



Town of Sidney - Economic Advisory Committee

AGENDA

Thursday, August 26, 2021 – 10:30 am to 12:00 noon

Zoom Meeting

EAC Meetings are video recorded and posted on the Town's website at:

http://www.sidney.ca/Business/Economic_Advisory_Committee.htm

1. Call to Order
2. Review and Approval of Agenda
3. Referrals from Council
 - a. [Draft Request for Proposals – Economic Development Strategy](#)
(Council Meeting – August 16, 2021)
Council Resolution: that the draft Request for Proposals be referred to the Economic Advisory Committee for review and comment.
4. Council Liaison Report
5. Roundtable Discussion
6. Adjournment

Note: Minutes from July 8, 2021 to be brought forward at next regular meeting.



TOWN OF SIDNEY

Report to Council

TO: Mayor and Council
FROM: Randy Humble, Chief Administrative Officer
DATE: August 16, 2021
SUBJECT: Draft Request for Proposals (RFP) – Town of Sidney Economic Development Strategy

PURPOSE:

To provide, for Council's review and consideration, a draft Request for Proposals (RFP) that was produced by the South Island Prosperity Partnership (SIPP) on the Town's behalf.

BACKGROUND:

- At the March 2nd Special Council (Budget) Meeting, Council resolved that \$60,000 be allocated from the Safe Restart Funds to develop an Economic Development Strategy (EDS);
- At the April 12th Council meeting, Council resolved that staff approach SIPP to consider their interest in working with the Town to establish an EDS, including taking the lead in selecting a potential consultant and general oversight of the process;
- Following the April 12th Council meeting, staff had several meetings with SIPP staff to determine their desired level of involvement in assisting with an EDS, along with their potential fee. Ultimately, staff and SIPP agreed to them providing leadership with respect to the establishment of the RFP and consultant selection process. They will also provide assistance and advice to the Town throughout the process of establishing the EDS, including working with the selected consultant. Staff accepted a proposal from SIPP on July 6th that outlines in detail SIPP's role, activities and scope of work in the formation of the EDS;
- In early August, SIPP forwarded the draft RFP to staff for review and following some initial feedback, it's now being presented to Council for consideration.

DISCUSSION:

Staff have reviewed the draft RFP produced by SIPP and are of the opinion that it is comprehensive in scope and encompasses the necessary information to ensure that interested proponents can provide sufficiently detailed response submissions. Furthermore, the RFP clearly outlines the desired Scope of Work and Deliverables (as outlined in three stages – Analysis; Consultation; Final Strategic Plan), and the final deliverable being a Local Economic Development Strategy.

It is important to note that SIPP will be issuing the RFP on the Town's behalf, including hosting it on their website. Having said that, the CAO is clearly identified as the Project Sponsor and the consultant would be ultimately accountable to the Town.

Regarding proponent selection, the RFP notes that a Review Committee will be established to review responses and make a final recommendation to Council. The Review Committee would be made up of SIPP and personnel appointed by the Town; the latter could include staff, the Council representative to the EAC, and potentially a member from the EAC. Responses that meet the scope requirements will be assessed and scored against desirable criteria that include budget amount, proposed actions (within the scope) and responder qualifications.

Furthermore, it is noted that issuance and closing dates have been left open and will be filled in once Council provides final approval of the draft RFP. If Council chooses to refer the draft RFP to the EAC, as recommended, staff would look to have a Special EAC meeting on August 26th in order to facilitate the process moving forward. If the EAC don't have any substantive changes, we would look to finalize the draft at the staff level and move forward with issuance of the RFP. If, however, the EAC has substantive changes, the draft would be brought back to a future Council meeting for further consideration.

Finally, regarding a potential project timeline, staff anticipate the following being approximate milestones:

Approval of draft RFP	Mid-September, 2021
Issue Date of RFP (by SIPP)	Early October, 2021
Closing Date of RFP	Early November, 2021
Selection of Consultant	Mid November, 2021
Formation of Economic Development Strategy	December, 2021 – April, 2022
Approval of Economic Development Strategy	May / June, 2022

FINANCIAL IMPLICATIONS:

Under the current Financial Plan, Council has approved \$60,000 to develop an EDS for the Town. This amount is allocated from the COVID Safe Restart funds.

