

DISTRICT OF MACKENZIE



REQUEST FOR PROPOSAL

Community Economic Development Plan

Issue Date: January 15, 2021

Closing Date: 12:00 pm February 11, 2021

District of Mackenzie
1 Mackenzie Blvd. Bag 340
Mackenzie, BC V0J 2C0
Attention: Carl Ceder, Economic Development Coordinator

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Introduction and Purpose

The District of Mackenzie invites qualified and experienced firms to submit a proposal to complete a Community Economic Development (CED) Plan that will assist the District in implementation of economic development initiatives.

The District of Mackenzie aims to develop a clear, concise, and comprehensive Community Economic Development Plan that takes its economic development framework to the next level. The intent with this proposal is to achieve a new Community Economic Development Plan that should function as an economic development road map and work plan for the next five years with goals, timelines, and clearly outlined strategies. The previous Economic Development Strategic Plan was created in 2008.

The District of Mackenzie is the municipal organization for the community of Mackenzie. With around 3,700 people, the community is surrounded by boreal forests, lakes, and mountains. It is in the Rocky Mountain Trench, two hours driving distance from Prince George, in the Regional District of Fraser-Fort George. The closest neighbouring community is McLeod Lake, roughly 30 minutes south towards Prince George. The District remains heavily reliant on the forest industry, and the largest occupational sectors are trades, transport, and equipment operators with 36.3 percent of the workforce, followed by processing, manufacturing and utility occupations with 25.3 percent of the workforce. The goal is to obtain a Plan that focuses on environmentally and financially sustainable economic development with diversity and inclusion as a core value. A Tourism Plan is currently being organized and therefore tourism is excluded from this proposal.

The District is not necessarily interested in obtaining the lowest price for this product. The quality of the product or service, performance, delivery, service, engagement plans, and other factors will be taken into consideration in the evaluation of this request for Proposal.

The following terms will apply to all Proposals related to this Request for Proposal.

Definitions

- 1.1. "Contract" means the written agreement resulting from this Request for Proposal, if any, in accordance with this Request for Proposal
- 1.2. "Proponent" means the person submitting a proposal.
- 1.3. "Proposal" means a submission in response to this request for proposal.
- 1.4. "RFP" means this request for proposal.
- 1.5. "The District" means the District of Mackenzie.

- 1.6. "CED" means Community Economic Development.
- 1.7. "Must", "shall" or "mandatory" means a requirement that must be met in order for the proposal to be received for consideration.
- 1.8. "Should" or "desirable" means a requirement having a significant degree of importance to the objective of the request for proposals, but which the District would strongly prefer to be fulfilled, and which the District may in its sole discretion elect to treat the failure to fulfill as a ground for rejection of a Proposal.

Timeline

The following timeline is an estimate and may be adjusted at the District of Mackenzie's discretion any time during this procurement process.

<u>Task</u>	<u>Key Date</u>
Distribution of RFP	January 15, 2021
Final date to send questions	12:00 pm, February 8, 2021
Final update on Q&A document	4:00 pm, February 8, 2021
RFP submission deadline	12:00 pm, February 11, 2021
Notification to successful proponent	February 24, 2021
Project start date	Week of March 15, 2021
CED Plan final submission	October 15, 2021
CED Plan presentation to Council	October 25, 2021
Project end date and final report	12:00 pm, October 29, 2021

Project Objectives

- To create a Community Economic Development Plan that gives the District a clear, concise and comprehensive work plan that is strategic and focused but also realistic and achievable and that aligns with the District's priorities, OCP, brand, and community values.
- To have a plan that focuses on how to create a vibrant, diversified local economy leading to expanding the tax base, increasing the jobs and income available to residents.
- Inspiring people to relocate and invest in Mackenzie.
- Identify opportunities working together with organizations and stakeholders on both a local, regional, provincial, and national level.
- To identify opportunities for leadership, organizational capacity, funding, and communications that support an inclusive vision of economic development.
- Create an estimated budget needed to activate the recommended Community Economic Development Plan.
- Analysis of Community Economic Development opportunities for the District to pursue.

