

CAMPBELL RIVER CHAMBER OF COMMERCE  
**Workforce Development in a Rural Transitioning Economy**

**REQUEST FOR PROPOSALS**

**ISSUE DATE:**

June 24, 2010

**PROJECT TITLE:**

Workforce Development within a Rural Transitioning Economy

**CLOSING DATE AND TIME:**

July 15, 2010, 4:01 pm

**CONTACT AND CLOSING LOCATION:**

Colleen Evans, Executive Director  
Campbell River Chamber of Commerce  
[colleen.evans@campbellriverchamber.ca](mailto:colleen.evans@campbellriverchamber.ca)

**PROPOSAL SUBMISSION:**

Proposals must be sent by electronic mail. Proposals should be clearly marked with the name and address of the proponent and the project title. Proposal electronic copy must be in Microsoft Word format compatible with Word 2003 and the proposed budget in Excel format compatible with Excel 2003. Facsimile and mail submissions will not be accepted and late proposals will not be considered. All questions regarding this RFP should be directed to Colleen Evans via electronic mail.

**AUTHORIZED PROPONENT CONTACT:**

Proposals must be approved by a person authorized to sign on behalf of the proponent.

## **1. INTRODUCTION AND OBJECTIVES**

The Campbell River and District Chamber of Commerce (CRDCC) has determined that being able to describe the employer base of a community and occupations that are in demand, transition or decline and the needed skills and training for these occupations, is a vital component of creating a business enabling environment. This is critical information at a local level that will; assist employers with their human resource planning; assist job seekers with their employment, skill development and career decision making; and serve to retain and grow existing businesses and attract emerging industry sector businesses.

Data bases, research tools, a marketing plan targeted to engage employers, a communication plan for sharing research findings and the linking of these findings in support of key stakeholders strategic planning, will be developed and implemented through this project. The systems, research tools, databases, marketing plan and communications plans will be retained in the community by CRDCC, generating capacity for further local research and implementation. The CRDC and North Island Employment Foundations Society (NIEFS) will continue to carry out this research on an annual basis to support their respective mandates. In addition, this project will link to the communities' broader development of a Coordinated Workforce Development Strategy and the Community Accord on Work Force Development, which is being led by NIEFS.

The successful Proponent will work with the project management team and steering and advisory committees, to develop strategies based on their research and consultations with key stakeholders, to address the imbalance between the skills, abilities and development potential of the available local labour force supply and the demands of local existing businesses and emerging industry sectors. This will ensure the right people with the right skills are available at the right time and in the right place to allow the full potential of Campbell River and surrounding area and its residents to be realized.

Therefore, this Request for Proposals (RFP) is designed to select a qualified contractor to carry out the required research and consultation, create the required research tools, work collaboratively with the project data base consultant and develop strategies that will serve to address the imbalance between the skills of the available local labour force supply and the demands of exiting and emerging industry sectors in Campbell River and surrounding area.

This project is expected to start in July 2010 and be completed in March 2011. It calls for components and deliverables in three phases, totaling up to \$58,000 including all fees, expenses and HST (provincial and federal taxes).

### **Definitions**

Throughout this Request for Proposals, the following definitions apply:

- a) "CRDCC" represents the Campbell River and District Chamber of Commerce, and/or its duly appointed representatives, and/or its designees;
- b) "Contract" means the written agreement resulting from this Request for Proposals executed by CRDCC and the Contractor;
- c) "Contractor" means the successful Proponent to this Request for Proposals who enters into a written Contract with CRDCC

- d) "Must" or "mandatory" means a requirement that must be met in order for a proposal to receive consideration;
- e) "Proponent" means an individual or a company that submits, or intends to submit, a proposal in response to this Request for Proposals'
- f) "Request for Proposals" means the process described in this document;
- g) "Should" or "desirable" means a requirement having a significant degree of importance to the objectives of the Request for Proposals
- h) "Data base consultant/contractor" means the individual who has already been retained under direct contract by the CRDCC and this is not intended to be a sub-contract of this RFP or the RFP Proponent.

## **Objectives**

This project has four objectives and a sub-objective.

The four objectives of the Campbell River Chamber Workforce Development within a Rural Transitioning Economy are to undertake research within Campbell River to identify:

1. The existing, declining and emerging industries and occupations
2. The skill development needs of the local labour force relevant to current and future labour market demands
3. The HR skill development needs of the employer community to ensure the attraction and retention of a qualified workforce
4. The needed training and skill development supply systems to support employer and employee human resource development

### **Sub-Objective**

Research findings will be linked to the broader development of a Coordinated Workforce Development Strategy in the community (see Appendix 1).

This RFP outlines the background, specifications and other parameters of the project.

## **2. STATEMENT OF WORK AND DELIVERABLES**

The activities and timelines for the three phases and deliverables of the project work are as follows:

### **By October 16, 2010 - Phase I**

- Create project work plans, goals, activities, timelines and reporting requirements, to be reviewed and approved by the client in consultation with the management team and steering committee;

- Create and implement the annual employer survey that will gather and compile research to document current and future (HR) needs of existing and emerging industry sectors;
- Work collaboratively with the selected and retained project data base consultant to link survey development and research compilation with data base construction, development and report generation;
- Provide a description of the data entities you will capture for inclusion in the database schema
- Co-ordinate the transfer of data points collected, or a subset of same, to the business database
- Update a project management portal, as developed by the selected and retained project data base consultant, as necessary to define milestones, indicate progress and centralize document management
- Complete the development of primary research tools, support systems, and processes;
- Develop Marketing and Communications strategies to promote business, employer and community engagement;
- Commence primary research and consultation with existing and emerging industry sector businesses and employers;
- Commence secondary research with business professional & industry sector associations, organizations First Nations, Métis, educational institutions, employment organizations, government agencies and VIEA;
- Identify growth potential for each industry sector;
- Identify targeted sectors and occupations that are experiencing or are expected to experience significant growth;
- Identify current, medium and long-term human resource needs for each target sector;
- Conduct an HR management capacity assessment for each target sector to identify skill development needs and resources required by employers to ensure the attraction and retention of a skilled workforce;
- Identify HR tools and resources for employers to use in their workforce development planning;
- Identify current skills, abilities and development potential of the local labour force in relation to the human resource needs of the targeted sectors;
- Undertake a gap analysis to look at skill development needs of the local labour market and the availability of educational and other infrastructure to address those needs;
- Create resources and processes to sustain the ongoing collection, analysis and sharing of labour market information;
- Create a phase one progress report.

