

**Request for Proposals** – Consultancy Services to create an economic/implementation plan for the City for Summerside

**Introduction**

The City of Summerside Economic Development requests proposals from multi-disciplinary consultant team(s) to create an economically-based vision and implementation plan for the City of Summerside.

The plan will be comprehensive in scope incorporating elements of land use, transportation, investment recruitment and retention and other critical elements into a coordinated vision that provides the city and its stakeholders with a unified path forward to realizing our full potential. This plan will focus on developing strategic, achievable and measurable tactics to assist the City in strengthening and diversifying its economy.

In order to encourage participation and commitment to the vision, the plan will:

- Assist in developing and implementing programs and policies that support the defined vision and local community goals.
- Identify partnerships that will cooperatively identify and advance local land use and economic development goals.
- Engage a variety of stakeholders from the private and public sectors throughout the planning process.
- Provide a compelling vision that will capture and enhance the economic impacts created by new investments and expansion of existing enterprise.
- Utilize current, accurate, and comprehensive data
- Incorporate best practices with regards to economic development, and sustainability
- Be action oriented

Fundamentally this strategy should be able to answer the following key questions

1. Where are we now?
2. Where do we want to be?
3. How do we get there?

## Background

Development of city investment plans, the identification and engagement of key partners and focusing on key issues is critical to the success of the project. The process is desired to take stock in the city's current economic environment, identify and target specific opportunities, develop sound business cases and **actionable** plans to pursue tangible and measurable results by addressing some of the core issues at a minimum to address:

- Workforce Development
- Physical Infrastructure
- Business and Entrepreneurship Development
- Land Use
- Transportation
- Training and Education
- Business Retention and Expansion
- Immigration

## Critical Questions/Issues to Consider for the Strategy

- What are the critical factors that would place the city in a more competitive position to grow, retain, and attract business enterprise?
- What mechanisms can the city use to promote the growth and prosperity of its key clusters, physical infrastructure and people?
- How can the city better utilize the resources of its institutions of higher education and retain its graduates to create a strong labor pool for the region's industry clusters?
- What efforts can be pursued to attract "knowledge workers" from other areas of the country/world?
- What is the organizational structure that can facilitate various public and private sector groups/agencies working together to ensure implementation of the strategy? In other words, how does the city get a diverse group of organizations to "sing from the same songbook"?

- Recommendations for strengthening workforce development and education to ensure that a skilled workforce is able to accommodate the expansion of existing businesses and promote new business start-ups?
- How to make improvements in physical infrastructure to ensure future sustainability
- Recommended actions for improving the region's transportation system to ensure adequate global connectivity for the movement of goods and people?
- How can we assess the community's readiness for changes proposed in this strategy?

### **Scope of Work**

The scope of the consulting work would include, but not be limited to the following:

- Review all relevant plans, economic strategies and relevant studies impacting the city
- Assess the economic drivers for the City, and the opportunities for economic development of key industry sectors into the future.
- Assess the opportunities for economic diversification in the community related to the supply and demand factors
- Research the key issues and economic opportunities for Summerside through secondary research and interviews with corporations operating in the region, regional support organization, government representatives, and others.
- Execute a community/stakeholder consultation process that incorporates face-to-face interviews with key stakeholder groups as identified by the City
- Work to identify the economic development goals, determine the strategic priorities, and develop strategies and an implementation plan including action plans, responsibilities, timing and costs for execution of a comprehensive Economic Development Strategy. Identify key results and performance measures for each action item (measurable outputs/outcomes) and an overall evaluation process for the strategy.

- Identify the potential roles, responsibilities of the major players responsible to support, execute and/or implement the Economic Development Strategy.
- Meet with City Officials a minimum of three times during the course of the process.
- Conduct a minimum number of community open house sessions within the region to garner feedback and input into the strategy (with stakeholders as identified by the City)
- Utilizing existing media channels or recommend additional channels to engage all cohorts of the population in providing input and ensuring a two way communication flow
- Identify the framework and methods for measuring outcomes of the strategy.
- Prepare the final strategy document to complete the assignment.

## **Objectives**

The specific objectives of the economic development strategy include the following:

1. Assess the economic development opportunities and potential of the city
2. Conduct a comprehensive stakeholder input process in the area and beyond to get stakeholder perspective and input on the opportunities, issues, synergies and possible strategies for economic/social development;
3. Work with Economic Development to identify and prioritize strategic priorities and key results for the city;
4. Develop strategies and action plans, identify responsibilities and timing, and assess costs and potential resources to implement the plan;
5. Test the plan through community open house processes and
6. Prepare the Economic Strategy

## **Deliverable**

The Plan should address the following specific concerns:

- Generate actionable ideas
- Create strong tie-ins between the needs of businesses and the entrepreneurial activity of small businesses, and new business sectors
- Identify areas in which increased collaboration would accrue economies of scale and benefit all parties and community partners that will help achieve strategic objectives. This could include key partnerships (Government, Private and Non-Profit) that will improve the success of the plan. Provide recommendations as to the appropriate level of involvement from each party of these collaborations.
- Identify programs that will help attract new job growth in targeted industries and programs that will help retain existing jobs in targeted industries.
- Develop outcome measures to assess, monitor and improve the action strategies on an ongoing basis.