- To create a Community Economic Development Plan that will assist District staff to work with goals for each phase. Focusing on environmental, and financial sustainable economic development with diversity and inclusion as a core value.
- For the District to gain an outside-in perspective on Community Economic Development to achieve more satisfaction among stakeholders regarding new and current initiatives.
- The District staff is expected to have a continued role in the development of the Community Economic Development Plan and at least two interim finding summaries shall be created.

Project Deliverables

Consultants are asked to submit proposals for services outlining their approach to the project and provide a detailed scope of work leading to the following deliverables:

- **Research, consultation, and engagement** – The proponent will, with an outside-in perspective, engage in the community, including (but not limited to) other government organizations, First Nations, and other key stakeholders, along with research to evaluate Mackenzie and the area's current stage and future opportunities for a vibrant and diversified local economy.
 - Conduct consumer, resident, and industry research to determine key local, regional, provincial, and national trends in economic development.
 - Engage and gather input from local, regional, provincial, and national governments, economic development organizations, sector organizations, interest groups and non-profit organizations.
 - Utilize existing and upcoming resources provided by organizations mentioned above.
 - Engage with stakeholders and residents of Mackenzie through innovative consultation and engagement methods that follows the current PHO.
 - Examining a full range of actions and projects that the District can undertake to explore potential avenues to diversify industry and business in and around Mackenzie.
- **Asset mapping and situation analysis** – Create a situational analysis including opportunities, challenges, and risks. This analysis should be based upon research, consultation, and engagement.
 - Undertake a business retention and expansion study as a part of the overall Community Economic Development Plan.
 - Undertake an investment and business attraction study as a part of the overall the overall Community Economic Development Plan.

- Review and analyze existing and key trends in demographics, social and economic factors, and financial indicators.
 - Identify strategies to retain local talent, and how to align workforce development efforts to match current and future needs.
 - Undertake a study focusing on revenue generation outside taxation.
 - Analysis of available material and current strategies with a vision of the future.
 - Analysis gaps in current economic development programs.
 - Develop a preliminary findings summary.
- **District of Mackenzie Community Economic Development Plan Presentation –**
Conduct a live presentation of the draft Community Economic Development Plan to the District's Council as per the time schedule.
 - **Delivery of final District of Mackenzie Community Economic Development Plan –**
containing:
 - A prioritized organized, actionable, and realistic work plan and road map for Community Economic Development initiatives following four phases:
 - i. Phase one (2022)
 - ii. Phase two (2023)
 - iii. Phase three (2024)
 - iv. Phase four (2025-2026 and beyond)
 - Estimated budgetary capital needed to activate the recommended Community Economic Development Plan in each of the phases.
 - Ensure the Community Economic Development Plan has an environmental and financial sustainable core along with a focus on diversity and inclusion.

Proposals

- a. The Proponent shall complete and submit the following documents with the Proposal submission:
- ☐ Appendix A – Proponent Information and agreement form
 - ☐ Background information on proponent including experience and qualifications in economic development and strategic planning
 - ☐ Proposed project plan, deliverables, timing, and project budget
 - ☐ Relevant experiences, qualifications, and three references

b. Prices should be quoted:

- In Canadian dollars.
- Inclusive of PST if applicable.
- Goods and Services Tax (GST) should be shown as a separate line item.

Sub-Contracting

- a. All Vendors should fully disclose any proposed subcontracting of any of the required services.
- b. Using a sub-contractor (who must be clearly identified in the Proposal) is acceptable. This includes a joint submission by two Proponents having no formal corporate links. However, in this case, one of these Proponents should be prepared to take overall responsibility for successful interconnection of the two product or servicelines and this must be defined in the Proposal.
- c. Sub-contracting to any firm or individual whose current or past corporate or other interests may, in the District's opinion give rise to a conflict of interest in connection with this project will not be permitted, and a Proposal may be rejected on this basis in the District's absolute and unfettered discretion. This includes, but is not limited to, any firm or individual involved in the preparation of this Request for Proposal.