**By January 15, 2011 – Phase 2**

- Identify policies and gaps which represent barriers to successful Human Resource Development;
- Identify opportunities to coordinate rural economic development and job creation activities with other Human Resource initiatives. This may include, but is not limited to, Aboriginal Skills and Employment Partnerships (ASEP);
- Identify strategies to address gaps between the needs of the target sectors (demand) and the current labour force (supply);

- Work collaboratively with the project data base consultant, to ensure the transfer of ownership of the Employer survey tools, processes, data base and report systems to the Campbell River Chamber of Commerce;
- Work collaboratively with the project data base consultant, to ensure the transfer of operator knowledge to the Campbell River Chamber of Commerce through an orientation to the data base, research tools and report generation systems;
- Complete all research;
- Create a phase two progress report.

**By March 12, 2011 – Phase 3**

- Create a formal report from data compiled during the research and consultation phase;
- Present the formal report to client and share the report with key stakeholders in support of a Coordinated Workforce Development Strategy in Campbell River and the surrounding area;
- Work collaboratively with the project data base consultant to complete final sign-off on the survey tools, data base and training of Campbell River Chamber of Commerce staff in the on-going implementation of the annual employer survey and supporting survey systems will be complete;
- Create a final project report.

### **3. BACKGROUND AND CONTEXT**

#### **3.1 Campbell River Chamber of Commerce**

The Campbell River Chamber is a not-for-profit business organization with a mandate to provide leadership opportunities and business building and enabling initiatives that focus on business success, leading to sustainable economic development. As the voice of business, the Campbell River Chamber has taken a leadership role to build collaborative business led initiatives to support an enabling environment for business success and growth. This leadership role has led to enhanced collaboration between community stakeholders, increased capacity and business advocacy.

The Chamber has forged these new relationships to create new opportunities for business development, addressing barriers to an enabling business environment, community and economic development and coordinated workforce development strategies throughout Campbell River and area.

The seed funding for development and growth is generated from the 500 and growing members of the Campbell River Chamber who look to the Chamber as the “*voice of business*” in the community and area to leverage those funds for sustainable economic development and an enabling business environment.

The Chamber’s success includes business training, mentorship, business advocacy, celebration and promotion of business success, business communication, tools and resources. The Chamber is active in industry cluster development and is a member of industry sector task force’s and committees.

As senior staff, Colleen Evans, Executive Director is on the Board of NIEFS (North Island Employment Foundation Society) and VIEA (Vancouver Island Economic Alliance) and is a senior resource executive with significant community and economic development experience

### **3.2 Campbell River and Surrounding Area**

Following the shoreline of scenic Discovery Passage in the Strait of Georgia, framed by beautiful rivers, and surrounded by the Discovery Islands and majestic mountains, Campbell River is city-living in an eco-adventurer's and artist's paradise. With a population of 31,000, it is a thriving central island region and a service hub to the north island.

Campbell River features many of the amenities of a big city without sacrificing its friendly small-town character. Long known for legendary salmon fishing by generations of anglers, Campbell River has grown into a multi-faceted travel destination known for its endless adventure opportunities, stunning scenery, and cultural treasures. In 2008, FDI Magazine listed Campbell River as having the #2 Best Quality of Life in their North America Micro Cities of the Future contest, and rightfully so.

Campbell River and surrounding area are experiencing rapid demographic, economic and labour market change. As a community within Strathcona Regional District, Campbell River is transitioning from a traditional dependence on goods producing industries (forestry, fishing and mining) to a more diversified mixed economy where intellectual capital/knowledge and service driven economic growth is primarily supported by the growth of Small and Medium Size Enterprises (SME's). Within this economic framework there has been a steady, decline in traditional community based forestry and fishing, that is structural and long term in nature. New practices in forestry for example will revitalize this industry but it will not result in a return to forestry's former predominance as the major economic driver or employer for our region. Fish farming, Aquaculture and Mining remain as substantial contributors to our region and are now Campbell River's largest private sector employers, many of these with head offices located in Campbell River. Collectively, these private sector resource based businesses employed over 4500 employees, the majority residing in Campbell River and the immediate surrounding region.

New emerging industry sectors, particularly green technologies and new energy production, have the potential to create significant new opportunities to diversify and enhance the traditional economic and employer base of our community and area.

These impacts and opportunities forecast the urgent need for employer and labour market adaptation and workforce development and collaboration to prepare for the opportunities that will emerge as economic recession recedes and economic growth returns.

Within this emerging service driven economy SME's will be the predominate place of growth and employment in our community and surrounding area. The growth of SME's will be dependent on their ability to adapt and rapidly respond to local labour market trends including a rapidly aging workforce, retirement and business succession planning

for aging business ownership to leverage those opportunities created by the emergence of this service driven economic growth. The success of SME's in managing these transitions is critical both to the economic health and sustainability of our community and most importantly as the current and future places of employment for our local labour market.

