meet their own growth-related demands (shared services model).

Through the formulation of the Community Capacity Study, the City of Dryden will seek to gain a better understanding in the following areas:

- 1) The City's intended "level of service" provision as the community grows in the future.
- 2) The capacity of existing vacant lands in Dryden and the level of servicing needed to accommodate future growth and development of different land uses.
- 3) City owned lands, the development potential and suitability to accommodate future development and facilities identified to meet growth demands.
- 4) Identification and analysis of Dryden's trade area region and inventory and analysis of existing commercial and retail supply and demand in Dryden and establishing target business types for Dryden to pursue as investment opportunities.
- 5) Capacity and condition of key municipal infrastructure and facilities, including upgrades necessary to maintain appropriate service levels as per future growth projections.
- 6) Existing "social" and "soft" services and assets and providers in the community and their facility and infrastructure needs related to meeting future demand.
 - a) Including youth and senior specific assets and services as they pertain to each demographic.
 - b) Forecasting demographic and cultural changes as they pertain to the delivery of social and soft services available in Dryden.
- 7) Opportunities to meet the service needs of external communities, including potential partnerships and cost-sharing opportunities.
- 8) Specific projects required to meet current and future community needs, including their relative costs, funding opportunities available and key partnerships.

This study will be divided into two phases:

- Phase 1: Situational Analysis
- Phase 2: Planning for Growth

Business Gap Analysis

The City of Dryden's role as a retail and service centre extends well beyond its municipal boundaries to include regions to both the east and west. Therefore, Dryden's functional retail market population is far greater than its immediate census sub-division population of approximately 7,600 residents. Preliminary research has revealed that Dryden's transient retail market is more accurately estimated at approximately 22,000 area residents.

To better understand the extent, nature, and retail-commercial potential of the Dryden retail market over time, and particularly how that potential relates to current market offerings / inventory (e.g. identification of retail and related business gaps), the City finds it important to complete a Business Gap Analysis.

Through the formulation of the Business Gap Analysis, the City of Dryden will seek to gain a better understanding in the following areas:

- 1) Retail Trade Area Delineation
- 2) Retail Trade Area Demographic Analysis
- 3) Competitive Retail-Commercial Supply Analysis
- 4) Retail Trade Area Demand Analysis
- 5) Establish Priority Categories and Target Business Types

DISCUSSION:

The RFP closed on 18 December 2020, with a total of two (2) proposals received from the following consulting teams:

- 1) Urban Systems Ltd.
- 2) Explorer Solutions Inc.

Evaluation of Proposals & Selection of Consultant

The City's Ad Hoc Review Committee, consisting of the Chief Building Official, Economic Development Manager, Manager of Community Services, Manager of Public Works, the Chief Administrative Officer and Special Projects and Communications Manager, convened to accomplish the evaluation process. Below is an overview of the categories and weightings for the Rated Criteria of this RFP.

ITEM NO.	RATED CRITERIA	WEIGHTING (Points)	MINIMUM THRESHOLD
1	Company Experience, Capacity and Qualifications	35	
2	Methodology (Scope of Work) and Scheduling	35	
3	Communication and Quality Control	15	
4	Project References	15	
TOTAL		100 points	70 points

As per the details in the RFP, both proponents met the specified minimum threshold of the Rated Criteria stage and moved onto the Pricing stage. The proposal submitted by Explorer Solutions Inc., was both the lowest bidder and, by a slight margin, ranked first in scoring. It was determined that Explorer offered the most comprehensive submission in response to the City's current needs and represented the best value for undertaking the Community Capacity Study and Business Gap Analysis.

The table below summarizes the evaluation information related to rank, price, and number of project hours for each of the two (2) proposals:

Rank	Consultant	Price (excludes HST)	Total Hours
1	Explorer Solutions Inc.	\$126,720.00	935
2	Urban Systems Ltd.	\$167,500.00	990

Based on the formal evaluation process, staff recommends the award of the contract for the Community Capacity Study and Business Gap Analysis to the consulting team from Explorer Solutions Inc. The review team has concluded that the proposal provided by Explorer Solutions Inc. meets the criteria established in the RFP and is appropriately priced.

NOTICE PROVISIONS:

The City intends to conclude negotiations, if any, with the top-ranked Proponent within fifteen (15) days commencing from the date the City invites the top-ranked Proponent to enter negotiations. A Proponent invited to enter into direct negotiations should therefore be prepared to provide requested information in a timely fashion and to conduct its negotiations expeditiously.

FINANCIAL IMPLICATIONS:

At present, staff have approached two funders for this study, NWMO and FedNor. NWMO has committed whilst the City awaits approval from FedNor. Please note that any expenses incurred by the City prior to approval will be eligible for potential FedNor funding. As such, there are sufficient funds allocated in the City's Strategic Planning budget 2021 to cover the costs of services presented by Explorer Solutions Inc.

STRATEGIC ALIGNMENT

The approach and process for conducting the Community Capacity Study and Business Gap Analysis are well-aligned with the following goals of City of Dryden's Community Strategic Plan 2020-2025:

Community Safety and Wellbeing, Infrastructure, Fiscal Sustainability, Economic and Investment Diversity, and Communications and Our People.

ATTACHMENTS (Reference Material):

N/A