



REPORT FOR ACTION

Request for Proposal No. BD-20211008: Business Strategy and Marketing Services – Contract Award

Date: February 4, 2022

To: Board of Directors of the Toronto Parking Authority

From: President, Toronto Parking Authority

Wards: All

SUMMARY

As Toronto Parking Authority (TPA) embarks on its journey to becoming the world's best provider of sustainable parking, Bike Share and last mile mobility experiences, TPA is seeking business strategy and marketing consultant services to help achieve its vision. Experts in Strategy Development and Creative Services, Strategic Partnerships, Market Research, Public Relations and Communications and Digital Marketing were identified as essential resources needed to both develop short-term and long-term strategies and execute projects that will deliver growth for the organization and its programs, including various marketing and communications initiatives to engage TPA's customers and stakeholders, for both the Green P Parking and Bike Share Toronto brands.

On September 27, 2021, TPA issued a Request for Proposal (RFP) consisting of five (5) service categories including, Strategy Development and Creative Services, Strategic Partnerships, Market Research Partner, Public Relations and Communications Partner and Digital Marketing Partner.

Through a detailed review of the proposals received, TPA's Bid Evaluation Committee has identified a range of proponents that are recommended to be included in the Business Strategy and Marketing Services Vendor of Record (VOR) Agreement. Throughout the duration of the contract, TPA will issue a Request for Service (RFS) to acquire services from the agencies listed in the VOR according to the specific requirements of each project. A secondary evaluation of the RFS responses will be conducted by TPA with a specific agency identified to provide services for a specific project.

RECOMMENDATIONS

The President, Toronto Parking Authority recommends that:

1) The Board of Directors of Toronto Parking Authority provide authority for the President, Toronto Parking Authority, to negotiate, enter into and execute a Vendor of Record (VOR) Agreement with the agencies listed below to provide Business Strategy and Marketing consulting services as required. The term of Agreement will be two (2) years from commencement date with an option to extend for an additional two (2) one (1) year terms.

Recommended Agencies:

Category	Service	Agency
1	Strategy Development & Creative Services Partner	Precise ParkLink Inc., Publicis Canada Inc., 16x9 Inc., Cundari Group Ltd.
2	Strategic Partnerships	Lang Partnerships Network
3	Market Research Partner	Research Strategy Group, Leger
4	Public Relations & Communications Partner	Blue Door Communications Inc., Mezzanotte Communications
5	Digital Marketing Partner	Kraftwrk Inc., 16x9 Inc., Publicis Canada Inc.

Total Potential Contract Award Value (for all agencies in the VOR list for services across the five (5) service categories):

Year 1 (From date of award to December 31, 2022):
\$845,000 excluding Harmonized Sales Tax (HST)

Year 2 (January 1 - December 31, 2023):
\$929,500 excluding Harmonized Sales Tax (HST)

Option Year 1 (January 1 - December 31, 2024):
\$1,022,450 excluding Harmonized Sales Tax (HST)

Option Year 2 (January 1 - December 31, 2025):
\$1,124,695 excluding Harmonized Sales Tax (HST)

The total potential cost including all option years, is \$3,921,645 excluding Harmonized Sales Tax (HST).

FINANCIAL IMPACT

The total potential amount to award the agencies in the VOR list for services across the five (5) service categories, including all option years, is \$3,921,645 excluding HST. Funding for the Business Strategy and Marketing Services VOR Agreement for Year one (1) is included in the approved 2022 TPA Operating Budget. Funding for Year two

(2), Option Year one (1), and Option Year two (2) include escalations of ten (10) percent per year to account for inflation, business expansion and to drive growth. This will be included in future Operating Budget Requests.

Year one (1) (From date of award to December 31, 2022)	\$845,000 excluding HST
Year two (2) (January 1 - December 31, 2023)	\$929,500 excluding HST
Option Year one (1) (January 1 - December 31, 2024)	\$1,022,450 excluding HST
Option Year two (2) (January 1 - December 31, 2025)	\$1,124,695 excluding HST
TOTAL	\$3,921,645 excluding HST

DECISION HISTORY

Not applicable.

COMMENTS

As TPA embarks on its journey to becoming the world's best provider of sustainable parking, Bike Share and last mile mobility experiences, TPA is seeking business strategy and marketing consultant services to help achieve its vision. Experts in Strategy Development and Creative Services, Strategic Partnerships, Market Research, Public Relations and Communications and Digital Marketing were identified as essential resources needed to both develop short-term and long-term strategies and execute projects that will deliver growth for the organization and its programs, including various marketing and communications initiatives to engage TPA's customers and stakeholders, for both the Green P Parking and Bike Share Toronto brands.

Vendor of Record Service Categories

The Strategy Development and Creative Services Partners will use expertise in developing and bringing a multi-year strategy and brand vision to life through a solid understanding of TPA's business challenges and helping build a roadmap of activities and deliverables to engage TPA's customers and stakeholders. Creative services will be provided such as signage design, print production, digital/online advertising design, digital/online production, as well as media planning and media buying for social media marketing campaigns.

The Strategic Partnerships consultants will deliver a sponsorship strategy, undertake an asset evaluation, determine market value and assist TPA in finding the right partnership(s). The initial focus of this work will be directed at sponsorship for Bike Share Toronto with potential for bundling alongside parking assets including electric vehicle (EV) charging and parking services.

Market Research Partners with expertise in conducting both quantitative and qualitative research will provide the TPA with actionable recommendations to improve customer satisfaction for both Green P Parking and Bike Share Toronto. Examples of work required include online and in-field customer surveys, customer journey mapping, and defining customer segments to enable TPA to communicate and engage our customers more effectively.

