



Come for a Visit, Stay for a Lifetime

**Township of Madawaska Valley
REQUEST FOR PROPOSAL
MV2009-11**

**ECONOMIC DEVELOPMENT STRATEGIC PLAN
CONSULTING SERVICES**

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SECTION A

TERMS OF REFERENCE

1. Introduction

The Township of Madawaska Valley is a rural community of 4,400, located on the western edge of the County of Renfrew and strategically located just east of Algonquin Park. The Township is made up of three distinct communities – Barry’s Bay, Combermere, Wilno – each with its own identity, heritage and culture. The area is known throughout the province for its lakes and rivers and beautiful scenery. More than just a tourist location with a booming summer population, the Madawaska Valley is also rich in forestry, with many year-round jobs dependant on the sector.

In response to a significant growth and investment, along with a changing demographic throughout the municipality and county, the Township Council has invested in economic development to showcase itself as a progressive community. The creation of an Economic Development Strategic Plan will help set the course for future growth and decisions, and develop an overall strategy for Economic Development.

2. Project Overview

2.1 Project Background

Economic Development is coordinated out of the Office of the Chief Administrative Officer. In the past few years several documents have been developed by the Township that have implications for the Township’s Economic Development program.

In 2004, the Township was included in a Business Retention & Expansion Project conducted by the County of Renfrew. This report was developed in consultation with key stakeholders in the community. The report acknowledged the urban/rural nature of the County/municipality and became the lead document for economic development efforts at the County.

A key recommendation of the Business Retention & Expansion Project (BR+E) was to pursue completing a set of Action Items that could be completed over a 5-year period (2005-2010). The County and the subsequent OVED PARTNER GROUP currently use it as a working document.

2.2 Objective

The objectives of the strategic planning process are;

- To create a cohesive strategic framework for the Town’s Economic Development Program. The strategy needs to have regard to existing strategic plans created by the County and wider community;

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- And that it provide the development of specific programs and projects to meet the overall objectives of business growth, retention, attraction of new investment, and job creation.

2.3 Scope

In order to meet the above objectives, the study will include, but is not limited to, the following requirements:

a) **Research**

Several strategic documents currently exist that complement the economic development function of the Township. To maximize the success of the strategic plan, the Economic Development Strategy should build on, and not duplicate this work;

- County of Renfrew Business Retention & Expansion Project - Final Report 2004
- Barry's Bay First Impressions Report - 2007
- County of Renfrew 5-year Economic Development Action Plan (2005-2010)

The consultant should also be aware of the following documents/ legislation that impact the municipality:

- a) Township of Madawaska Valley Comprehensive Zoning By-Law

b) **Stakeholder Consultations**

The consultant must become aware of the goals and opportunities of existing and/or potential partner organizations. These partner organizations include; the Ottawa Valley Economic Development Partners Group, Ottawa Valley Tourist Association, Ontario East Economic Development Commission, the County of Renfrew.

c) **Economic Development Plan**

The consultant will complete a 5-year Economic Development Strategic Plan, which will include at a minimum, the following elements:

a. **Situational analysis**

Conduct an economic environment status review of the municipality including;

- Review and analyze key economic indicators, emerging trends and demographics, upcoming events and international trade that may have an impact on shaping the local economy; (including, but not limited to, forestry, tourism, agricultural, green energy)
- Competitive benchmarking against the Township's main competitors;
- Strengths Weaknesses Opportunities and Threats analysis;
- Examine, identify and analyze key sectors to determine market gaps and opportunities for specific sector attraction and development;
- The work plan should also include address participation of non-resident ratepayers in the Strategic Plan Development;
- Rates: including, but not limited to, taxation, water and/or wastewater

b. **Local Opportunities**

Tying together existing strategic documents, stakeholder consultations and independent research, the implementation section of the strategic plan should

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include a blue print of key opportunities, potential economic drivers, and possible funding partners to capitalize on, and form a work plan in the short to medium term. Local partnership opportunities should also be explored as a mechanism for achieving these outcomes.

Opportunities around the following topics should also be explored;

- Business Recruitment and Investment
- Employment lands strategy, including Industrial Park opportunities
- Small Business Entrepreneurship
- Assessment split/activity rate
- “Urban”/rural strategy

3. Proponent’s Qualifications

The respondent should have experience in the following areas:

- Proven experience in the Economic Development field and best practices
- Prior experience in developing Economic Development Strategies
- Understanding of the Township of Madawaska Valley and County of Renfrew and related policies and documents

4. Working Relationships

Responsibility for Economic Development falls under the Chief Administrative Officer (CAO). The Community Development Officer will work closely with the selected consultant as project liaison and coordinator.

