



Request for Proposals
for
Strategic Economic Development and Investment Plan

Request for Proposals No.: **RFP 44**

Issued: **May 5, 2025**

Submission Deadline: **June 2, 2025, 01:00:00PM local time**

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PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Proponents

1.1.1 Invitation

This Request for Proposals (the “RFP”) is an invitation by the Town of Cochrane (“the Town”) to prospective proponents to submit proposals for **Strategic Economic Development and Investment Plan**, as further described in Section A of the RFP Particulars (Appendix B) (the “Deliverables”).

The Town of Cochrane invites proponents to submit proposals to update and implement a 10-year Economic Development Strategic Plan that positions Cochrane for sustainable economic growth, investment attraction, and regional collaboration. This project is partially funded through the Northern and Regional Economic Development (NRED) Program and aims to ensure the Town’s economic strategy aligns with the community’s long-term vision, Envision Cochrane 2050.

The main objectives are to:

- Develop a 10-year Economic Development Strategic Plan and Implementation of that plan
- Enhance Cochrane’s investment readiness through improved data, planning, and interest holder engagement
- Identify strategic economic sectors and assess land and infrastructure suitability
- Formalize regional and sector-specific collaboration pathways
- Create performance metrics to monitor economic development impact

1.1.2 Proponent Must Be Single Entity

The proponent must be a single legal entity that, if selected, intends to negotiate and enter into the contract with the Town. If the proposal is being submitted jointly by two (2) or more separate entities, the proposal must identify only one (1) of those entities as the “proponent”. The proponent will be responsible for the performance of the Deliverables.

1.1.3 Bidding System Registration

All proponents must have a vendor account with the Town’s electronic bidding system at: [Bids and Tenders - Cochrane](#). This will enable the proponent to download the solicitation document, to ask questions, to receive addenda email notifications, download addenda, and submit their proposal electronically through the bidding system.

1.2 RFP Contact

To contact the Town in relation to this RFP, proponents must initiate the communication electronically through the bidding system. The Town will not accept any proponent’s communications by any other means, except as specifically stated in this RFP.

For the purposes of this procurement process, the “RFP Contact” will be:

Jordan Bott – Procurement Advisor
Jordan.bott@cochrane.ca

Proponents should only contact the RFP Contact where specifically instructed to in this RFP. All other communication in relation to this RFP, up to and including the submission of the proposal, must be through the bidding system, as described above.

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials, or other representatives of the Town, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the proponent and the rejection of the proponent's proposal.

1.3 Contract for Deliverables

1.3.1 Type of Contract

The selected proponent will be requested to enter into direct contract negotiations to finalize an agreement with the Town for the provision of the Deliverables. The terms and conditions found in the Form of Agreement (Appendix A) are to form the basis for commencing negotiations between the Town and the selected proponent.

1.3.2 Term of Contract

The term of the agreement will be in effect until the completion of the Deliverables.

1.4 RFP Timetable

1.4.1 Key Dates

Issue Date of RFP	May, 5, 2025
Deadline for Questions	May 28, 2025 01:00:00 PM local time
Submission Deadline	June 2, 2025 01:00:00 PM local time
Rectification Period	2 business days
Anticipated Ranking of Proponents	June 24, 2025
Contract Negotiation Period	30 calendar days
Anticipated Execution of Agreement	June 2025

The RFP timetable is tentative only and may be changed by the Town at any time. For greater clarity, business days means all days that the Town is open for business.

1.4.2 Site Visit / Pre-Bid Meeting

N/A

1.5 Submission Instructions

1.5.1 Submission of Proposals

Proposals must be submitted electronically through the bidding system at:

[Bids and Tenders - Cochrane](#)

Submissions by other methods will not be accepted.

In the event of any technical issues, proponents should contact the bidding system's technical support.