RECOMMENDATION:

That the draft RFP be referred to the Economic Advisory Committee for review and comment.

Respectfully submitted,



Randy Humble, MCIP
Chief Administrative Officer



SOUTH ISLAND PROSPERITY PARTNERSHIP

REQUEST FOR PROPOSALS:

TOWN OF SIDNEY ECONOMIC DEVELOPMENT STRATEGY

RFP No. 2021-04

Issue date:

September XX, 2021

Closing location:

Email: office@southislandprosperity.ca

South Island Prosperity Project
901 – 747 Fort Street
Victoria, B.C. V8W 3E9

Closing date and time:

Responses must be received before 11:59 PM Pacific Time on **October XX, 2021**

CLOSE: October XX, 2021

REQUEST FOR PROPOSAL

BACKGROUND

The South Island Prosperity Partnership (SIPP) was formed in April 2016 as the regional economic development organization for the Greater Victoria Census Metropolitan Area (CMA), a diverse region of 400,000 people, comprising 13 municipal governments and nine First Nations governments. SIPP is incorporated as a non-profit society with a nine-person Board of Directors and driven by its 70+ members, which include municipal and First Nation governments, three post-secondary institutions, five chambers of commerce, along with several industry associations & non-profits and over 30 major employers.

Working with the Town of Sidney, one of SIPP's founding municipalities, we are seeking a consultant to develop a Local Economic Development Strategy for the Town of Sidney. Through this RFP process, the successful consultant will assess several elements of the Town's planning documents and frame these through a current economic landscape. From there, the successful proponent will conduct strategic consultation activities to be used to recommend a high-level strategic direction. The consultant will then deliver and present a draft report to Council, followed by a final report that incorporates feedback and includes a recommended framework for effective implementation of the strategy, including which actions are fundamental to the progress of primary and secondary elements. The consultant will also make recommendations on where effective implementation may involve partnerships with external organizations or suppliers. Identification of external resources, partners, and actors and how they can better play a role in ensuring the success of the implementation would be paramount to the outcome of this project.

The consultant will report directly to the Town of Sidney, and be accountable to the Town's Chief Administrative Officer, Randy Humble ("Project Sponsor"). The consultant will work collaboratively with Town staff, and work openly with other key stakeholders, such as the Sidney Economic Advisory Committee (Sidney EAC), South Island Prosperity Partnership (SIPP), the Sidney Business Improvement Area (Sidney BIA), the Saanich Peninsula Chamber of Commerce and others identified through the process or by the stakeholders.

Enquiries

All enquiries related to this RFP are to be directed by email. Information obtained from any other source is not official and should not be relied upon. Enquiries and answers will be recorded and made available to all respondents on the SIPP website one calendar week prior to the closing date. Please submit questions one week prior to the closing date through this email:

office@southislandprosperity.ca

Closing Date

A MS Word editable unlocked file or Adobe PDF compatible unlocked electronic copy of RFP Response sent by email to office@southislandprosperity.ca must be received before **11:59 pm on October XX, 2021**. Response emails should reference the RFP# in the subject line of email response.

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Late Responses

Proposals that are submitted after the Closing Time or that otherwise do not comply in full with the terms hereof will not be considered.

Changes

SIPP may amend the RFP or make additions to it at any time. It is the sole responsibility of the Respondent to check regularly for amendments, addenda, and questions and answers in relation to the RFP. SIPP will make reasonable efforts to notify interested parties and label the amended versions appropriately.

Review Committee

Review of Responses will be conducted by an internal committee of SIPP and Town of Sidney personnel.

Review and Selection

The review committee will check Responses against the scope of work in the RFP. Responses that do meet the scope requirements will then be assessed and scored against desirable criterion that includes budget amount, proposed actions (within the scope), and qualifications of the responder.

Changes to Response Wording

The Respondent will not change the wording of its Response after the closing date and time specified on the front cover of this RFP and no words or comments will be added to the Response unless requested by SIPP for purposes of clarification.

