



Squamish Sustainability Corporation

Request for Proposals

Squamish Knowledge-Based Industry Development Strategy

TERMS OF REFERENCE

Squamish Knowledge-Based Industry Development Strategy

A. INTRODUCTION

The Squamish economy is evolving rapidly and has experienced significant change in the traditional job sectors over the past five years. While this has had some negative impacts in the short-term, it has also presented opportunities for Squamish to maximize the opportunities of its geography, natural environment, human and physical attributes, and strategic positioning to re-establish a thriving economy based on sustainable sectors experiencing world-wide growth with triple-bottom line values.

Before embarking on a campaign to capture these opportunities however, it was important to carefully and objectively examine the current state of the economy and all competitive aspects that either exist already in Squamish or that could be developed based on the authentic strengths of the area—in the short and the long-term.

These objectives were articulated and carried out as part of the Trade and Investment Strategy in 2005 and supported by District of Squamish Council in early 2006.

The investment attraction section of the strategy identified that the substantial economic change occurring demands more focus on the establishment and nurturing of a number of emerging potential sectors. One particular emerging potential sector recommended as a strategic opportunity for Squamish is Knowledge-based Industries.

Squamish has a number of competitive advantages that enable an environment to house knowledge based industries. Overall the competitive advantages are:

- i. **Growing post-secondary education sector.** Many knowledge-based businesses prefer to locate in close proximity to institutions of higher learning. With the arrival of Quest University and expansion of Capilano College, faculty and students of the schools are also potential long-term residents and employment-creators in Squamish.
- ii. **Fibre optics installed by Bell for 2010 Olympics.** Bell will be installing a very high-capacity fibre-optics line from Vancouver to Whistler, with a repeater station in Squamish. This station will allow local networks in Squamish to connect into the main fibre line. The capacity of this line far exceeds the needs of anything that could be developed in Squamish.
- iii. **Lifestyle appeal.** Squamish is located on the oceanfront and surrounded by dramatic mountains that play host to a multitude of outdoor recreation activities right at its doorstep. This type of location attracts people and influences them to stay for the long term.

- iv. **Technology-friendly new developments.** The new Quest University is installing a T1 line to its location while the District of Squamish and Bell are creating a fibre loop through the community that will enable full redundancy through employment lands and ensure service in the toughest of challenges.
- v. **Availability of skilled labour.** Compared to other non-metropolitan communities in British Columbia, Squamish has significantly more highly skilled knowledge workers. This is partly a reflection of the large number of commuters to Greater Vancouver who may be available for locally based employment if comparable opportunities are available. It also reflects the preference for some highly skilled individuals who live in the area for lifestyle reasons and are able to support themselves with small businesses or by working remotely.
- vi. **Land.** Squamish plays host to a handful of different employment land precincts that are perfectly positioned to host sub-sectors within the knowledge industry.

The Squamish Sustainability Corporation (SSC) is seeking a multi-disciplinary consultant team with proven experience of the knowledge industry and specific skills in market research, commercial/industrial real estate, policy development, and strategic planning. Single or Multi-consultant firm teams that have expertise in these fields are eligible to submit joint proposals.

B. SCOPE OF WORKS

1. Background

Squamish is a dynamic community in the midst of rapid socio-economic transformation driven by a variety of influences having mixed impacts on the area.

Home to 15,000 residents, Squamish is centered on the Sea to Sky Corridor (Highway 99) between Vancouver to the south and the Resort of Whistler to the north, and is bordered by the Coastal Mountains on the east and the Pacific Ocean on the west. This outstanding location offers an extraordinary array of remarkable outdoor recreation and lifestyle options.

Squamish has a rich history as a logging town and has predominantly been dependent on the forest sector for its economic sustainability, though secondary sectors like transportation and tourism have acted as important drivers in a moderately diverse economy.

Local leaders have been examining and initiating options for economic revitalization and diversification that will lead to positive long-term growth. A variety of opportunity sectors that appear promising are being targeted to reduce the “bedroom community effect” and encourage sustainable employment growth. Some of these sectors include alternative energy, knowledge-based industries, education, and the tourism sectors.