Budget

The budget range for this project is between \$25,000 -35,000 (Canadian Dollars) inclusive of taxes and fees.

All travel expenses, and additional costs must be included within this budget. Consultants must clearly indicate the total project costs, with related taxes stated separately. As a minimum this should include:

- A complete breakdown by item or activities that are required to complete the project
- Billing rates and hours for key personnel involved in the project
- A proposed payment schedules.

Addenda & Questions

- a. Proponents are advised that all subsequent information regarding this RFP, including any addendum, will be distributed on the District's webpage. Notification will not automatically be sent to all Proponents. It is the responsibility of all Proponents to check for addenda, which may be posted at any time up to closing time, prior to submitting their Proposal. All addenda should be acknowledged in a Proponent's Proponent Information and Agreement Form.

- b. To clarify any issues in this RFP, the District of Mackenzie will respond only to questions that are presented through e-mail. Questions should be submitted to **Carl Ceder** at carl@districtofmackenzie.ca. Telephone questions will not be accepted.
- c. All questions must be received by **12:00 pm, February 8, 2021**.
- d. All questions and answers will be consolidated into a single Q&A document which will be posted on the District of Mackenzie website at www.districtofmackenzie.ca, with the RFP documents on or after **February 8, 2021**. The Q&A document will be continually updated and reposted every Tuesday and Thursday as questions are received. This will be the only distribution method for the Q&A document. A final update, if required, will take place by **4:00 pm, February 8, 2021**.
- e. The District reserves the right to seek clarification regarding the Proposal with the Proponent to assist in making evaluations. The Proponent should submit a name and telephone number of a person the District may contact regarding any questions or clarifications relating to the Proponent's submission to the Request for Proposals.

Submitting Your Proposal

- a. Proposal submissions should be titled "**Community Economic Development Plan**" in the subject line.
- b. Completed Proposals must be received by courier, mail, hand delivery, or email to:

Carl Ceder
Economic Development Coordinator
Bag 340, 1 Mackenzie Blvd.
Mackenzie, BC, V0J 2C0

Email: carl@districtofmackenzie.ca

- c. The deadline for receipt of complete Proposals is **12:00 pm Pacific Standard Time, on February 11, 2021**. Late Proposals will not be accepted and will be returned to the Proponent.

Proponent & District Responsibilities

- a. It is the responsibility of Proponents to ensure compliance with all requirements and deadlines. It is the responsibility of Proponents to ensure delivery of all required response material. Proposals which are not in compliance with the RFP requirements may be rejected.
- b. The District of Mackenzie assumes no responsibility for technological or logistical issues in delivering Proponent responses.

- c. All costs of preparation and presentation associated with a response to this RFP will be the responsibility of the Proponent.
- d. Proponents may be asked to make a presentation before the District if selected as a finalist.
- e. The District reserves the right to enter into a contract with a Proponent for all, part, or none of the service or products that are the subject of this Request for Proposal.
- f. Submission of a Proposal in response to this RFP indicates the Proponent's acceptance of the terms and conditions contained within the RFP.
- g. Proponents who have obtained the Request for Proposal electronically must not alter any portion of the document, with the exception of adding the information requested. To do so will invalidate the Proposal.

Alternate Proposals & Changes to Proposal Wording

- a. If an alternate solution is offered, the information should be submitted in the format requested as a separate Proposal.
- b. The Proponent will not change the wording of their Proposal after closing and no words or comments will be added to the Proposal unless requested by the District of Mackenzie for purposes of clarification.

Conflict of Interest and Disclosure of Business Relationships

Any potential conflict of interest must be disclosed to the District. Proposals will not be evaluated if the Proponent's current or past corporate or other interests are, in the reasonable opinion of the District deemed or perceived to be a conflict of interest in connection with this RFP or the activities or mandate of the District.