Joint Responses

SIPP is willing to consider Proposals from two or more Respondents that wish to form a consortium solely for the purpose of submitting a joint submission in Response to the RFP, provided that they disclose the names of all members of the consortium and all members accept the legal terms and conditions of the RFP and subsequent contracts.

Respondent Expenses

Respondents are solely responsible for their own expenses in preparing a Response and for subsequent negotiations with SIPP or the Town of Sidney, if any. Neither SIPP or the Town of Sidney will be liable to any Respondent for any claims, whether for costs or damages incurred by the Respondent in preparing the Response, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

Acceptance of Responses

This RFP is not an agreement to purchase goods or services. Neither SIPP or the Town of Sidney are bound to enter into a Contract with any respondent. Responses will be assessed by an internal review committee. SIPP will be under no obligation to receive further information, whether written or oral, from any Respondent.

Modification of Terms

SIPP reserves the right to modify the terms of this RFP at any time in its sole discretion. This includes the right to cancel this RFP at any time without entering into a Contract.

Ownership of Responses

All documents, including Responses, submitted to SIPP become the property of SIPP and the Project Sponsor. They will be received and held in confidence by SIPP and the Project Sponsor, subject to the provisions of the *Freedom of Information and Protection of Privacy Act*.

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Collection and Use of Personal Information

Respondents are solely responsible for familiarizing themselves, and ensuring that they comply, with the laws applicable to the collection and dissemination of information, including resumes and other personal information concerning employees and employees of any subcontractors. If this RFP requires Respondents to provide SIPP with personal information of employees who have been included as resources in Response to this RFP, Respondents will ensure that they have obtained proper consent from each of those employees before forwarding such personal information to SIPP. Such consents are to specify that the personal information may be forwarded to SIPP for the purposes of responding to this RFP and used by SIPP for the purposes set out in the RFP. SIPP may, at any time, request the original consents or copies of the original consents from Respondents.

Project Budget

The proponent should quote on the following three areas using the estimated scope of work described in the section “Scope of Work and Deliverables” below:

- Analysis
- Consultation
- Final Strategic Plan

Mandatory Criteria

The following are mandatory requirements. Responses not clearly demonstrating that they meet them will receive no further consideration during the qualifications review process.

a)	The Response must be received at the closing location by the specified closing date and time.
b)	The Response must be in English.
c)	Electronic copy by email to office@southislandprosperity.ca
d)	The Response must include a cover letter similar to the cover letter set out in Appendix A and the cover letter must be signed, by a person authorized to sign on behalf of the Respondent and to bind the Respondent to the statements made in the Response to this RFP.
e)	Respondent must have the ability and availability to meet the deliverables within the described timelines.

Desirable Criteria

Responses meeting all mandatory requirements will be further assessed against the following desirable criteria:

Criterion	Points
Respondent's demonstrated experience with executing analysis and plans of a similar nature.	20
Respondent's proposed approach and demonstrated understanding of the scope contained herein and the desired deliverables of the project, with additional details that may contain: <ul style="list-style-type: none"> - Description of the proposed plan and how it will meet the deliverables - Creative and/or proven processes to achieve the desired results - References to other projects or approaches from which positive experiences, best-practices, or other desired traits can be assessed against or borrowed. - Knowledge of the overall situation of the Town of Sidney including any relevant or nuanced information (including external forces) that gives the review committee confidence in the supplier's approach. 	50
Respondent's cost estimate and ability to work within the timeline.	30
TOTAL POINTS AVAILABLE	100

PROJECT SUPPORT

INFORMATION AVAILABLE

The following documents are available as part of this RFP:

- Town of Sidney - [Official Community Plan \(OCP\) Updates Reports and Materials](#) (an OCP review is currently underway with most up-to-date materials shared at this link)
- Town of Sidney - [2021-2022 Council Strategic Plan](#)
- Town of Sidney - [2018 Sidney Community Profile](#)
- South Island Prosperity Partnership - Three-Year Strategic Plan "[Rising to Resilience 2021-2024](#)"
- South Island Prosperity Partnership - [Greater Victoria's Next Chapter: A Series of Special Reports on Shaping the Future of our Regional Economy](#)
- Capital Regional District (CRD) - [Regional Growth Strategy 2018](#)

ONGOING SUPPORT/OPPORTUNITY

Key staff at the Town of Sidney (and SIPP) will be available for dialogue and support on a reasonable level throughout the duration of the process.

