REQUEST FOR PROPOSAL ECONOMIC DEVELOPMENT STRATEGY

1. Introduction & Overview

Mountain View County is seeking proposals for a qualified firm to develop a comprehensive 5-year Economic Development Strategy. This strategy will provide relevant direction, outlining goals and outcomes for the county’s Economic Development initiatives, including but not limited to, achieving an environment that is conducive to attracting and retaining current, new and diverse investment that will create employment, diversify the county’s tax base and generate wealth throughout the County. Also, the strategy should identify areas where sub-regional partnerships can be established with other municipalities.

The county has an extensive library of statutory documents and policies which will be essential to inform the background information used to create the strategy. These documents include, but are not limited to: The Municipal Development Plan (MDP), Land Use Bylaw (LUB), Intermunicipal Development Plans (IDP’s), Area Structure Plans (ASP’s) and a completed Visitor Friendly Study.

This Request for Proposal (RFP) provides a project summary and background, general requirements, tasks and deliverables, project schedule and timeline, submission requirements and deadlines, evaluation criteria, and inquiry contacts. Proposals will be accepted no later than 4:00 p.m. MST on Wednesday, March 9, 2016.

2. Mountain View County Metrics

Mountain View County is a rural municipality straddling the Queen Elizabeth II Highway corridor between Calgary and Red Deer. The QEII corridor is one of the fastest growing economic regions in Western Canada and as such, there are increasing pressures for development in this area.

Based on the 2011 federal census, the County is home to approximately 12,359 residents. Main transportation infrastructure includes four major corridors (Highway 2, 2A, 22 and 27), two county owned regional airports and a portion of the CP Rail line. Within the county there are 4 Towns: Olds, Didsbury, Carstairs, Sundre and one Village: Cremona. Main industries within the region are agriculture, forestry and oil & gas.

County Council included the following two statements as part of their 2015 strategic goals:

- Provide an environment in which traditional and new forms of agriculture along with innovative, value-added agricultural industry can thrive.
- Diversify to increase Mountain View County’s taxable asset base and mitigate revenue risk.

3. General Requirements

All Proposals shall be prepared by and submitted at the expense of the proponent. Except as expressly and specifically permitted in this RFP, no proponent shall have any claim for any compensation of any kind whatsoever, relating to this RFP, including accepting a non-compliant bid, and by submitting a proposal each proponent shall be deemed to have agreed that it has no claim. No contractual, tort or other legal obligations are created or imposed on Mountain View County or any other individual, officer or employee of the county by the RFP documentation or by submission or consideration of any proposal by the county.
4. Questions & Inquiries

Mountain View County Economic Development shall be the sole point of contact for the purposes of this RFP. The following table provides the primary contact information:

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<tr>
<th>Point of Contact</th>
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<tbody>
<tr>
<td>Adena Cheverie, Economic &amp; Community Development Officer</td>
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<tr>
<td><a href="mailto:acheverie@mvcounty.com">acheverie@mvcounty.com</a></td>
</tr>
<tr>
<td>(403) 335-3311 x 161</td>
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Proponents shall not contact any County staff with any questions or inquiries, excepting the terms outlined above. Unauthorized contact with any personnel of the County may be cause for rejection of the proposer’s response. The decision to reject a proposal is solely that of the County.

Proponents shall review the RFP documents, and shall promptly report and request clarification for any discrepancy, deficiency, ambiguity, error, inconsistency or omission contained therein. Any such request must be submitted in writing, electronically or otherwise, no later than 4:00 p.m. MST, February 29, 2016. Where such request results in a change or a clarification to the requirements of the RFP, the county will prepare and issue an Addendum to this RFP, no later than 4:00 p.m. MST, March 2, 2016.

Mountain View County reserves the right to issue Addenda up to the closing date. The date set for submitting Proposals may be changed if in the county’s opinion more time is necessary to enable proponents to revise their Proposals. Addenda will state any changes to the Proposal closing date and time. Proponents should acknowledge receipt of all Addenda in their proposals. Proponents are required to check the county’s website for any updated information and addenda before the closing date at the following website address:

http://mountainviewcounty.com/work_for_us/requests_for_proposal.html

Upon submitting a proposal, proponents will be deemed to have received notice of all addenda that are posted on the County’s website and deemed to have considered the information of inclusion in the Proposal submitted. This Proposal and any resulting award shall be governed by and construed in accordance with the laws of the Province of Alberta, which shall be deemed the proper law hereof.

