

TERMS OF REFERENCE

CONSULTANCY SERVICES FOR THE DEVELOPMENT OF A STRATEGIC PLAN FOR THE BCMVC

1. Background

The BC regulated vegetable industry is organized under the Natural Products Marketing (BC) Act and the British Columbia Vegetable Scheme (the Scheme). The Scheme prescribes the rules, procedures and application. The overall purpose of regulated marketing is to provide a framework for producer economic stability and to satisfy other related public interests. It is intended to benefit producers, the sector's value chain, and the public.

The Commission is the first instance regulator and acts by the authority delegated through the Natural Products Marketing (BC) Act and its Regulations. It is responsible for applying the Scheme, including coordinating producer activities, to ensure Orderly Marketing. Orderly Marketing is achieved through managing the promotion, control, and regulation of production, transportation, packing, storage, and marketing of vegetables.

The Commission's General Order sets out how the Commission manages the promotion, control, and regulation of production, transportation, packing, storage, and marketing of the vegetables it regulates.

In delivering its responsibilities, the Commission takes into account the economic stability of the industry, including producer price, and encourages growth of vegetable production in naturally strategic areas. To help support these actions the Commission pulls together current production and marketing data. The Commission also represents the interests of the industry inter-provincially, as well as nationally and internationally.

Although the Commission has the authority to regulate all vegetables grown in the province, it currently chooses to only regulate storage, processing, and greenhouse vegetable production. The Commission administers the Scheme by way of a sub-delegation of powers to licensed Agencies.

Under the Natural Products Marketing (BC) Act (NPMA), BCFIRB is responsible for the general supervision of the Commission, including ensuring sound marketing policy. BCFIRB is also responsible for prior-approval in the designation of Agencies by the Commission under the NPMA Regulations, as well as hearing appeals of any Commission decision, determination, or Order.

2. Context

The Commission started the strategic plan review in March 2019. A contractor was engaged to facilitate the process. Extensive consultation with the industry was completed through one on one interviewing of over 60% of stakeholders. The expanded scope of the interview phase consumed a significant amount of resources. The contractor commenced strategic planning sessions with the Commission but could not deliver on the full statement of work.

BCFIRB has since initiated a Vegetable Supervisory Review of the industry. Topics to be addressed under the review are:

1. Commission Structure,
2. Designated Agency Accountability,
3. Storage Crop Delivery Allocation.

The BCFIRB Supervisory Review Panel is currently working with a committee of the Commission to establish and communicate the Supervisory Review process and timeline.

3. Objectives

- ❖ To understand the key priorities and challenges.
- ❖ To clarify and understand the regulatory foundations.
- ❖ To obtain an understanding of the current levels of focus and collaboration.
- ❖ To identify and understand the relationships between the industry's markets, Agencies, Wholesalers, Processors, and Associations.
- ❖ To identify the required outcomes of stakeholder groups and the industry as a whole.
- ❖ To identify and understand internal and external factors including emerging trends and risks that may inform needed strategy by the industry.
- ❖ To identify and understand the current culture and adherence to the values and standards and where there may be a need for change.
- ❖ To identify risks to the stakeholders of the regulatory system, to the system itself, and to the Commission.
- ❖ To identify and propose scenarios that would potentially meet the strategic plan requirements for the organization.
- ❖ To identify timely and meaningful reporting of the Commission's performance against its strategic plan, and for developing responses to changing circumstances.

4. Scope of Work

The consultant will work with the Commission staff under the guidance of the Strategic Planning Committee. The Strategic Planning Committee is to provide support for, guidance to, and oversight of the strategic planning process. The Committee will advise on the development and implementation of the communication and consultation process. The Committee will also guide the compilation and documentation of the draft plan and make a recommendation to the Commission for a final draft of the strategic plan. The consultant will facilitate the strategic planning process and deliver on tangible action items.

The scope of the work for the Consultant will include but is not limited to:

- a) Complete a desk review of background documents relevant to gaining an understanding of the mandate, legal and policy framework, and current situation.
- b) Review the vision and mission statements and assess on the Commission's mandate.
- c) Undertake a stakeholder mapping and analysis, and a situation analysis of the Commission's operations, including identification of constraints and opportunities.
- d) Using a consultative process and applying analysis tools; Identify focus areas and develop strategic objectives and a short list of overall goals for each area of focus.
- e) Review the organizations capacity, set-up, and financial and administrative systems against the Commission mandate, the identified strategic objectives, and key result areas; make recommendations, if any.