- a. All Proponents must make full disclosure of any of the following existing business relationships with any members of the District of Mackenzie Mayor and Council, District employees or immediate relatives of any members of the District's employees:
 - If a private company, details of ownership of shares by any of the above.
 - If a public company, details of ownership of shares, in excess of one percent (1%) to total shares by any of the above.
 - If a partnership, details of any partnership arrangement of any of the above.
 - Details of any direct or indirect pecuniary interest of any of the above in the supply of such goods and services.
- b. Disclosure, if any, shall be made in writing at the time of submitting Proposals.

- c. If the Proponent fails to disclose an interest and/or the interest is falsely or insufficiently reported, the District reserves the right to reject the Proposal in its absolute discretion.

Confidentiality

- a. All Proponents and any other person who through this RFP process gains access to confidential financial information of the District are required to keep strictly confidential all information which in any way reveals confidential business, financial or investment details, programs, strategies, or plans, learned through this RFP process. Information pertaining to the District obtained by the Proponent as a result of participation in this process is confidential and must not be disclosed without written authorization from the District.
- b. The Proposal should clearly identify any information that is considered to be confidential or proprietary information (the "Confidential Information"). However, the District of Mackenzie is subject to the Freedom of Information and Protection of Privacy Act. As a result, while the Act offers some protection for third party business interests, the District of Mackenzie cannot guarantee that any Confidential Information provided to the District of Mackenzie can be held in confidence if a request for access is made under the Freedom of Information and Protection of Privacy Act.

Evaluating Proposals

- a. Evaluation of Proposals will be by a committee formed from The District of Mackenzie's Corporate Department and may include members of the District's Finance and Administration Departments and District contractors.
- b. Awards will be based on the best value offered, and the best value will be determined by the District in its sole discretion. Evaluation criteria will be determined by:
 - i. Quality of proposal content
 - ii. Description of work at each proposed step; who will research, provide support where and to what
 - iii. Total cost
 - iv. Relevant experience
 - v. Technical capabilities, ability to provide support when off site
 - vi. On site visit details
 - vii. Service delivery standards
 - viii. Presentation
 - ix. Compatibility
 - x. Engagement experience
 - xi. Value added

COMMUNITY ECONOMIC DEVELOPMENT PLAN - EVALUATION CRITERIA	WEIGHT
Company and Staff Experience	10%
Experience of the project team members and sub-consultants assigned to this contract	10%
Quality of overall approach, methodology, key milestones, and identification of project constraints	30%
Work plan and schedule (responsive to meet or exceed requirements)	10%
Value added: what value can the Consulting Team bring to this project	10%
Cost of consulting services with details as of the method and basis of compensation including a breakdown of overall costs including all fees and other charges	30%
TOTAL	100%

COMMUNITY ECONOMIC DEVELOPMENT PLAN - SCORING CRITERIA	SCORE	POINTS
Exceeds the requirements of the criterion in superlative beneficial ways / very desirable	Excellent	10
Exceeds the requirements of the criterion in ways which are beneficial to the District's needs	Very Good	9
Exceeds the requirements of the criterion but in a manner, which is not completely beneficial to the District's needs. Fully meets all requirements	Good	8 7
Adequately meets most of the requirements of the criterion. May be lacking in some areas which are not critical. Addresses most, but not all, of the requirements to a minimal acceptable level. May be lacking in some areas which are not critical	Average	6 5
Barely meets most of the requirements of the criterion to the minimum acceptable level. May be lacking in some areas which are not critical. Minimally addresses some, but not all, of the requirements of the criterion. Lacking in critical areas	Poor	4 3
Very poor to unsatisfactory	Very Poor	2
Does not satisfy the requirements of the criterion in any manner	Unsatisfactory	1

- c. While previous experience with the District is not required and does not in any way confer an advantage, the District's previous experience with the Proponent may also be taken into consideration in its evaluation of Proposals. The District reserves the right to rely upon its records, references, and recollection in this regard. The District may also obtain references other than those provided by the Proponent and may use these references in determining the best value.
- d. By responding to this REF, Proponents will be deemed to have agreed that the decision of the District will be final.