### **3.3 Economic and Demographic Shifts**

Campbell River and North Island region has seen a steady shift over the last 10 years in employment away from Good Producing Sectors (forest, fishing and mining) to Service related economic and employment growth. This shift has accelerated significantly in the past year with the downsizing of forest-based manufacturing and the resulting decline in forest-based economic activity and the outcome of employment losses. The spin-off effects from reduced market demand in the pulp and paper sector, combined with major community and regional demographic shifts has had significant impacts on a rural transitioning community like Campbell River. As traditional markets decline industries and the businesses within those industries, existing and emerging, are transitioning to position themselves to respond to new market opportunities, and shifting consumer demand for products and services. This transition has created an urgent need to address the economic and demographic changes impacting the current and future (HR) needs of existing and emerging local industry sectors.

Campbell River is competitively connected in terms of location, services and networks of commerce and trade and potentially linked to major new industry support hubs.

The local aboriginal population is a significant and growing element of Campbell River and surrounding area's demographic structure. Aboriginal economic development continues to play a major role in new local economic development and the role of First Nation economic development corporations and AHRDA agreements is therefore critical.

Retention and prosperity of existing businesses is extremely vital to economic sustainability and growth for our community and area. Efforts to retain and expand existing businesses and their respective existing and emerging industry clusters will aid in stabilizing our community's economic base and create an environment conducive to economic development attraction strategies that are so critical to sustain growth in demand for labour and an appropriately skilled workforce.

Existing local businesses are major job creators in the Campbell River and area economy but they have become increasingly vulnerable to the industry slow downs and closures that have recently occurred. Their over reliance on the traditional forest industry sector has led to a heightened awareness that businesses need to leverage their competitive strengths and actively participate in defining their economic future. Their participation in processes that will lead to identification of industry clusters will be essential to our communities' economic viability and have the greatest potential for growth as drivers of economic change that in turn will lead to new job creation.

Significant shifts in our local and surrounding area economy and demographic shifts within our labour market, necessitates that workforce development is responsive to the shifting skill and labour requirements of our local market place. Leadership across all

industry sectors must work together to ensure coordinated and linked responses to the changing skill and labour requirements of businesses within this transitioning economy

### **3.4 Industry Clusters of Opportunity**

Growth opportunities within Campbell River's key industry's labour force will likely be guided by growth opportunities specific to that particular existing or emerging industry. Industry cluster analysis of Campbell River's local industry sectors is therefore required as part of this project's outcomes, to identify, develop and support local cluster identification of existing, declining and emerging industry and occupations at a local level. This research and information at a local level will lead to skill development and training to support current and future labour market demands, to ensure the attraction and retention of a qualified workforce in Campbell River and surrounding area.

Emerging technology, research in bio-products and green industry partnerships are just a few examples of industry sector driven potential within Campbell River that may yield promising new products and processes resulting in new local and surrounding area jobs. However, these same industry sectors may be challenged to fill those skilled jobs, since the level of workforce educational attainment and skill requirements will be significantly increased and do not necessarily represent the current status of the local labour market.

Historically, Campbell River's drivers for productivity and growth have been based on a traditional resource based economy and workforce however, the recent and significant industry, economic and demographic shifts within our rural community have shifted those economic and workforce drivers to a more mixed goods and services, knowledge-based economies, requiring a transitioning workforce for future growth and development.

While the retail service sector continues to show promise, demonstrated in part with the addition of new big box stores that opened recently, including a Home Depot and Wal-Mart Superstore, there are other currently unmet services and products that are under developed in Campbell River based on population size and demographic. Although currently, the local labour force is inextricably linked to the fate of resource sectors, particularly forestry, aquaculture and mining, there have been a number of recent opportunities and developments that are highlighted below as reference and context to Campbell River and surrounding area. These include the following:

New emerging industry sectors like independent power and clean energy are showing great potential. Due to the strong currents of Discovery Passage, the Campbell River area presents a unique location with potential opportunities for harnessing tidal power.

The airport runway will be expanded this summer by 1,500 feet to make it 6,500 feet long. Campbell River's airport is surrounded by land ready for development. All the land is fully serviced since the city installed water and sewer services to the airport several years ago and there's plenty of space in Campbell River for private owners and corporations who want to use the airport for long-term aircraft parking. There's no such parking space at Comox. There are further opportunities to open up the airport for more cargo services and the extension could also convince one of the airport's biggest customers to make a permanent home here. The provincial Ministry of Forests sometimes uses Campbell River as a base for air tankers.

Campbell River has been identified as a great place for the digital arts and video game industry to do business and City Council is preparing to raise the city's profile. INFilm and the city have already been working on making industry reps aware of what Campbell River has to offer and industry representatives have been to Campbell River for a familiarization tour to scout locations, discuss realistic opportunities for relocation, and gain exposure for the regional culture and way of life.

The 19A Highway upgrade project includes improved vehicle, transit, cycling and pedestrian routes as well as reconstruction of a major sewage pumping station. The upgrade will fill in one more piece of the waterfront vision as established by the community and will encourage medium-high density residential in-fill along the corridor.

The City will be undertaking an SOCP (Sustainable Official Community Plan) process this year providing insight into the shifting demographics and economic, environmental and social elements of our community as it relates to building a foundation for the community and our future. Rivercorp, the City's economic and tourism body is in the process of developing economic development and cultural tourism strategies. In addition, the City has put in place a Future of Forestry Task Force to make recommendations on the future of the forestry industry and occupations in Campbell River and additional task forces and commissions are providing valuable input that will also directly and indirectly inform the future of work force development within the community and surrounding area.

Community consultation and collaboration are key strengths within our community and two projects that are examples of community collaboration, in final stages of development, are the Coordinated Workforce Development accord being led by NIEFS and the Welcoming Communities initiative being led by MISA (Multicultural Immigrant Society Association), both of these will positively provide support for community change and transitions for workforce development.

The collaborative discussions that are taking place at a local community level are also around providing access to educational programs to support demand driven for emerging occupations and how collectively key stakeholders can work together with post-secondary institutions like Campbell River's North Island College and others to develop new programs for these emerging occupations.