5. Deliverables

In considering the information provided in this Request for Proposal, respondents shall complete the tasks and provide deliverables as follows:

i. Create a situational analysis including opportunities and challenges based on the environment that currently exists within the County. This is expected to include discussions with Council, Senior Management, Economic Development Working Group, Planning and Development Department and the Economic Development Officer.

ii. Review and analyze existing demographic and socio-economic data, labour force characteristics and other key economic data.

iii. Undertake a Business Retention & Expansion study as part of the overall Economic Development Strategy.
iv. Undertake a Business Investment & Attraction study as part of the overall Economic Development Strategy.

v. Prepare key demographic trends and forecasts, social factors, economic factors and financial indicators for inclusion in the Strategy. This task should include preparation of market study of the Municipality’s target sectors, as well as a community profile.

vi. Identify the regions assets and competitive advantages, with proposed activities and programs, to incorporate these into the overall Economic Development Strategy. This task should include a SWOT analysis of the region, including our urban partners.

vii. Engagement of the 5 urban partners through independent consultation to identify and understand how as a region we can work collaboratively to compliment growing together and incorporate these into the overall strategy.

viii. Review and analyze local bylaws, policies, processes and regulations to provide recommendation on making adjustments, where necessary and appropriate, to support sustainable economic growth and diversification.

ix. Economic Development Strategy is to contain an action plan to implement objectives and goals set forth in the Strategy as well as performance measures with timelines to evaluate whether, and to what extent, plan goals and objectives have been or are being met.

tax. The Consultant will submit twelve (12) bound copies of the final Economic Development Strategy and an electronic PDF version on or before August 31, 2016 along with all invoices. In addition, an executive summary and PowerPoint Presentation of the final report in electronic version will also be submitted and the consultant will be required to present the overall strategy to Mountain View County’s Policies and Priorities Committee, tentatively scheduled for September 7, 2016.

6. Project Schedule & Timeline

Mountain View County will take the Economic Development Strategy into consideration during 2017 budget planning in the Fall of 2016. Proponents shall provide a schedule to complete the strategy including an estimate for consideration. Proponents shall confirm that submitted rates will be held firm, and remain effective for the duration of the project. The lowest or any proposal will not necessarily be accepted. The County reserves the right not to proceed with any proposal.

<table>
<thead>
<tr>
<th>Event</th>
<th>Estimated Date</th>
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<tbody>
<tr>
<td>Request for Proposal (RFP) Published</td>
<td>February 18, 2016</td>
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<tr>
<td>Deadline for Questions from Vendors</td>
<td>February 29, 2016</td>
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<tr>
<td>Final Addendum for Questions Published</td>
<td>March 2, 2016</td>
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<tr>
<td>Deadline for Proposal Submissions</td>
<td>March 9, 2016</td>
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<td>Proposal Review</td>
<td>March 9-11, 2016</td>
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<tr>
<td>Tentative Date for Awarding Contract</td>
<td>March 14, 2016</td>
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<td>Project Completion Deadline</td>
<td>August 31, 2016</td>
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7. Submission

All proponents are required to provide the following information (in order) with their submissions:

i. Cover Letter - A cover letter is to be signed by an officer of the company authorized to execute a contract with the Municipality.

ii. Consultant Qualifications - This section shall describe the areas of expertise of current permanent staff whether a sole proprietor or individuals on a team and the scope of services that can be provided by the firm without the services of contractors under the consultant’s direction.

iii. Key Personnel - Include a proposed project management structure. Identify the key contact for the project and all personnel, if applicable, who will be assigned to work on this project, including a description of their abilities, qualifications and experience. Include resumes for all key individuals. There can be no change of key personnel once the proposal is submitted without the prior written approval of the Municipality.

iv. Subcontractors - Identify any portion of the scope of work that will be subcontracted. Include firm qualifications and key personnel, telephone number and contact person for all subcontractors. The Municipality reserves the right to approve or reject all consultants or internal staff performing consulting services, proposed by the consultant during or after the consultant review and selection process.

