



2022



Request for Proposals Lacombe County Economic Development Strategy

CLOSING DATE: FEBRUARY 11, 2022

CLOSING TIME: 2:00PM MDT

1.0 Introduction

Lacombe County (the County) is an attractive, balanced, and progressive community, situated in the heart of Central Alberta.

Located on the QEII corridor, the County is located approximately 120km south of Edmonton and 160km north of Calgary. The County stretches 100km east to west along Highway 12 containing prairie fields and Boreal Forest and is home to many lakes – large and small.

We are a diverse municipality with a variety of agricultural operations, industrial developments, and small businesses, as well as a vibrant petrochemical and oil and gas industry.

With numerous post-secondary institutions nearby, including Burman University, and Red Deer Polytechnic, the County boasts a skilled and educated labor force.

Lacombe County also hosts a variety of recreational amenities: beaches, lakes, trail systems, parks, natural areas, and golf courses.



2.0 Project Details

The County invites qualified service providers to submit proposals to create a comprehensive Economic Development Strategy (EDS) that will clearly outline priorities for the next five years. These priorities will be organized into an implementation plan, listing goals and objectives, and categorizing them as short, medium, or long-term. Priorities should include; the support and further development of our existing businesses, attraction of new investment, increased available jobs and attraction and retention of skilled workers and residents.

Currently, no EDS exists for the County, however, other internal plans and guides will be key in its development. These include but are not limited to: *Municipal Development Plan* (MDP), *Strategic Plan*, *Land Use Bylaw* (LUB), Intermunicipal Development Plans (IDPs), and Area Structure Plans (ASPs). Other documents include the *Community Profile*, *Business Development Guide*, and *Agriculture Guide*. The aim is to create an EDS that allows for overall growth and realizes the regions' tremendous potential.

The EDS will be a five-year plan, that will provide a clear direction and expected outcomes based on the consultation process as well as a measure of flexibility. The final EDS must be endorsed by Council and will be implemented by staff. It requires regular review and updating to ensure that it remains relevant.

3.0 Scope of Services

Identify opportunities to support and grow existing business, attract new investment, increase the number of available jobs that will appeal to skilled workers, thereby increasing the overall population and wealth generation of the County.

Objectives of the EDS

The EDS will include input from Lacombe County residents, businesses, Council members, and other stakeholders. The engagement and consultation process will serve to shape the overall direction of the project.

The EDS will include but is not limited to the following requirements:

1. A full review of County documents, plans, and guides as listed in Appendix A.
2. A visit to Lacombe County and a tour with key staff.
3. The completion of a SOARR analysis (strengths, opportunities, aspirations, risks, results).
4. In-depth consultations with identified stakeholders, Council, the business community, and County residents.
5. Identification of short-term, medium-term, and long-term priorities and outcomes that will shape Lacombe County's activity for the next five years.
6. Measurable goals, actions, and timelines that will allow Council and staff to effectively gauge success.

Development of the EDS

The consultant(s) shall be expected to complete the following:

1. Gather background information by completing a full review of designated County documents (*Appendix A*), and community visit. This information will be consolidated into a thorough background report.
2. Complete a SOARR analysis (strengths, opportunities, aspirations, risks, results) based on the background report.
3. Design a public consultation process that factors input from all stakeholders and includes a variety of methods including surveys, open houses, one on one interviews and focus groups. Stakeholders include council members, key industry segments (agriculture, oil & gas), regional partners (Tourism, Chamber of Commerce), governmental and non-governmental agencies and the public.
4. Prepare the draft EDS for review by Council, which should include the following elements;
 - Detailed implementation plan (projects, time requirements, staff responsible, budget implications)
 - One-page, visual strategy 'at a glance' to be used with the public



4.0 Deliverables

The consultant(s) will be responsible for the organization, preparation, and conduction of meetings, which also includes all information and documentation being received or distributed at meetings.