5. Selection Process

The following schedule of events will apply to the selection process. The selection process may include interviews with short listed candidates:

<u>Event:</u>	<u>Date:</u>
Release of Request for Proposal (RFP)	October 13, 2009
Deadline for submission of proposal	November 13, 2009
Interviews, if required	Week of November 23, 2009
Selection of consultant	Week of November 30, 2009
Submission of draft report & presentation	March, 2010
Submission of final report	April, 2010
Presentation of report in summary to Senior Management Team	April, 2010
Initiate implementation plan rollout	June, 2010

Although every attempt will be made to meet all dates, the Township reserves the right to modify any or all dates at its sole discretion.

6. Proposal Criteria

The Township is asking a limited number of economic development consulting firms to submit a Proposal to undertake this project. In preparation of their proposal, consultants are requested to provide as a minimum, the following information:

- Proposed methodology and timeline to undertake activities, having regard to the activities indicated in Section 5; and
- A company profile describing the relevant experience of the proponent in projects completed of a comparable scope and magnitude, list of references from organizations where similar projects were undertaken;
- General description of the team including team structure, project lead, number of staff, and responsible roles for the project;
- A detailed budget and break down of consultant hours on the project;
- The consultant should identify the total project costs (including all disbursements, professional fees, hotel and mileage fees and GST). This costing shall represent the upset limit for the project;
- Current project commitments including available time and resource dedication to the project; and
- The consultant shall identify any potential conflict of interests that the consultant or a specific individual (s) working on the project may have;
- Level of public consultation

7. Proposal Evaluation Criteria

An evaluation team consisting of relevant Township staff will conduct the evaluation of the Proposal. Evaluation criteria will include, but not be limited to the following:

- Solid understanding of the scope of the project;
- Approach and methodology;
- Prior experience with all aspects of developing economic development strategic plans, including demonstrated innovation;
- Working understanding of the dynamics of urban/rural communities;
- Ability to meet budget and timeframe parameters;
- Stability and reputation including positive references;

8. Project Budget

The approved capital budget for the economic development strategic plan consultant has been set at \$20,000.

9. Proponent's Fees

The proponents will include a fee proposal in a separate sealed envelope included in their submission. The fee must identify and differentiate professional fees and estimates of travel and hotel costs, all with applicable taxes.

10. References

The proponents will include three (3) client references.

SECTION B
TERMS AND CONDITIONS

1) Proposal Submission Process

- a) Each respondent is asked to submit three (3) copies of all documents requested along with their Proposal on company letterhead, sealed and clearly identified as Economic Development Strategic Plan Consulting Services. This sealed envelope should be enclosed in the standard tender envelope supplied by the Township of Madawaska Valley or by affixing the envelope template (Attached). All Proposals shall be delivered to:

Township of Madawaska Valley
85 Bay Street, PO Box 1000
Barry's Bay, Ontario
K0J 1B0
ATTENTION: Craig Kelley, Ec.D., Community Development Officer

Prior to 3:00 local time on Friday, November 13, 2009.

- b) Proposal Documents Must:
- i) Be submitted on company letterhead;
 - ii) Include all information requested in Section A (Terms of Reference);
 - iii) Include summary of relevant experience; and
 - iv) Include the Form of Submission (at the end of this document)
- c) Late submissions will not be accepted and will be returned unopened.
- d) All Proposals must be legibly signed by an authorized officer of the company.
- e) Respondents will be permitted to withdraw their submission unopened after it has been deposited, if such request is received in writing, by the Town Clerk prior to the closing date and time specified in this document.

2) Proposal Acceptance

- a) The Township of Madawaska Valley reserves the right to accept or reject any or all Proposals, to negotiate with the selected respondent(s) and to waive irregularities and omissions, if, in so doing, the best interest of the Township will be served.
- b) Proposals or any part of any Proposal will not necessarily be accepted. The Township is not obligated to award a contract to any bidder pursuant to this Proposal. No liability shall accrue to the Township for its decision in this regard.
- c) Respondents are required to return all mandatory forms and declarations (where applicable) supplied by the Township or their submission may be rejected.
- d) Faxed or electronic submissions will not be accepted.
- e) The Township may, in its sole discretion, request respondents to provide additional information or to clarify their submission.

3) Clarification and Contact Person

Any questions regarding this Request for Proposal shall be directed to Mr. Craig Kelley, Ec.D., Community Development Officer at telephone number 613-756-2747, ext. 220, or by e-mail to ckelley@madawaskavalley.on.ca.

Any changes, additions or corrections in the scope of this proposal will be in writing as an addendum issued by the Township. No verbal interpretation, clarifications or changes shall modify the terms, conditions or specifications contained in this document.