The challenges however, have been that the rapid shifts in our community have not necessarily been met with a level of rapid response that leveraged the greatest opportunities for workforce development, due to a lack of accurate and timely local labour market information for informed decision making as it relates to the demands of existing and emerging industry sectors and the local labour force supply.

This project will serve to identify and address the imbalance between the skills of the available labour force supply in Campbell River and area and the demands of existing and emerging industry sectors.

### 3.5 Industry Sector Labour Force Supply Challenges and Trends

In general as some industry sectors are emerging from consolidation and rationalization, there are other emerging sectors that are benefiting from expanding global markets, clean energy and green economies. Together industries at both ends of these spectrum will be at the same time, competing for a limited local labour supply.

The spin-off impacts from these industry challenges and trends, will impact the existing and emerging sectors and the labour force within those industry sectors locally. These trends and challenges range from industry decline, employment instability and insecurity in some sectors through to high growth and hyper-competition for intellectual capital, experience and skilled labour in other sectors.

The following represent examples of some of the key industry challenges and trends that will have impact on Campbell River and surrounding area local labour force:

**Shortage of skilled labourers and tradespeople.** Industry sectors are competing directly with other industry sectors locally and within the province, country and internationally for semi-skilled and skilled labourers and tradespeople, for jobs that range from entry level labourers to highly skilled trades and professionals.

**Increasing urbanization.** More of our local young people are leaving rural communities like Campbell River, to live in urban centers, often seeking more stable and secure employments. The result is that communities like ours, long a source of labour for the traditional resource sectors, are being drained of our workforce, having direct impact on both existing industry sectors and future emerging industry sectors.

**Aging workforce.** Like many sectors, forestry for example is starting to see the effects of an aging workforce, with 41 percent of the Canadian forest sector workforce over the age of 45 and a large majority of those workers in the industry are male. As older workers retire, their years of knowledge and expertise go with them, and many industries will face a shortage of senior personnel and supervisors. Succession management and assisting high potential employees to take on these positions of responsibility will become increasingly important for productivity, competitive advantage and growth.

**Business succession planning.** Across all sectors, business owners will experience increasingly higher retirement rates. A recent survey conducted in Campbell River by Community Futures indicated that a significantly high percentage of current business owners in Campbell River plan to 'shut down their business' within the next five years with no succession plan.

**Seasonal work.** Many of our existing local industries have a seasonal cyclical employment pattern. The need for workers leading into the tourism season for example increases significantly, but that can also be said for example about the many existing and emerging industries within Campbell River. Attracting and retaining good workers during these seasons' peaks and valleys is a challenge. Competition for seasonal workers and recruitment of this workforce outside our community is anticipated to increase with planned development in other sectors like the oil sands and the heavy oil industry.

**Hard to recruit locations.** Recruiting workers to rural locations can be difficult because of limited urban amenities and limited options for spousal employment when there is a limited labour force.

**Challenging working conditions.** The nature of some of our community's traditional resource industries is often physically demanding and seasonal with shift work and long hours, especially in cases where companies are short-staffed. Attracting and retaining workers in these conditions, especially younger workers who place a high value on work-life balance, can be challenging.

**A lack of awareness/understanding of some of the traditional sectors and industries.** In an age of increasing concern for the environment, there are misconceptions and a lack of understanding about some traditional resource industries. This may deter young people and others from choosing to enter the local job market or from considering a career in this industry. For example, an urban perception is that forestry is a sunset industry, 'low tech' and low paying. In reality, the forest industry is a renewable one, environmentally conscious and heavily invested in sustainable and effective forest management practices. The industry is also increasingly high tech as more complex equipment and information systems are implemented to remain competitive in global markets. The communication of this information at a local level is not necessarily being conveyed.

**Transition of Aboriginal workers in lower-skill occupations.** While some resource sectors hire a proportionately higher number of Aboriginal workers than other industries, many of these workers are employed in lower skill, part time and seasonal positions. Without further education and skills development, these workers may be displaced in some circumstances if the trend toward high-skill jobs continues in those positions and industries. Further, there are opportunities that exist within local industry sectors and businesses to enhance and build capacity towards this transition.

**Small business leadership succession.** Based on projections of high levels of business owner succession rates, Campbell River business leadership succession is a concern as existing local business owners and entrepreneur's transition toward retirement, changing the face of both business leadership and employers in the community.

## **4. PROJECT SCOPE**

### **4.1 Project Goal and Objective**

The Campbell River Chamber of Commerce (CRDCC) has secured support under Ministry of Housing and Social Development's Employment and Labour Market Services LMP program to undertake research in Campbell River and surrounding area to identify four key objectives to address the imbalance between the skills of the available labor force supply and the demands of existing and emerging industry sectors. The research findings will be linked to and support the broader development of a Coordinated Workforce Development Strategy in the community.

## 4.2 Scope Overview

The scope of the research, analysis, consultation and strategy development in this project is as follows:

- Industrial scope – All current and projected skills and human resource requirements among businesses in all industries existing, declining and emerging in Campbell River and area
- Occupational/Skill scope – All current and projected major occupational categories and skill sets employed and needed by businesses in Campbell River and area
- Geographic scope – Campbell River and area as defined by the Campbell River Chamber of Commerce geographical mandate
- Program scope – All current and potential education, post-secondary education and training, employment, labour market, human resource and related programs, services and practices and the skill development needs of the local labour force relevant to current and future labour market demands
- HR scope - Examination of the needed training and skill development supply systems needed to support employer and employee HR needs and employers in attracting and retaining a skilled and qualified workforce.
- Stakeholder scope – The main stakeholder focus of the project is on addressing the imbalance between the skills of the available local labour force supply and the demands of existing, declining and emerging local industry sectors and occupations ; as well, the involvement of other stakeholders in this strategy will include local aboriginal and non aboriginal employment and service organizations, training and public and private educational institutions and interests, training providers, labour groups, business, industry and economic development associations and organizations, Aboriginal organizations and immigrant serving organizations, First Nations, Métis .