Meetings constitute:

- all public consultation initiatives
- all stakeholder meetings
- attendance at Council meetings, workshops, and open houses

Deliverables include:

- Background Report
- Public consultation report(s)
- Draft EDS
- Final, endorsed EDS

5.0 Timeline

The proposal must include a tentative project schedule with an anticipated project completion date of November 2022. The project schedule must include a timeline of the planning process steps, key milestones and dates indicating when deliverables will be provided.

During the project, scheduling and other issues may arise that will require some flexibility in the timeline. Revisions in the timeline will normally occur at the commencement of each phase in consultation with the Project Manager. That being said, the consultant(s) is expected to complete the project within a reasonable timeframe.

Project Schedule

January 14, 2022	Request for Proposal published
February 11, 2022	Proposal deadline
March 10, 2022	Consultant presentations to Council
March 2022	Consultant selection
November, 24 2022	Final delivery of Strategy



6.0 Project Budget

A total of \$60,000 has been identified for project-related expenses and external consultant(s) services.

A minimum of \$5,000 of the proposal shall be reserved for advertising, public consultation, and print materials.

7.0 Proposal Submission Requirements

Each proposal shall include the following:

1. An outline of the firm's knowledge and experience on successfully completing projects of similar scope.
2. Relevant experience and resumes of key staff who will be involved in the project and the extent of the involvement of each person (detailed Gantt chart for project deliverables and staff involved).
3. A detailed listing of the estimated costs to complete the project within the established budget, including per diems and other expenses. A breakdown of the costs of the work shall be provided.
4. Methodology to be used for the project, including a summary work plan identifying milestones in the project and a schedule for the anticipated completion of the project.
5. A detailed description of the public and stakeholder consultation program, including specific strategies to solicit meaningful input. Strategies should factor alternative methods should the current pandemic restrictions require.
6. An outline for proposed implementation plan for each item, and priority rating of short-term, long-term and quick wins.
7. Consultant(s) must have a demonstrated knowledge and expertise in:

- municipal planning
- economic development
- public consultation and facilitation

Please note that the County is not responsible for any costs incurred in the preparation of your proposal.

8.0 Fees & Expenses

The consultant(s) is required to submit the anticipated cost for completing this project.

Fee estimates should outline projected levels of effort (time requirements) for each task and rates of all professional, technical, and clerical support staff that will be employed in the project. No extra fees will be paid to the consultant unless this Request for Proposals is changed, or additional work is requested and/or agreed to by the Project Manager during the course of the project.

Once the successful consultant has been selected, all invoices must include a detailed description of the work that has been done, a running balance of what has previously been paid and the outstanding balance for the project.

9.0 Proposal Evaluation

Administration will evaluate the proposals taking into consideration the following criteria:

1. Compliance and understanding of the services required of this Request for Proposals.
2. Qualifications and demonstrated expertise of the consultant(s) and any other staff assigned to the project.
3. Assessment of the consultant(s) proposed approach to the review.
4. Experience and past performance in successfully completing similar projects including at least three (3) references of projects within the last three (3) years.
5. Knowledge of the region.
6. Ability to complete the project within the time frame allotted.
7. The amount of professional service that is proposed to be provided for the specified price.

8. a copy of insurances; and
9. a copy of Occupational Health and Safety Documentation.

These criteria are not necessarily exhaustive or to be given equal weight. Two or three proposals will be selected by administration from among the submissions. The short-listed consultants will make a formal presentation to Council regarding their proposal. These presentations will be made at no cost to Lacombe County.

10.0 Proposal Deadline & Submission

Three (3) hard copies and a PDF file of your firm's proposal must be submitted no later than **2:00 PM MDT on FRIDAY FEBRUARY 11, 2022**, to:

Monica Bartman, Economic Development Officer
Lacombe County
Mailing Address: RR 3
Lacombe, AB T4L 2N3
Rural Address: 40403 RGE RD 274
Email: mbartman@lacombecounty.com

The proposal shall be clearly marked '**RFP – LACOMBE COUNTY ECONOMIC DEVELOPMENT STRATEGY**'. The hard copies shall be delivered to the County office in a sealed package endorsed on the outside with the title but carry no external identification of the consultant(s).