Communication with the District of Mackenzie

- a. Only the Economic Development Coordinator for the District of Mackenzie (or designate) is the District's representative authorized to communicate and otherwise deal with Proponents and all Proponents should communicate and otherwise deal with that person only. Contact with any other District representative, including Members of Council, officers or employees of the District regarding this RFP or a Proponent's submission may result in that Proposal being removed from consideration for this RFP. As stated above, all communication should be presented via email to the address stated above.
- b. All Proponents who have submitted a Proposal will be notified of the District's decision after the final selection has been made. This notice of final selection may be the only communication between the District of Mackenzie and Proponents. Telephone or other inquiries concerning this Proposal after the Proposal deadline are discouraged.

Rejection & Acceptance of Proposals

No Obligation to Proceed

The District reserves the right to cancel this Request for Proposals at any time and for any reason, and will not be responsible for any loss, damage, cost, or expense incurred or suffered by any Proponent as a result of that cancellation. The receipt by the District of any information (including any submissions, ideas, plans, drawings, models, or other materials communicated or exhibited by any intended Proponent, or on its behalf) shall not impose any obligations on the District.

Acceptance and Rejection of Proposals

- a. This Request for Proposal should not be construed as an agreement to purchase goods or services. The District is not bound to accept the lowest priced or any Proposal of those

submitted. The District will be under no obligation to receive further information, whether written or oral, from any Proponent.

- b. No act of the District, other than a notice in writing signed by the Chief Administrative Officer or the Director of Corporate Services, shall constitute an acceptance of a Proposal. Note that any acceptance may be subject to Council approval.
- c. Neither acceptance of a Proposal nor execution of a Contract will constitute approval of any activity or development contemplated in any Proposal that requires any approval, permit or licence pursuant to any federal, provincial, regional district or municipal statute, regulation, or bylaw.
- d. The District's intent is to enter into a Contract with the Proponent who has submitted the best offer. The District reserves the right to accept any or none of the proposals submitted and will evaluate proposals based on the best value offered to the District and not necessarily the lowest price, using the criteria specified in this RFP. The District reserves the right in its sole unrestricted discretion to:
 - a. accept any Proposal which the District deems most advantageous to itself;
 - b. reject any and/or all irregularities in a Proposal submitted;
 - c. waive any defect or deficiency in a Proposal whether or not that defect or deficiency materially affects the Proposal and accept that Proposal;
 - d. reject any and/or all Proposals for any reason, without discussion with the Proponent(s);
 - e. accept a Proposal which is not the lowest Proposal; and
 - f. cancel or reissue the RFP without any changes.
- e. The District reserves the right to enter into negotiations with one or more Proponents concerning the terms and conditions of the services to be provided, and expressly reserves the right through such negotiations to request changes, alterations, additions, or deletions from the terms of any Proposal received.
- f. If the District chooses to enter into a contract with a Proponent as a result of this RFP, the successful Proponent may be required to enter into a written agreement with the District. Such agreement will be prepared by the Director of Corporate Services and will embody the terms of the Proposal and any subsequent written amendments.

Limitation of Damages

The Proponent is responsible for ensuring that they have obtained and considered all information necessary to understand the requirements of the RFP and to prepare and submit their Proposal.

Proponents are solely responsible for their own expenses in preparing a Proposal and for subsequent negotiations with the District, if any.

Proponents acknowledge that the District, in the preparation of the Request for Proposals, supply of oral or written information to Proponents, review of Proposals or the carrying out the District's responsibilities under this Request for Proposals, does not owe a duty of care to the Proponents.

Except as expressly and specifically permitted in this RFP, no Proponent shall have any claim for any compensation of any kind whatsoever as a result of participating in this RFP, and each Proponent, by submitting a Proposal, waives for itself, its successors and assigns, the right to sue the District for any loss, including economic loss, damage, cost or expense arising from or connected with any error, omission or misrepresentation occurring in the preparation of the Request for Proposals, the supply of oral or written information to Proponents, the review of Proposals, or the carrying out the District's responsibilities under this Request for Proposals, with the exception of fraud on the District's part.