## 4.3 Project Partners

- The project lead will be the Campbell River and District Chamber of Commerce (CRDCC) with Colleen Evans, CRDCC Executive Director as Project Manager.
- Doug Preston, Executive Director of the North Island Employment Foundation Society will provide advisory and management support to the Project Manager for linking this project to the broader development of a Coordinated Workforce Development Strategy in the community.
- Steering Advisory Group include representatives from: Community Futures, Rivercorp, City of Campbell River, SCRD, MWRD, VIEA, MISA, NIEFS, NIC & local employers
- A broader representation of employers, local aboriginal employment and training interests will be appointed

## 4.4 Expected Results

- An on-site database will be created and retained in the community with ownership through the Campbell River Chamber of Commerce
- Tools and processes for the on-going collection, analysis and distribution of demand-side labour market information will be created and retained in the community;

- Human resource needs of existing, declining and emerging industry sectors in Campbell River and the surrounding area will be documented;
- HR skill development needs of the employer community will be documented;
- HR tools and resources for employers will be identified;
- Current skills, abilities and development potential of the local labour force supply will be documented;
- Training and skill development supply systems will be identified to support employer and employee human resource development;
- Research findings will be shared with key community stakeholders and linked to the broader development of a Coordinated Workforce Development Strategy in the community
- A final formal written report will be created and presented

Achievement of the expected results will facilitate addressing the imbalance between the skills of the available local labour force supply and the demands of existing and emerging local industry sec

#### **4.5 Measuring Project Success**

Success will be measured by:

- The successful development of an on-site database and the creation of the necessary survey tools and systems created and retained in the community to document current and future needs of existing and emerging industry sectors through an annual employer survey
- Wide-ranging stakeholder buy-in during the three phases of the project
- High levels of stakeholder engagement throughout the research and consultation phases
- Effective identification and documentation of needs and corresponding support
- Research findings will be linked to the broader development of a coordinated workforce development strategy in the community
- The research findings and data analysis will be converted into easily understandable narratives to be shared with key community stakeholders

### **5. PROJECT METHODOLOGY**

Proponents should provide detailed proposed methodology, timelines, budget, responsibilities, challenges, etc. for each above component. It is expected that the project methodology will include an effective and appropriate combination of (some but not necessarily all of) the following methods:

#### *Primary research*

- Telephone and in-person interviews of key stakeholder representatives
  - New media
  - Focus group sessions regarding key issues, needs and audiences for which limited existing data is available
  - Surveys, however, the use of online surveys will need to be complemented by multiple different survey delivery approaches including but not limited to use of community champions, distribution of hard copies, distribution at Chamber and

other business related, local private, public and not for profit events, industry and professional events, through local task forces, commissions, BIA's and other means by which the consultant identifies that will increase survey response rates.

- Other efficient and relatively inexpensive methodologies to obtain new data
- Event attendance – handing out surveys

#### *Consultation*

Meaningful consultation with representatives of key demand and supply stakeholder groups, including but not limited to existing and emerging businesses, employers, business and industry sector organizations and associations and local community employment centre, regarding the current and future HR needs of existing and emerging industry sectors

#### *Secondary research*

- Literature review/document analysis/internet search – existing and emerging business and industry sector, professional, government, economic development, education and training, and other reports, studies, analyses and other documents
- Finding and analysis and interpretation of existing sources of data.

#### *Planning and Strategy Development*

- Recommended strategies, in consultation with the management team and steering committee and advisory groups, that are based on findings of the research and consultation and the expertise from the contractor
- Recommended strategies should build upon existing resources and initiatives, address gaps, propose solutions, are feasible, and have a good chance of succeeding.

#### *Project Support*

- Clearly define the supports you expect to be provided by the sponsoring organization (CRDCC), the management team and the steering committee

## **6. PROPOSAL EVALUATION**

### **6.1 Mandatory Criteria**

Proposals not clearly demonstrating that they meet the following mandatory criteria will be excluded from further consideration during the evaluation process. The mandatory criteria are:

1. One electronic copy of proposal must be received via electronic mail and at the closing location before the specified closing time
2. The proposal must be in English and must not be sent by mail or facsimile
3. The electronic copy must be in Microsoft Word format compatible with Word 2003 version
4. Pricing for all services must not exceed \$58,000, inclusive of all fees, expenses, and HST (federal and provincial taxes).

## 6.2 Preferred/Desirable Criteria

Proposals meeting all of the mandatory criteria will be further assessed against the following preferred (scored) criteria. Proposals not meeting the minimum score (if applicable) in any category will not receive further consideration. The criteria and weighting are presented in the table below.

Criterion	Weight (100%)
<p><b><i>Methodology and Work Plan Evaluation</i></b></p> <ul style="list-style-type: none"> <li>▪ Overall soundness of the contractor’s proposed work plan</li> <li>▪ Appropriateness and efficiency of methodology</li> <li>▪ Demonstrates awareness of the local context and needs relative to the project objectives and deliverables</li> <li>▪ Clarity and relevance of proposal</li> <li>▪ Appropriateness of intended data sources</li> <li>▪ Effective use of existing data and literature</li> <li>▪ Effective use of primary research tools that clearly identify methods for high levels of community engagement of key stakeholders including existing businesses and employers and existing and emerging industry sector engagement</li> <li>▪ Creative and innovative approach to the project</li> <li>▪ An appropriate consultation process</li> <li>▪ Effective strategy for progress reports, outcome reports and other communications with the project management team and committees</li> <li>▪ Reasonable timelines</li> <li>▪ Effective methodology to create the research tools to be left in the community relative to the annual employer survey</li> <li>▪ Effective strategy to work effectively and in consultation with data base sub-contractor</li> <li>▪ Effective strategy to link research findings to the broader development of a Coordinated Workforce development strategy in the community</li> <li>▪ Effective strategy to convert the research findings into a series of recommendations</li> <li>▪ Demonstrates effectiveness for high impact in the development of marketing and communications strategies to promote high levels of local community engagement with all key stakeholders, particularly in the annual employer survey</li> <li>▪ Effective strategy for undertaking research in the identification and targeting of local sectors and occupations</li> <li>▪ Effective strategy to ensure final report has high levels of original local relevant content</li> <li>▪ Effective strategy to create the necessary survey tools and systems to document current and future (HR) needs of existing and emerging industry sectors</li> <li>▪ Effective strategy for identification of the existing, declining and emerging industry sectors and occupations at a local level</li> </ul>	40%
<p><b>Price</b></p> <ul style="list-style-type: none"> <li>▪ Price proposed in relation to average pricing of all proposals</li> <li>▪ Efficiency in the use of project personnel</li> </ul>	20%