SPECIFIC ELEMENTS TO BE DEVELOPED

Vendor bids are to address (at a high level) the following items, including estimated hours/rate for each:

- Analysis

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- Consultation
- Final Strategic Plan

SCOPE OF WORK AND DELIVERABLES

Contractor shall provide the following Services and deliverable(s): **Start Date: October 2021 (upon signing the Statement of Work)**

Final Deliverable: **Local Economic Development Strategy** (through three stages)

Stage 1: Analysis

An environmental scan of Sidney's business sectors in the context of the Town's three primary business areas (found [here](#)) to assess the market trends influencing the future economic base of the town.

A review of historical studies and reports, including the OCP Review Key Findings Report, 2021 Council Strategic Plan, 2018 Sidney Community Profile, regionally-relevant reports, etc.

Using these various inputs, conduct strategic analysis applied through the lens of the current economic landscape.

- Identification of key areas where Sidney may fit into the metropolitan area ED context (regional context, Sidney's strengths and assets, etc.)
- Use of a municipal, regional, provincial, federal matrix of economic development responsibility and approaches (the roadmap needs this context in order to effectively align to other plans and activities where possible)

Stage 2: Consultation

Consultation with key industry sectors, stakeholder groups, and partner organizations for input into strategy formulation (a consultation process should be suggested by the proponent but will be subject to feedback and input).

Identification of the strategic actions required to address the economic challenges and opportunities for sustainable economic development in the community.

A draft plan submitted to the Town of Sidney and presented to Mayor and Council at a Council meeting arranged by Staff. Feedback will be elicited at this meeting for inclusion in the final documents.

Stage 3: Final Strategic Plan

The strategy shall include Sidney's top economic priorities and performance measurements to inform the work of the Economic Advisory Committee (EAC) and external agencies for a minimum five-year horizon; in summary:

- 5-year goals/objectives (including sector and targeted business priorities)
- Priority Refinement (in consultation with council, key staff & stakeholders)
- Activities and Focus
- Partnership(s) model if/when appropriate
- Measurement & KPIs

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- The final Economic Development Strategy for presentation and consideration by Council.

REPORTING AND COMPLETION CRITERIA

The Consultant is accountable to the Project Sponsor for the completion of this agreement. However, for the purpose of this project, the consultant will be responsible for regular dialogue with other stakeholders as well, primarily (but not limited to): the Sidney EAC, SIPP, and the Sidney BIA.

The acceptance of all deliverables/milestones will reside with the Project Sponsor. Invoices can be submitted in accordance to the process outlined below by email to: office@southislandprosperity.ca

Once all project tasks have been completed, the project will enter the handoff/closure stage. During this stage of the project, the vendor will provide their project closure report and project task checklist to the Project Sponsor. The approval of this documentation by the Project Sponsor will acknowledge completion of all project deliverables.

Proposed Invoicing as follows (this is negotiable):

- Upon signature of the Statement of Work (SOW): 25%
- Upon completion / submission of the draft final report: 25%
- Upon acceptance of the final deliverables by the Project Sponsor: 50%

APPENDIX A – RESPONSE COVERING LETTER AND RFP RESPONSE

LETTERHEAD OR RESPONDENT’S NAME AND ADDRESS

Date:

SOUTH ISLAND PROSPERITY PARTNERSHIP

901 – 747 FORT STREET

VICTORIA, BC V8W 3E9

Subject: **Request for Proposal No. 2021-04**

The enclosed Response is submitted in response to the above-referenced Request for Proposals.

We have carefully read and examined the Request for Proposal and have conducted such other investigations as were prudent and reasonable in preparing the Response. We are authorized to submit this Response on behalf of the Respondent.

Yours truly,

Signature

Name:

Title:

Telephone Number:

e-mail address:

Legal name of Respondent:

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