Not A Tender

This Request for Proposal is not a tender call, and neither it nor the submission of any response to this RFP creates a tender process or a "Contract A".

Modification of Terms

The District reserves the right to modify the terms of the Request for Proposal at any time at its sole discretion.

Use of Request for Proposal

This document, or any portion thereof, may not be used for any purpose other than the submission of Proposals.

Accuracy of Information

The District of Mackenzie makes no representation or warranty, either express or implied, with respect to the accuracy or completeness of any information contained or referred to in this RFP. While the District has used considerable efforts to ensure an accurate representation of information in this Request for Proposal, the information contained in this Request for Proposal is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the District, nor is it necessarily comprehensive or exhaustive. Nothing in this Request for Proposal is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this Request for Proposal.

APPENDIX A
PROPONENT INFORMATION AND AGREEMENT FORM

(should be completed and returned)

PROPONENT INFORMATION

Legal Business Name: _____

Address: _____

Contact Person: _____

Contact Information: _____
(phone / cell / fax / email)

PROPONENT AGREEMENT

The enclosed proposal is submitted in response to the above-referenced Request for Proposals, including any addenda. Through submission of this proposal, we agree to all of the terms and conditions of the Request for Proposals and agree that any inconsistent provisions in our proposal will be as if not written and do not exist. We have carefully read and examined the Request for Proposals, including the Instructions to Proponents, and have conducted such other investigations as were prudent and reasonable in preparing the proposal. We agree to be bound by statements and representations made in our proposal.

Signature of Authorized Representative: _____

Printed Name of Authorized Representative: _____

Title of Authorized Representative: _____

Date: _____

To acknowledge receipt of each addendum, each addendum number issued should be noted below with a signature of an authorized representative of the organization, as being received.

Addendum No. 1	Signature _____	Date _____
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Addendum No. 2	Signature _____	Date _____
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Addendum No. 3	Signature _____	Date _____
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Appendix B – Supporting Documents

2020 Community Investment Profile

<https://districtofmackenzie.ca/wp-content/uploads/2020/12/2020-Community-Investment-Profile.pdf>

2019 Tourism Capital Investment Analysis

<https://mackenzie.civicweb.net/filepro/document/46736/Tourism%20Capital%20Investment%20Analysis.pdf>

2019 Northeastern BC Destination Development Strategy

[https://mackenzie.civicweb.net/filepro/document/44073/Northeastern%20BC%20Destination%20Development%20Strategy%20\(2019\).pdf](https://mackenzie.civicweb.net/filepro/document/44073/Northeastern%20BC%20Destination%20Development%20Strategy%20(2019).pdf)

2018 Mackenzie Recreational Trails Master Plan

<https://mackenzie.civicweb.net/filepro/document/37070/Recreational%20Trails%20Master%20Plan%202018.pdf>

2018 Mackenzie Visitor Guide

<https://districtofmackenzie.ca/wp-content/uploads/2018/06/Exp-Mack-web.pdf>

2018 District of Mackenzie Brand Book

<https://districtofmackenzie.ca/wp-content/uploads/2019/02/Brand-Book-V2.pdf>

2020 District of Mackenzie Council Strategic Priorities 2017-2020

<https://mackenzie.civicweb.net/filepro/document/37061/Council%20Priorities%202017%20-%202020.pdf>

2016 District of Mackenzie Branding Initiative – Background Research & Analysis

<https://districtofmackenzie.ca/wp-content/uploads/2019/02/Background-Research-Analysis-web-reduced.pdf>

2008 Mackenzie Tourism Plan

<https://mackenzie.civicweb.net/filepro/document/1837/Mackenzie%20Tourism%20Plan%202008.pdf>

2008 Economic Development Strategy

<https://mackenzie.civicweb.net/filepro/document/421/Economic%20Development%20Strategy%202007.pdf>