v. Project Work Plan - A description of project understanding, detailed work approach and methodology will be identified. The work plan should list specific tasks and any specific considerations, options or alternatives.

vi. Project Schedule - Propose a timeline for completion for the strategy including start date, milestones and target date of completion. Any assumptions regarding turnaround time for Municipal Council or staff review should be clearly noted.

vii. Budget - Provide a detailed fee proposal by task for the services identified in the deliverables of this proposal. Identify sub-tasks and the respective cost in your fee proposal, as necessary. This section of your proposal shall include a professional fee schedule (hourly fee chart) for the consultant (and if applicable the consultant’s personnel) and the subcontractor’s key personnel identified above who would be working on this project. Hourly fees for additional or optional services that may be required shall also be included. Unless specified in the submission, the professional fee schedule shall include any costs associated with complying with the Municipality’s insurance requirements. Identify the fee that will be charged for additional public or Municipal Council meetings not identified in the scope of services provided here.

viii. References - A list of projects completed by the proposer under which services similar to those required by this RFP were performed shall be listed in your proposal. An emphasis should be placed on projects undertaken within the last five (5) years and if those projects undertaken for public agencies were located in similar sized communities. Include a brief description of the services, dates the services were provided and name and telephone number or references familiar with the services provided.

Electronic proposals shall be submitted to the point of contact listed above, no later than 4:00 p.m. MST on Wednesday, March 9, 2016. Submissions received after this time will be returned to the sender.
The County reserves the right to cancel this RFP for any reason without any liability to any proponent or to waive irregularities at their own discretion. Proposals may be withdrawn by written notice only provided such notice is received at Mountain View County prior to the date/time set as the closing time for receiving proposals. Proposals shall be open for acceptance for 90 days following the submission closing date.

All proposals will remain confidential and are subject to the Freedom of Information and Protection of Privacy Act (FOIPP).

8. Evaluation

The County’s Economic Development department will initially review and evaluate each proposal received to determine the proposer’s ability to meet the requirements of the County. The evaluation criteria (described in the chart below) will be the basis for evaluation and such criteria shall be evaluated at the County’s sole discretion.

The County may request additional information or clarification of proposals and hereby reserves the right to evaluate, at its sole discretion, the extent to which each proposal compares to the stated criteria to select the particular response to this RFP that it believes will best-serve its requirements.

The evaluation criteria in the following table are intended to be the basis by which each proposal will be evaluated, measured and ranked. The recommendation of the Economic Development Department to County Council shall be based on the results of evaluations using these criteria:

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<tr>
<th>Criteria</th>
<th>Maximum Score</th>
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<tr>
<td>The proposal demonstrates a thorough understanding of the project and demonstrated knowledge &amp; experience respecting rural economic development</td>
<td>20 points</td>
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<tr>
<td>Project methodology, including planning principles, approaches being taken and level of interaction</td>
<td>20 points</td>
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<tr>
<td>Proposed work plan</td>
<td>15 points</td>
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<td>Overall quality of the proposal (layout, readability, adherence to bid format requirements etc.)</td>
<td>10 points</td>
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<tr>
<td>Consideration of the price of the services solicited by this RFP. Proposers will be evaluated on their pricing scheme as well as on their price in comparison to the other proposers.</td>
<td>20 points</td>
</tr>
<tr>
<td>Reference follow-up</td>
<td>10 points</td>
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9. Contract Award

The successful proponent will enter into a Short Term Service Contract with Mountain View County based upon the information contained in the RFP and the successful proponent’s submission and any modifications thereto. The County will notify the successful Proponent(s) in the form of a Letter of Award. The RFP and completed proposal form will be incorporated by reference in the Short Term Service Contract and included in the formal agreement which will form part of the contract/ agreement between the County and the successful proponent. Any changes to the contract will be confirmed by an amended agreement. The County reserves the right to terminate the contract following an instance of unacceptable performance with regard to contractual standards, quality, quantity or delivery.
10. Additional Services
If the successful proponent is required to perform additional services, outside the scope of the tasks identified, these additional services can be invoiced on a time charge basis in accordance with the approved fee. Any additional services must be approved in writing by Mountain View County, before the proponent undertakes the additional services.