4) Proposal Process

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5) Municipal Freedom of Information and Protection of Privacy Act

In accordance with the Municipal Freedom of Information and Protection of Privacy Act, 1987, R.S.O. 1990, C.F. 31, this is to advise that the personal information respondents provide is being collected under authority of the Municipal Act, 2001 and will be used exclusively in the selection process. All submissions become the property of the Township of Madawaska Valley. Respondents are reminded to identify in their submission material, any specific scientific, technical, commercial, proprietary or similar confidential information, the disclosure of which could cause them injury. Complete submissions are not to be identified as confidential. Should you have any questions in this regard, please consult Township CAO/Clerk Ms. Pat Pilgrim by telephone at (613) 756-2747, ext. 220 or by e-mail at ppilgrim@madawaskavalley.on.ca.

6) Confidentiality

The information contained in the Request for Proposal (RFP), or any information concerning this RFP whether written or oral is the property of the Township of Madawaska Valley. This information must be treated as confidential and not be

issued for any purposes other than defined in the RFP and fulfillment of any subsequent contract. If you do not agree to be bound by these terms, please return this document and all copies. All proposals submitted and information provided by the bidder in response to this RFP shall be considered conditional and shall become the property of the Township of Madawaska Valley. No proposal or any related material shall be returned or released subsequent to submission.

7) Reimbursement

Respondents shall not be reimbursed for their efforts in preparing this proposal nor for any presentations or demonstrations, nor for any documentation or data supplied.

8) Insurance

Without restricting the generality of the section on indemnification, the successful respondent shall obtain, maintain, pay for and provide evidence of insurance coverage, taken out with insurance companies to transact business in the Province of Ontario and not otherwise excluded by the Township's Insurance and Risk Manager.

i) **Commercial General Liability Insurance**

Commercial General Liability Insurance shall include as an additional insured, The Corporation of the Township of Madawaska Valley, with limits of not less than two million dollars (\$2,000,000.00) inclusive per occurrence for bodily and personal injury, death and damage to property including loss of use hereof. The form of this insurance shall in all respects be satisfactory to the Township's Insurance and Risk Manager and shall be maintained continuously from wither the commencement of the services or the signing of this agreement, whichever is sooner. The policies shall be endorsed to provide the Township with not less than 30 days written notice in advance of any cancellation, change or amendment restricting coverage.

The successful respondent shall also include an insurance certificate indicating the Township as additional name insured.

9) Legislative and Licensing Requirement

All respondents and submissions must comply with any law, including all legislation and regulations, which may be applicable to the services provided subsequent to the Request for Proposals.

Please be advised that a condition of the agreement will be a requirement that the successful respondent comply with the applicable laws in Ontario and Canada, including the:

- Occupational Health and Safety Act (Ontario);
- Ontario Human Rights Code; and
- Pay Equity Act (Ontario)

Any agreement that results from the request for proposal will be subject to the laws of the Province of Ontario and Canada.

10) Potential Conflict of Interest

In their proposal, respondents shall identify any potential conflicts that they and/or their sub-consultants may have in undertaking this project. Respondents are cautioned that the acceptance of their proposal may preclude them from participating as a proponent in subsequent projects where a conflict of interest may arise.

11) Form of Submission

This form is to be completed and submitted along with the Request for Proposal.

I/WE, the Undersigned, having examined Request for Proposal WS-RFP-08- 22, including the Terms of Reference and the Terms and Conditions, do hereby affirm the acceptance of the requirements of the Request for Proposal.

I do certify that the information supplied in this submission to be true and complete in all respects.

I/WE _____ , _____
(NAME – PRINT) (POSITION)

OF _____
(COMPANY NAME)

DATED AT _____ THIS _____ DAY OF _____, 2009

AUTHORIZED SIGNATURE

PRINT NAME HERE

STREET ADDRESS

MUNICIPALITY

PROVINCE

POSTAL CODE

TELEPHONE NUMBER

FAX NUMBER

E-MAIL ADDRESS

Signature in the designated space, by an authorized officer of the Respondent's company affirms acceptance of the Request for Submission requirements set forth in this document, the associated costs (where applicable) attributed to the business arrangement between the Respondent and the Township, and hereby certifies that the information supplied in this submission to be true and complete in all respects.

COMPANY SEAL

Township of Madawaska Valley
Request for Proposal - Economic Development Strategic Plan Consulting Services

FROM: _____

DELIVERY TO:
TOWNSHIP OF MADAWASKA VALLEY
85 BAY STREET, PO BOX 1000
BARRY'S BAY, ONTARIO
K0J 1B0

SEALED BID

BID NO. _____

DESCRIPTION: _____

CLOSING DATE: _____

DATE REC'D: _____
TIME REC'D: _____
REC'D BY: _____
FOR OFFICE USE ONLY

CLOSING TIME 1600 HOURS (4:00) P.M. LOCAL TIME

Please fill out in full and tape securely to your submitted documents