- f) Develop a results and resources framework for the plan period.
- g) Hold stakeholder meetings to validate the draft strategic plan.
- h) Define performance targets and planned improvements; and design an appropriate monitoring plan and work plan for the Commission and staff.

5. Deliverables

ACTIVITY	DELIVERABLES	PAYMENT SCHEDULE*
1. Phase I: Retainment of project consultant	<ul style="list-style-type: none"> • Signed Contract. 	10%
2. Phase II: INCEPTION REPORT	<ul style="list-style-type: none"> • A comprehensive desk review of documents relevant to an understanding and execution of the assignment. • Detailed description of the methodology and action plan, including consultative process to engage stakeholders. • A recommendation on the plan period and if an interim strategic plan should be considered for the present time. • Progress review and evaluation of process. • All collateral produced at each phase will be property of the BCVMC and must be delivered upon request. 	30%
	DUE DATE: 4 WEEKS after signing of the contract	
3. Phase III: DRAFT STRATEGIC PLAN REPORT	<ul style="list-style-type: none"> • Presentation of draft strategic plan(s) – options? • The draft should be at an advanced stage of completion and include all relevant information listed in the Scope of Work to be completed under sections (a) though (f). • A draft consultation plan with stakeholders. • Progress review and evaluation of process. • All collateral produced at each phase will be property of the BCVMC and must be delivered upon request. 	30%
	DUE DATE: 12 weeks after phase I is completed	

<p>4. Phase IV:</p> <p>FINAL STRATEGIC PLAN</p> <p>AND</p> <p>IMPLEMENTATION PLAN</p>	<ul style="list-style-type: none"> • Stakeholder meetings to validate the draft plan(s). • Define performance targets and planned improvements; and design an appropriate monitoring plan and work plan for the Commission and staff. • Submission and acceptance of the final Strategic Plan and Implementation Plan. The plans will be simple in design with the hope that a decision matrix can be easily extracted and used for adherence to the plan. • Progress review and evaluation of process. • All collateral produced at each phase will be property of the BCVMC and must be delivered upon request. 	<p>30%</p>
<p>DUE DATE: 8 WEEKS after phase III is completed.</p>		

* expressed as percentage (%) of contracted amount

6. Remunerations

The consultant will be paid in four installments based on acceptance of the deliverables under each phase of the project. The first installment amounting to 10% of the contract amount is due on signing a contract (phase I). The second payment (30%) will be made on submission and acceptance of the inception report (phase II). The third payment (30%) is paid on submission and acceptance of the draft strategic plan report (Phase III). The fourth and final payment (30%) is paid after the submission and acceptance of the final strategic plan and the implementation plan (phase IV).

The Strategic Planning Committee is required to issue a final acceptance for each project phase prior to Commission staff issuing payment to the contractor.

7. Duration

It is envisaged that the project will span a period of up to five months, with a strategic plan implemented by the end of December 2020 or early January 2021.

8. Obligations of the Client

The BCVMC will be responsible for the provision of all the resources necessary for carrying out the assignment, including all relevant documentation and travel expenses. Arrangements will also be made for the introduction of the Consultant to key stakeholders and for the provision of appropriate administrative services for the Consultant as required.

9. Obligations of the Consultant

The Consultant will work with the General Manager and the Commission Chair who has overall responsibility for the management and implementation of the consultancy and to facilitate the work of the Consultant. Submissions and reporting on each phase of the assignment will be made to the Strategic Planning Committee.

The Consultant shall facilitate the strategic planning process. The Consultant is to ensure professionalism is maintained and commit to the highest standard of work and timely deliverables at every stage of this assignment. Clarity of objectives, process, and accuracy of facts and figures are expected. The content and format of the final strategic plan meets the highest standards for such documents.

The final deliverables will be focused and simple in design.

10. Application Process

Interested candidates are to submit the following:

- A detailed curriculum vitae on relevant experience
- A proposal for implementing the assignment including consultancy fee

Selected applicants will present to the Strategic Planning Committee. The Committee shall make the final decision on the successful candidate.

All submissions are to be sent to the BCVMC General Manager. Please notify the General Manager as soon as possible of your intention to submit a proposal.

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