At the same time, Squamish must prepare for the tremendous pressures of the 2010 Winter Games. There is little doubt that by virtue of its location Squamish will benefit from the 2010 Olympic Games. How well the community benefits and how lasting the benefits are will depend on continued efforts to prepare over the next few years.

References

- Squamish Trade and Investment Strategy 2005
http://www.businesssquamish.com/files/Squamish_Retail_Commercial_Industrial_Trade&_Investment_Report.pdf

2. Description of Work

The goal of this strategy is to establish a framework that enables the Squamish community to advance its job creation and diversification efforts in the knowledge sector while revitalizing its commercial tax base. The framework will examine the immediate opportunities in the **foreign** market, establish the supporting factors and shortcomings for attraction, make recommendations on appropriate development locations, and identify prospect companies for the site. The work consists of five pieces:

- i. Knowledge Industry Development Success Stories;
- ii. Knowledge Industry Sub-Sector Profile;
- iii. Employment Lands Profile;
- iv. Company Targeting;
- v. Strategy Development;

Piece 1: Knowledge-Based Industry Development Success Stories

Research and profile three success stories from other knowledge based developments that have similar characteristics to Squamish.

Piece 2: Knowledge-Based Sub-Sector Profile

Consultants will research and profile sub-sectors of the global knowledge industry that are opportune for Squamish investment. Profile should include industry characteristics such as employment density; infrastructure needs, clustering needs, space requirements, growth indicators, and factors for success.

Piece 3: Employment Lands Profile

Examine and profile five different employment land precincts within Squamish. These precincts include Downtown, Business Park, BCRP Industrial Park, Oceanfront, and other potential lands. Profiles will include a thorough SWOT analysis, the competitive advantages of each precinct and state of readiness for foreign direct investment. This would consider knowledge industry use over existing and/or other zoning.

Piece 4: Company Targeting

Research and develop of a comprehensive contact list of potential international knowledge-based tenants, owner/tenants, and site locators who are potentials for relocation/expansion to Squamish in general and/or specific employment land precincts.

Piece 5: Strategy Development

Compile research from project into overall development strategy that includes an action plan and recommendations for policy and incentives to enable the strategy.

Final strategy should include a five-to-ten year detailed action plan and an implementation plan that identifies department and staff roles.

The Squamish Sustainability Corporation encourages and will accept submissions from consultant teams, where *two or more consulting firms* collaborate on this project.

The consultant (team) will undertake and necessary consultation with District Council through the Squamish Sustainability Corporation (SSC) Board and Staff.

A final strategy will be presented to SSC Board and District Council for adoption.

Given the preceding description of work the consultant(s) is invited to submit a proposal detailing consultation, methodology, budget, and timeline.

Consultation

The Consultant team will develop a consultation program outlining how policy development will include consultation with Council, SSC Board, Staff, key stakeholders, and the general public to assess and test the feasibility of the proposed Policy.

3. Meetings

Proposals should identify a meaningful and effective program of consultation with key stakeholders. The process should include early discussion of growth issues facing the community, and identification of community values to be retained as the area grows.

Proposals should provide for liaison with community stakeholders at key stages in the process. This may include early discussion of issues, as well as a workshop session(s) to review the initial findings and direction of the recommendations and developments. Results of the liaison are to be incorporated into the final strategy.

4. Consultant's Deliverables and Schedule

Deliverables

The consultant is responsible for providing all draft materials for meetings, presentations and any necessary public consultation sessions. Twelve hard copies of the draft report are to be provided for final review by the SSC Board, and for Council and

public review. One digital (PDF) copy of the draft report is required for public review on the web site and contents will be used in SSC and District documents and policies.

All reports shall be prepared in MS Word 2000 format. All graphs, base data and models or scenarios shall be provided in MS Excel format.

Timelines

The SSC targets February 28 2008 for plan completion. Proposals should identify milestones for each major task or step of the project.