The strategy must

- ✓ Identify roles and responsibilities of each organization/stakeholder
- ✓ Must match resources (human, natural, economic) to objectives
- ✓ Assign action items
- ✓ Assign timeframes for completion

## **Implementation Issues**

Only the critical issues should be addressed: The strategy must present ways to address those key critical issues that will provide the City the "biggest bang for its bucks". It is recognized that an economic strategy that contains dozens of recommendations will end up sitting on the shelf. The strategy should focus on recommendations that are achievable realistic and can be implemented in a timely manner.

Tasks must be assigned: Each recommendation (action) presented in the strategy must identify one or more departments/organization(s) responsible for implementation so there is accountability.

Benchmarks are key to this economic strategy: Each proposed action must have clearly defined measures of effectiveness so that the economic strategy can be carried out in a reasonable time frame. Benchmarks will assure that everyone will know what needs to be done to accomplish the action and progress can be monitored.

**Measures, Progress and Success matrix's must be defined and developed as part of this plan**

## Submission Requirements

**It is required that all proponents register with the City Economic Development Department to ensure they are made aware of any changes or instructions related to this proposal, should they arise. Proponents can do so by email [mike@summerside.ca](mailto:mike@summerside.ca) with the words Economic Development Strategy in the subject line**

The proposal must be signed by an authorized representative with the corporate power and authority to execute and deliver obligations as proposed.

The City is not obligated to accept the lowest cost or any proposal (or part thereof) submitted.

The City reserve the right to reject any or all submissions and to determine in their own judgment the consultant(s) best qualified to undertake this project.

The City reserves the right to cancel this RFP at any time without penalty or cost to the stakeholders.

The City will not be responsible for any cost incurred by proponents in the preparation or submission of a proposal.

The City further reserve the right to request proponents to address specific requirements not adequately covered in their initial submission and/or to provide additional information.

## Submission Guidelines

**All submissions must be received by December 31, 2010, before 4:00pm AST.**

Please forward three (3) copies of the submission to:

Mike Thususka  
Director of Economic Development  
City of Summerside  
275 Fitzroy Street  
Summerside, PE  
C1N 1H9

As well send a PDF submission via email to [mike@summerside.ca](mailto:mike@summerside.ca)

Note: Submissions received after the closing date and time will not be accepted.

## Award of Contract and Notification

The successful firm will be notified by as soon after the closing date of this RFP as possible. All unsuccessful bidders will also be notified. We reserve the right to reject any and all proposals. Please note that the lowest bid will not necessarily be accepted.

## Communication

Please direct all inquiries to:

Mike Thususka  
City of Summerside  
[mike@summerside.ca](mailto:mike@summerside.ca)

**Questions regarding this RFP will be accepted until 4:00 PM (AST) on December 28, 2010. A summary of questions and answers will be shared with all bidders shortly following this deadline.**

## Evaluation of Proposals

The consultant(s) will be evaluated for their:

- 1) Knowledge & Experience: This includes the experience of the consulting firm bidding on this project including their portfolio of previous assignments, experience in
- 2) Project Team: The professional qualifications of key project member(s) assigned to this proposal and a detailed description of the role of each team member.
- 3) Demonstrated Understanding of the Assignment: This includes a demonstrated understanding of the scope and objectives of the assignment, a clear outline of the proposed approach, the work plan and schedule and the identification of potential problem areas with recommendations for possible solutions, etc.

Your proposal should also provide the following information as part of this submission:

- Letter of Transmittal from Senior Official of Company
- Company Profile:
- Name of your Firm:
- Address of Premises:
- President/Owners Name:
- Name of Project Manager for this Proposal:
- Type of Business Registration (e.g., sole proprietorship; partnership, corporation, not for profit corporation):
- Year your firm was established:
- Description of Business (areas of specialty):
- A detailed project schedule showing start and end dates for the project
- Number of full time employees employed with your firm and their job title:
- Include three (3) different samples of work that best describes your qualifications.
- List past projects with significance or other Government/Corporate agencies.
- Minimum three (3) current references

Factor	Max Score	Weight	Reference Proposal Page
<b>General References</b>	10	5	
Clients' overall satisfaction with results			
Adherence to interim / final deadlines			
Quality of work received			
Similarity of client			
Similarity of previous experience to this type of project etc.			
<b>Project-Specific References*</b>	10	5	
Portfolio of previous assignments			
Relevance of previous experience to this project			
Clients' satisfaction with proponent's expertise			
<b>Demonstrated Expertise*</b>	10	45	
Demonstrated experience in economic analysis			
Project manager's direct experience			
Project team's direct experience			
Experience dealing with economic development agencies, business representatives, council & committees, federal & provincial officials, professional agencies, etc.			
Diversity of experience			
<b>Demonstration of Services</b>	10	20	
<b>Suitability of Process Proposed*</b>	10	15	
Suitability of proposed methodology, tools and techniques			
Logical and clear project plan			
Demonstrated understanding the requirements of the assignment			
Identification of potential problems & recommended solutions			
Alternatives or additions recommended			
<b>Cost of Proposal</b>	10	5	
<b>Project Team</b>	10	5	