<ul style="list-style-type: none"> <li>▪ Per diem rates are relative to the complexity of tasks undertaken</li> <li>▪ Fairness of price related to market value</li> <li>▪ Overall best use of funds (value for money)</li> </ul>	
<b>Proponent Evaluation – Part 1</b> <ul style="list-style-type: none"> <li>▪ Understanding of client objectives and needs</li> <li>▪ Understanding of Vancouver Island business and industry sectors</li> <li>▪ Project management capacity</li> <li>▪ Relevant experience and qualifications</li> <li>▪ Soundness and relevance of references</li> <li>▪ Appropriate blend of experience of team members</li> <li>▪ Proven writing/report skills</li> <li>▪ Availability to complete the work within the client’s time lines</li> <li>▪ Process to ensure client needs and objectives are met</li> </ul>	20%
<b>Proponent Evaluation – Part 2</b> <ul style="list-style-type: none"> <li>▪ Two examples of a demonstrated ability to plan and implement an effective multi-stakeholder process</li> <li>▪ Two examples of a demonstrated ability to develop and plan a successful community –based labour market research pilot project</li> <li>▪ Two examples of proven ability to work collaboratively with other project sub-contractors, preferably locally, database consultants</li> </ul>	20%
<b>Proponent Evaluation – Part 3</b> <ul style="list-style-type: none"> <li>▪ Soundness and relevance of at least three references on projects directly related to this one</li> </ul>	Satisfactory/ Unsatisfactory

Those contractors short-listed may be invited to present to CRDCC’s project management team and steering committee. Any such invitation does not represent any commitment on behalf of the CRDCC to award the contract to any contractor invitee. All costs incurred by the contractor are the sole responsibility of the contractor

## 7. RFP AND PROJECT TIMELINES AND MILESTONES

The contractor must be prepared to commence work immediately following selection and negotiation of a contract, expected by July 23, 2010.

The deadline for response to this RFP is July 16, 2010. The CRDCC management and steering committee will review all proposals and make recommendations for the evaluation and approval by CRDCC on July 19, 2010.

All Proponents will be notified of the evaluation outcomes by phone, facsimile or electronic mail.

<b>PROJECT MILESTONE</b>	<b>TIMELINE</b> 2010-2011
Issuance of Request for Proposals	June 24
Deadline for proposal submissions	July 13
Possible presentation to the project team by short-listed proponents	July 19
Project team recommendation to CRDCC	July 19
Decision by CRDCC on the successful proponent	July 19

Finalization of contract	July 23
Execution of contract	July 26
Possible project kick-off meeting with project team	July 29
Approval of phase 1 work plan	Aug 4
Submission of interim report for phase 1	Sept 30
Completion of phase 1	Oct 16
Approval of phase 2 and 3 work plans	Oct 21
Start of phase 2 and 3	Oct 26
Submission of interim report for phase 2	Dec 13
Completion of phase 2	Jan 18
Submission of draft Final Report	Feb 17
Sign off on on-site employer annual survey and data base completed	Feb 24
Meeting with project team to review draft final report	Feb 24
CRDCC's feedback	Mar 2
Submission of final report and all deliverables	Mar 8
Completion of project	Mar 12

## 8. PROJECT BUDGET AND PROPOSAL COSTING

The target budget for this research assignment (not including the data base sub-contract) is \$58,000. Proponents must break down proposed costs by phase and deliverables detailed professional fees (daily or hourly rates) and project expenses. Anticipated project expenses (i.e. courier costs, phone/faxing, office supplies, and other incidentals) must be identified and quantified. Clearly define the project supports you expect to be provided by the sponsoring organization (CRDCC) and the steering committee.

The proposed budget should be provided in a clear table broken down at least by each deliverable and showing how fees and expenses (i.e. travel, telephone/fax, meeting expenses, etc.) are calculated for each deliverable, including hourly/daily rates and which personnel will be working on/responsible for each deliverable or task.

Prices quoted are to be in Canadian dollars; and inclusive of HST (provincial and federal taxes).

Proposals must include a payment schedule based on the milestones achieved. Proponents should include a budget for each milestone to demonstrate that the payment for the milestone is commensurate with its anticipated cost.

## 9. PROPOSAL SUBMISSION GUIDELINES

### 9.1 Personnel

The proponent shall identify all project personnel including third parties (i.e. sub-contractors, vendors and suppliers) who will be responsible for implementation of the contract. The proponent shall also provide the signatures of all above-mentioned participants attesting to the fact that they will be working on the project. Any team submission must clearly identify who will be the project manager. The distinct roles

and per diem rate of individuals on the project team must also be specified. Curriculum vitae for each member of the team should be included.