The complete proposal (e-copy and hard copies) must be received by Lacombe County by the closure date and time referred above. Any proposals submitted after the deadline, or any incomplete proposals will not be considered. Proposals submitted are considered final and may not be altered after the closing date, unless you are requested to do so by the Project Manager.



11.0 Contract Requirement

If selected, the consultant(s) will be required to enter into a contractual agreement with the County. The consultant(s) proposal shall form part of the contract by attachment and incorporation by reference.

No representations, advice, information, or material whatsoever regarding the proposal have any force or effect unless they appear expressly in the contract issued by the County or in a written addendum to the documents issued by the County and identified by the proposal.

12.0 Project Administration

Project Manager

The Lacombe County Economic Development Officer will act as the project manager, supported by the Director of Planning Services and administrative staff.

13.0 Further Information

For further information related to this request, please contact the Project Manager. Requests for clarification will be responded to as soon as it is reasonably possible to do so. Responses may be made in writing or verbally as deemed appropriate in the circumstances.

Project Manager:

Monica Bartman, Economic Development Officer
Lacombe County
Telephone (403) 782-8389
Fax (403) 782-3820
Email: mbartman@lacombecounty.com

Consultant(s) are not to make any public statements in relation to the proposal process without the prior written permission of the Project Manager.

The County will rule as non-compliant the proposal(s) of any consultant(s) who seek to canvass or deliberately contacts a Councilor or staff member other than

the Lacombe County project manager (or other such person as designated), in relation to the proposal and in a manner which attempts to or could influence the outcome of the proposal.

The County may at their discretion select a proposal or reject all proposals. In selecting any proposal, are not obligated to select the proposal with the lowest price.

The County deems to have accepted a proposal(s) only by forwarding a letter of acceptance to the successful consultant(s) at the address detailed in the proposal. The County is to forward the letter of acceptance as soon as feasible after the decision to award the proposed contract.

The County and the successful consultant(s) are to execute the proposed contract as soon as feasible after acceptance. Should, due to delay by the consultant(s), the contract not be executed within 21 days of acceptance, the County is to:

- a) Offer the contract to the consultant(s) with the next ranked proposal, in which case the offer procedure outlined in this clause applies; or*
- b) Terminate the process and:*
 - Re-issue the proposal based on the same or different details; or*
 - Carry out the requirements of the proposed contract itself.*



LACOMBE COUNTY ECONOMIC DEVELOPMENT STRATEGY

Consultants Invited to Submit Proposals

McSweeney & Associates
Attention: Eric McSweeney
Email: eric@mcsweeney.ca

MDB Insight
Attention: Paul Blais, Lauren Millier
Email: pblais@mdbinsight.com lmillier@mdbinsight.com

Killick Leadership Group
Attention: Cathy Goulet, President
Email: cathy.goulet@killickleadership.com

Incite
Attention: Jesse Meyer
Email: jesse@incitestategy.ca

EcoPlan International
Attention: William Trousdale
E-mail: william@ecoplan.ca

Maven Strategy
Attention: Stephanie Gagnon
Email: steph@mavenstrategy.ca

EDCD Consulting
Attention: Dale Wheeldon
Email: info@edcdconsulting.com

InnoVisions & Associates
Attention: Natalie Gibson
Email: natalie@innovisions.co

Ballad Group
Attention: John Corie, Managing Partner
Email: jcorie@balladgroup.ca

The RFP will also be posted on the Lacombe County website, and advertised for submissions from additional consultants

LACOMBE COUNTY ECONOMIC DEVELOPMENT STRATEGY

Request for Proposals: Appendix A January 14, 2022

Internal plans and guides for review:

1. *Municipal Development Plan*
2. *Strategic Plan (2021-2023)*
3. *Land Use Bylaw (Sections 6 and 7)*
4. Lacombe County Intermunicipal Development Plans (relevant sections pertaining to economic development opportunities)
5. Lacombe County Area Structure Plans (relevant sections pertaining to economic development opportunities)
6. Community Profile
7. Business Development Guide
8. Agriculture Guide

All internal County documents can be found on the Lacombe County website.

Consultants may want to review various external studies compiled by Central Alberta Economic Partnership and others.