C. PROPOSAL REQUIREMENTS

The Proponents are asked to provide the following:

1. Project Implementation, Personnel and Related Experience

- Description of the team's expertise and qualifications;
- Which of the team's members will be responsible for specific tasks;
- Resume of team members, and their experience with similar projects including client reference;
- Proposed study approach
- Proposed work program and schedule of key tasks
- Total fee for service (including total hours and budget for each team member) – include taxes, travel expenses and other disbursements.

2. Estimate of Costs for Proposal

It is intended that the proposal indicate the complete cost of completing the project. Be sure to include the following estimated expenses (disbursements) as part of your overall estimate of costs:

- Travel, accommodation and meal expenses
- Long distance telephone, facsimile, postage and other identifiable communication expenses, at cost
- Secretarial and copying expenses
- Vehicles
- Databases, air photos, maps, film and film reproduction, photocopying, video camera

In addition, administrative costs should be shown as a percentage of the estimated cost of the work.

The budget allocation for the project is \$30,000, including the \$15,000 grant awarded through the Community Investment Support Program administered by International Trade Canada.

D. EVALUATION AND AWARD

1. Contract Award

Depending on the proposals submitted in response to this RFP, a contract would normally be negotiated and executed with the leading proponent (the "front-runner")

selected in accordance with the evaluation format contained in this RFP. The lowest price or any proposal will not necessarily be accepted.

The SSC reserves the right to:

- refuse award of the contract to a proponent the SSC judges to be fully or over committed on other projects;
- refuse award of the contract to a proponent where, in the SSC's sole opinion, the proposal does not represent fair value;
- refuse award of the contract to a proponent where, in SSC's sole opinion, the proposal price is considered too low to properly perform the contract; and
- in the case of a sole proposal being received, either:
 - a) cancel the RFP, return the proposal unopened to the proponent, and re-solicit proposals for better response with or without any change being made to the RFP; or
 - b) open the proposal without reference to the proponent, and, if such proposal does not merit contract award under the terms and conditions of this RFP, cancel the RFP and re-solicit proposals with or without any change being made to the RFP.

2. Clarification

Notwithstanding that a presentation/interview process has not been indicated in the Proposal Evaluation Form, at the SSC's sole discretion, one or more proponents may be asked to provide additional clarification respecting their proposals, or to address areas where the SSC clarifies its needs.

3. Suitability of the Front-runner

The front-runner may be interviewed and/or the SSC may conduct such independent reference checks or verifications as are deemed necessary by it, to clarify, test, or verify information contained in the proposal and to confirm the suitability of the front-runner. If the front-runner is deemed unsuitable by the SSC, or if the proposal is found to contain errors, omissions or misrepresentations of a serious nature, the originally selected front-runner may be rejected and another proponent selected as the front-runner according to the evaluation format, or the SSC may choose to terminate the RFP process and not enter into a contract with any of the proponents.

The SSC may interview key persons to assess their technical or managerial abilities and to determine if they would be adequate for the proper performance of the proposed contract.

4. Negotiation with the Front-runner

Negotiations may be held with the front-runner including, but not limited to, matters such as:

- price, insofar as a change in price is directly associated with a change in the proposal as a result of negotiations;
- changes in technical content;
- contract details;
- contract payment details; and
- expectations of the parties applicable to the service requirements.

If a written contract cannot be negotiated within fourteen work days of notification to the front-runner, the SSC may terminate negotiations with that proponent and negotiate a contract agreement with another proponent selected as the front-runner according to the evaluation procedure, or may choose to terminate the RFP process and not enter into a contract with any of the proponents.

The SSC shall not be obligated in any manner to any proponent whatsoever until a written contract has been duly executed relating to an approved proposal. The SSC reserves the right to modify the RFP at any time during the negotiation phase without notification to other proponents.

E. SSC PROJECT MANAGER

The consultant will report directly to the Managing Director. The primary staff liaison will be a SSC Business Development Lead (BDL). The BDL will provide information to the consultants as required, and will be available for meetings, discussion and review of draft concepts. Proposals should clearly identify the number, purpose and timing of meetings.