## **9.2 Components of the Proposal**

All submissions must be marked with the RFP project title and proponent's name on the title page. Proposals must include the following components:

1. Work plan and critical path – A detailed table of key milestones and the activities and tasks, resources, timelines, responsibilities, information sources, research methodology and deliverables of this RFP; as well as explaining how the proponent's approach will achieve the requirements of this RFP and project.
2. Project costing – A breakdown of the costs associated with each deliverable, including estimated time, separating professional fees from expenses, and showing calculation of expenses.
3. Special considerations – Identify any unique challenges that you perceive regarding the implementation of the project, and how you will address such challenges.
4. Proponent profile – A profile of the proponent and any sub-contractors, their backgrounds and expertise, examples of relevant successfully completed projects, information on the project team, etc.
5. Proponent references – At least three references of past clients for whom the proponent has provided services in the last 3-5 years, particularly the types of services involved in this project.

The following format, sequence, and instructions should be followed in order to provide consistency in Proponent response and ensure each proposal receives full consideration:

1. All pages should be consecutively numbered
2. Table of contents including page numbers
3. A short (one or two page) summary of the key features of this proposal
4. The body of the proposal, including proposed budget and work plan
5. Appendices as appropriate

## **9.3 Submission Instructions**

An electronic Microsoft Word copy of the proposal must be sent via electronic mail no later than July 15, 2010, 4:01 pm.

Proposals should be sent to:

Colleen Evans, Executive Director

Campbell River Chamber of Commerce

[colleen.evans@campbellriverchamber.ca](mailto:colleen.evans@campbellriverchamber.ca)

Subject line to read: RFP Response to LMP

Proposals will be marked with their receipt time at the closing location. Only complete proposals received and marked before closing time will be considered to have been received on time.

Hard-copies of proposals will not be accepted and proposals that are received late will be marked late and will not be considered or evaluated. In the event of a dispute, the proposal receipt time as recorded at the closing location shall prevail whether accurate or not.

## **10. PROPOSAL CONDITIONS**

1. The activities or tasks listed in this RFP are minimum requirements to be undertaken
2. CRDCC reserves the right to cancel this request for proposal at any time and for any reason, and will not be responsible for any loss, damage, cost or expense incurred or suffered by any Proponent as a result of that cancellation
3. Proponents are solely responsible for any costs or expenses related to the preparation and submission of proposals
4. Each Proponent is responsible for informing themselves as to the contents and requirements of this RFP. Each Proponent is solely responsible to ensure that they have obtained and considered all information necessary to understand the requirements of the RFP and to prepare and submit their proposal. CRDCC will not be responsible for any loss, damage or expense incurred by a Proponent as a result of any inaccuracy or incompleteness in this RFP, or as a result of any misunderstanding or misinterpretations of the terms of this RFP on the part of any Proponent.
5. In submitting a proposal the Proponent declares that: I (we) do not (or any related company) have any family, ownership, and operating relationships with CRDCC.
6. CRDCC reserves the right to conduct pre-selection meetings with Proponents. Proponents may be requested, as part of the evaluation process, to provide a presentation, which may include a run through of their proposal submission.
7. The successful Proponent will be required to enter into a written contract with CRDCC, in a form approved by the CRDCC
8. The lowest bid on any proposal will not necessarily be accepted.
9. CRDCC reserves the right to not accept any proposal or to cancel the RFP if no qualified proposals are received. This RFP should not be considered as a contract to purchase services.

## **11. INQUIRIES**

All Proponent inquiries must be directed to CRDCC c/o Colleen Evans at [colleen.evans@campbellriverchamber.ca](mailto:colleen.evans@campbellriverchamber.ca) with the subject line: Inquiry to RFP response

All queries and responses sent via electronic mail will be shared with all proponents who have confirmed that they will submit a bid and wished to be copied on question and answers pertaining to this RFP. It is the Proponents responsibility to declare their interest in submitting a proposal and to provide an email address for communication with the CRDCC during this Request for Proposals.

## 12. APPENDICES

### **APPENDIX I – RFP TERMS AND CONDITIONS**

The following terms and conditions will apply to this RFP. Submission of a proposal in response to this RFP indicates acceptance of all the terms that follow and that are included in any addenda issued by the CRDCC. Provisions in proposals that contradict any of the terms of this RFP will be as if not written and do not exist.

#### **Eligibility**

Proposals will not be evaluated if the Proponent's current or past corporate or other interests may, in CRDCC's opinion, give rise to a conflict of interest in connection with the project described in this RFP. If a Proponent is in doubt as to whether there might be a conflict of interest, the Proponent should consult with the CRDCC Contact Person listed herein prior to submitting a proposal.

Proposals from not-for-profit agencies will be evaluated against the same criteria as those received from any other Proponents.

#### **Evaluation**

Evaluation of proposals will be conducted by a committee formed by CRDCC. All personnel will be bound by the same standards of confidentiality. CRDCC's intent is to enter into a contract with the Proponent who has the highest overall ranking.

#### **Negotiation Delay**

If a written contract cannot be negotiated within thirty days of notification of the successful Proponent, CRDCC may, at its sole discretion at any time thereafter, terminate negotiations with that Proponent and either negotiate a contract with the next qualified Proponent or choose to terminate the Request for Proposals process and not enter into a contract with any of the Proponents.

#### **Debriefing**

At the conclusion of the RFP process, all Proponents will be notified. No debriefing will take place.

#### **Alternative Solutions**

If alternative solutions are offered, please submit the information in the same format, as a clearly marked separate proposal.

#### **Changes to Proposals**

By submission of a clear and detailed written notice, the Proponent may amend or withdraw its proposal prior to the closing date and time. Upon closing time, all proposals become irrevocable. The Proponent will not change the wording of its

proposal after closing and no words or comments will be added to the proposal unless requested by CRDCC for purposes of clarification.

### **Proponent's Expenses**

Proponents are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with CRDCC, if any. If CRDCC elects to reject all proposals, CRDCC will not be liable to any Proponent for any claims, whether for costs or damages incurred by the proponent in preparing the proposal, loss of anticipated profit in connection with any final contract, or any other matter whatsoever.

### **Proposal Validity**

Proposals will be open for acceptance for at least 90 days after the closing date

### **Firm Pricing**

Prices will be firm for the entire Contract period unless this RFP specifically states otherwise.