The Public Relations and Communications Partners will take an integrated approach to advocacy, engagement, and government relations. The selected agencies will plan and develop communications for media relations, crisis management, and public relations purposes.

The Digital Marketing Partner will deliver digital marketing campaigns to highlight major TPA initiatives to the public and TPA's customers (i.e. Green P App launch update). They will manage and plan content for TPA social media accounts, execute online tactics such as optimizing SEM (search engine marketing), and recommend on investment/budget allocation by digital channel (i.e. Facebook, Google, etc.) for optimal revenue and engagement performance.

Request for Proposals

On September 27, 2021, TPA issued a RFP for the five (5) aforementioned service categories. The RFP for these services was publicly available on MERX and bidders were allowed to bid in more than one (1) service category. The evaluation results are as follows:

Category 1 - Strategy Development & Creative Services Partner	Ranking	Pass/Fail
16x9 Inc.	1	Pass
Cundari Group Ltd.	2	Pass
Precise ParkLink Inc.	3	Pass
Publicis Canada Inc.	4	Pass
Sid Lee	5	Fail
Union Canada LP	6	Fail
The Mark Inc.	7	Fail
Modern Kraft Inc.	8	Fail
We Us Them Inc.	9	Fail
Kraftwrk Inc.	10	Fail
Category 2 - Strategic Partnerships	Ranking	Pass/ Fail
Lang Partnerships Network	1	Pass
Cundari Group Ltd.	2	Fail
Kraftwrk Inc.	3	Fail

Category 3 - Market Research Partner	Ranking	Pass/ Fail
Leger	1	Pass
Research Strategy Group	2	Pass
DIG Insights Inc.*	3	Pass
Forum Research	4	Fail
Cundari Group Ltd.	5	Fail
Re-Solutions Research Consulting Inc.	6	Fail
Category 4 - Public Relations and Communications	Total Score	Pass/Fail
Blue Door Communications Inc.	1	Pass
Mezzanotte Communications	2	Pass
Sid Lee PR	3	Fail
Cundari Group Ltd.	4	Fail
Category 5 - Digital Marketing	Total Score	Pass/Fail
16 x 9 Inc.	1	Pass
Publicis Canada Inc.	2	Pass
Kraftwrk Inc.	3	Pass
Cundari Group Ltd.	4	Fail
We Us Them Inc.	5	Fail

*DIG Insights Inc. scored a passing grade in the formal evaluation, but its hourly fees were not in line with market rates provided in the proposals and therefore eliminated from the final roster.

Based on the extensive evaluation process that was followed and the grades that the Bid Evaluation Committee awarded each proponent, the agencies listed below are recommended to be included in the VOR Master Agreement for 2022-2023, with the potential for extension for an additional two (2) one (1) year terms.

Category	Service	Agency
1	Strategy Development & Creative Services Partner	Precise ParkLink Inc., Publicis Canada Inc., 16x9 Inc., Cundari Group Ltd.
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CONTACT

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SIGNATURE

W. Scott Collier
President, Toronto Parking Authority

ATTACHMENTS

Attachment 1: Proposal Evaluation Table

ATTACHMENT 1: PROPOSAL EVALUATION TABLE

Stage 1: MANDATORY REQUIREMENTS		Pass/Fail
A. Mandatory Submission Requirements		Pass/Fail
Stage 2: PROPOSAL STRUCTURE, ATTRIBUTES AND CONTENTS		
Quality of Proposal	Overall completeness and comprehensive understanding of requirements Overall impression of submission quality Unique insight and value-added opportunities Proponent profiled, including relevant corporate experience and commitment to quality and proponent's policy indicating commitment to employee and supplier diversity and whether a certified diverse supplier.	10
Resources Experience and Qualifications for Key Roles	Comprehensive outline of agency resources, covering all required aspects of work programs Team organization: Role responsibilities clearly defined Logical reporting path Coordination of sub-agencies or sub-consultants (if any) Organizational chart Experience, quality, and availability of key project resources, including senior, mid, entry level roles Experience and quality of team members (matching appropriately skilled staff and subs to tasks): Expertise demonstrated across the following areas (depending on category for submission): strategy development, partnerships, creative design, asset development, communications and copy writing, data analytics and insights, media and public relations, digital marketing campaign planning and execution	10

Stage 1: MANDATORY REQUIREMENTS		Pass/Fail
Company Experience and Qualifications	Demonstrated knowledge and understanding of customer-centric marketing strategy and tactics Demonstrated capacity for exceptional, high quality and effective outputs meeting requirements of service categories Innovative and insightful solutions to marketing and business problems Robust processes for go-to market planning and execution Digital fluency and modern technology used for project/campaign execution and analysis Description of quality control/quality assurance measures that are in place to ensure that the quality of the marketing services meet the requirements of TPA Description of cost control measures that will be implemented to ensure cost-effective solutions	40
Stage 2 Total		80
Proponent must score a minimum of 60 out of 80 points (75%) in order to be further considered for Cost of Services		
Stage 3: INTERVIEW/PRESENTATION AND/OR REFERENCE CHECKS (if required).		
Stage 4: COST OF SERVICES		
Cost	Proposal price is determined by Appendix C, Price Detail Form This submission requires a listing of proposed roles, experience level, and hourly rates (for each Service Category) The average hourly rate will be evaluated and compared for each Service Category The lowest priced Proposal receives 20 points; and the remaining Proposals are assigned points based on the formula: $\left(\frac{\text{Lowest Proposal Cost}}{\text{Proponent Proposal Cost}} \right) \times 15$	20
TOTAL SCORE		100