F. PAYMENT FOR SERVICES

Payment to the consultant would consist of two parts:

- (1) a fee based on hours worked times an all inclusive hourly rate (rate quoted would include the cost of the computer and any other equipment required to perform the work), and
- (2) expenses (i.e., travel costs to assess certain parts of the study reach or to present results at a meeting).

The fees plus expenses must not exceed the price quoted without the prior written approval of the Managing Director. The contract price will be the price quoted. Billings would be monthly or for longer time periods.

G. CONSULTANT SERVICES AGREEMENT

The successful proponent will enter into an agreement (attached) for provision by the consultant of services on this assignment.

H. CLOSURE DATE

The closing date and time for submission of the Request for Proposal is October 24, 2007 at 4:00 p.m. Submissions should be sent to:

David Thomson
Squamish Sustainability Corporation
Suite 101-38551 Loggers Lane
Squamish, BC
V8B 0H2

Four complete copies of the proposal must be received at the location and before the time specified in the Notice. Proposals must be submitted in sealed envelopes clearly marked with the name and address of the proponent and the words, "Proposal for Squamish Knowledge-Based Industry Development Strategy" on the envelope. All envelopes shall be sealed and marked "**Confidential**".

Proponents are solely responsible for timely delivery of their proposals to the location specified.

I. ATTACHMENTS

No. 1 – Proposal Evaluation Form

Proposals will be evaluated and the consultant selected on the basis of:

- Quality of proposal and methodology, including any unique or innovative approaches to the project
- Demonstrated understanding of the scope of work and issues
- Previous experience of the project team members in completing similar projects
- Public consultation plan and previous experience
- References from other jurisdictions or clients
- Budget and timelines

Annex 'A'
CONSULTING SERVICES PROPOSAL EVALUATION FORM

INSTRUCTIONS:

Use separate form for each proposal being evaluated. For each factor mark your rating by circling the number in the appropriate column. If a factor is not applicable for this proposal call, circle 1.0 for the factor for all consultants. If the factor is applicable but this consultant fails, assign 0 to the factor.

Multiply the number in the "WEIGHT" column by the number you circled and write the result in the WEIGHTED TOTAL column. Add the WEIGHTED TOTAL column to get the rating for this consultant.

Transfer the totals to the Proposal Summary Sheet.

PROPOSAL NAME: _____

RATED BY: _____

CONSULTANT: DATE: _____

FACTOR WEIGHT OUT OF 100	PLEASE CIRCLE APPROPRIATE COLUMN				WEIGH TED TOTAL
	Poor Excellent	Marginal	Fair	Good	
Capability [25]					
Proj. Mgr. Experience [7]	0.3 1	0.5	0.7	0.9	
Company Experience [6]	0.3 1	0.5	0.7	0.9	
Team Quality [12]	0.3 1	0.5	0.7	0.9	
Scope/Methodology [40]					
Quality of Proposal [2]	0.3 1	0.5	0.7	0.9	
Work Plan (procedure) [10]	0.3 1	0.5	0.7	0.9	
Level of Effort (man hours) [10]	0.3 1	0.5	0.7	0.9	
Innovative Considerations [4]	0.3 1	0.5	0.7	0.9	
Acceptable Schedule [4]	0.3 1	0.5	0.7	0.9	
Liaison/Coordination [4]	0.3 1	0.5	0.7	0.9	
Realistic Inspection [6]	0.3 1	0.5	0.7	0.9	

FACTOR WEIGHT OUT OF 100	PLEASE CIRCLE APPROPRIATE COLUMN				WEIGH TED TOTAL
	Poor Excellent	Marginal	Fair	Good	
Historical Performance [20]					
Fees & Personnel [6]	0.3 1	0.5	0.7	0.9	
Keeping to Schedule [4]	0.3 1	0.5	0.7	0.9	
Design Problems [6]	0.3 1	0.5	0.7	0.9	
Contract Administration [4]	0.3 1	0.5	0.7	0.9	
TOTALS 85					

***Note: This is the standard proposal evaluation format; the factors will be tailored to the requirements of this project.**