### **Sub-Contracting**

Using a sub-contractor (who should be clearly identified in the proposal) is acceptable. This includes a joint submission by two Proponents having no formal corporate links. However, in this case, one of the Proponents must be prepared to take overall responsibility for successful performance of the contract and should be clearly defined in the proposal.

Sub-contracting to any firm or individual whose current or past corporate or other interest may, in CRDCC's opinion, give rise to a conflict of interest in connection with the project or program described in this RFP will not be permitted. If a Proponent is in doubt as to whether a proposed subcontractor gives rise to a conflict of interest, the Proponent should consult with the CRDCC Contact Person listed herein prior to submitting a proposal.

Where applicable, the names of approved sub-contractors listed in the proposal will be included in the contract. No additional subcontractors will be added, nor will other changes be made to this list in the contract without the written consent of CRDCC.

### **Acceptance of Proposals**

This RFP should not be construed as an agreement to purchase goods or services. CRDCC is not bound to enter into a contract with the Proponent who submits the lowest priced proposal or with any Proponent. Proposals will be assessed in light of the evaluation criteria. CRDCC will be under no obligation to receive further information, whether written or oral, from any Proponent.

Neither acceptance of a proposal nor execution of a contract will constitute approval of any activity or development contemplated in any proposal that requires any

approval, permit or license pursuant to any federal, provincial, regional district or municipal statute, regulation or by-law.

### **Definition of Contract**

Notice in writing to a Proponent that it has been identified as the successful Proponent and the subsequent full execution of a written contract will constitute a contract for the goods or services, and no Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

### **Contract**

By submission of a proposal, the Proponent agrees that should its proposal be successful the Proponent will enter into a contract with CRDCC on the terms set out by CRDCC

### **Liability for Errors**

While CRDCC has used considerable efforts to ensure information in this Request for Proposals is accurate, the information contained in this RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by CRDCC, or is it necessarily comprehensive or exhaustive. Nothing in this Request for Proposals is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this RFP.

### **Modification of Terms**

CRDC reserves the right to modify the terms of this RFP at any time at its sole discretion. This includes the right to cancel this RFP at any time prior to entering into a contract with the successful Proponent.

### **Ownership of Proposals**

All proposals submitted to CRDCC become the property of CRDCC

### **Use of Request for Proposals**

Any portion of this document, or any information supplied by CRDCC in relation to this RFP may not be used or disclosed, for any purpose other than for the submission of proposals. Without limiting the generality of the foregoing, by submission of a proposal, the Proponent agrees to hold in confidence all information supplied by CRDCC in relation to this RFP.

### **No Lobbying**

Proponents must not attempt to communicate directly or indirectly with any representative of CRDCC, including the evaluation committee, or with members of the public or the media, about the project described in this RFP or otherwise in respect of the RFP, other than as expressly directed or permitted by CRDCC.

## **General Contractual and Performance Terms and Conditions**

The awarding of a contract as a result of this RFP will not permit the successful Proponent to advertise the relationship with CRDCC without the CRDCC's prior authorization.

The Consultant will ensure that in any communication activities, publications, advertising or press releases relating to the Employment and Labour Market Services, this Agreement and the services provided pursuant to this Agreement included an appropriate acknowledgment of the Province and the Government of Canada, in terms satisfactory to the Province.

The Consultant will consult with and obtain approval from the CRDCC prior to engaging in any communication activities, publications, advertising or press releases, relating to this Agreement or the Employment and Labour Market Services.

The Consultant shall include a project progress report with each monthly invoice summarizing: the work done in the past month; progress compared to budget; issues requiring the attention of CRDCC; anticipated changes in the scope of work; signed Change of Scope letter(s) for agreed upon changes(S); and any other communication deemed to be required or useful that was not otherwise communicated.

CRDCC reserves the right to terminate the contract, at its sole and absolute discretion, on giving 30 days written notice to the Contractor of such termination and the Contractor will have no rights or claims against CRDCC with respect to such termination.

The successful Proponent (contractor) and any sub-consultants (sub-contractors) shall at all times indemnify and save harmless CRDCC, and/or any of its officers, employees or agents from and against all claims and demands, loss, costs, damages, actions, suits, fees, or other proceedings by whomsoever made, brought or prosecuted, in any manner based upon occasioned by or attributable to the execution of this agreement, or any action taken or things done or maintained by virtue of this agreement or the exercise in any manner of rights arising under this agreement except claims for damage resulting from the negligence of any officer, servant or agent of CRDCC while acting within the scope of their duties of responsibilities.

### **Database contractor/consultant**

The CRDCC has retained under direct contract by the CRDCC a data base consultant. Any questions regarding the data base consultant should be directed to the CRDCC project contact as indicated. It is expected that the successful Proponent for this RFP will work in consultation with the data base contractor to achieve all project deliverables and both contractors will report to the CRDCC project manager for this LMP project.

**APPENDIX 2 – NIEFS JANUARY 27, 2010 COMMUNITY CONSULTATION ON WORK FORCE DEVELOPMENT REPORT**

Over the past three years considerable efforts and progress has been made in the community of Campbell River to coordinate work force development. A current initiative is the creation of a Community Accord on Work Force Development that will be completed in October 2010. The Community Accord will articulate a shared purpose, vision, goals, and principles in support of work force development. The sub-objective contained in this RFP states,

“Research findings will be linked to the broader development of a Coordinated Workforce Development Strategy in the community”.

The successful proponent for this RFP will be expected to identify and communicate linkages between their research findings and recommended strategies and the communities continued development of coordinated strategies for work force development and the Community Accord on Work Force Development

(See Attachment - NIEFS Jan 27, 2010 Community Consultation on Work Force Development Report)



NIEFS-02 (4)  
Consultation final rep



“Funded in whole or part through the Canada-British Columbia Labour Market Development Agreement”