1.5.2 Proposals to Be Submitted on Time

Proposals must be finalized and fully uploaded in the bidding system on or before the Submission Deadline. The time of receipt of proposals shall be determined by the bidding system web clock. Late submissions will not be accepted by the bidding system and will be disqualified as late.

Proponents are cautioned that the timing of submission is based on when the proposal is received by the bidding system, not when a proposal is submitted by a proponent. As transmission can be delayed due to file transfer size, transmission speed, or other technical factors, proponents should plan to submit proposals well in advance of the Submission Deadline to avoid submitting late due to technical issues. Proponents submitting near the Submission Deadline do so at their own risk.

The bidding system will send a confirmation email to the proponent advising when the proposal was submitted successfully. If you do not receive a confirmation email, contact the bidding system's technical support immediately.

1.5.3 Proposals to Be Submitted in Prescribed Format

Proposal materials should be prepared and submitted in accordance with the instructions in the bidding system, including any maximum upload file size.

Documents should not be embedded within uploaded files, as the embedded files may not be accessible or evaluated.

1.5.4 Amendment of Proposals

Proponents may amend their proposals prior to the Submission Deadline. However, the proponent is solely responsible for ensuring that the amended proposal is received by the bidding system by the Submission Deadline.

1.5.5 Withdrawal of Proposals

At any time throughout the RFP process until the execution of a written agreement for provision of the Deliverables, a proponent may withdraw a submitted proposal. Prior to the Submission Deadline, proponents may withdraw a submitted proposal through the bidding system. To

withdraw a proposal after the Submission Deadline, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the proponent.

[End of Part 1]

PART 2 – EVALUATION, NEGOTIATION AND AWARD

2.1 Stages of Evaluation and Negotiation

The Town will conduct the evaluation of proposals and negotiations in the following stages:

2.2 Stage I – Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements. If a proposal fails to satisfy all of the mandatory submission requirements, the Town will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. If the proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its proposal will be rejected. The Rectification Period will begin to run from the date and time that the Town issues a rectification notice to the proponent. The mandatory submission requirements are set out in Section C of the RFP Particulars (Appendix B).

2.3 Stage II – Evaluation

Stage II will consist of the following two (2) sub-stages:

2.3.1 Mandatory Technical Requirements

The Town will review the proposals to determine whether the mandatory technical requirements as set out in Section D of the RFP Particulars (Appendix B) have been met. If a proposal fails to satisfy all of the mandatory technical requirements, the Town will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. The rectification process for these requirements may occur after any rectification process for mandatory submission requirements. Proposals that do not satisfy the mandatory technical requirements within the Rectification Period will be rejected.

2.3.2 Non-Price Rated Criteria

The Town will evaluate each qualified proposal on the basis of the non-price rated criteria as set out under Evaluation Criteria in Section F of the RFP Particulars (Appendix B).

2.4 Stage III – Pricing

Stage III will consist of a scoring of the submitted pricing of each qualified proposal in accordance with the price evaluation method set out in Section G of the RFP Particulars (Appendix B). The evaluation of price will be undertaken after the evaluation of mandatory requirements and rated criteria has been completed.

In the event that a proponent's pricing appears to be abnormally low in relation to the Deliverables, the Town may require the proponent to provide a detailed explanation of the pricing information to account for the low level of price and confirm that all requirements in respect of the Deliverables have been taken into account. If the proponent is unable to satisfactorily account for the abnormally low pricing, the Town may reject the proposal. The Town may also reject any proposal

that contains unbalanced pricing. Pricing may be considered unbalanced where nominal or significantly understated prices are proposed for some elements of the Deliverables and inflated prices are proposed for other elements of the Deliverables. Unbalanced pricing includes, but is not limited to, “front-loaded” pricing which contains inflated pricing for Deliverables to be provided or completed at the beginning of the contract, offset by understated pricing for Deliverables to be provided or completed later in the contract.

2.5 Stage IV – Ranking and Contract Negotiations

2.5.1 Ranking of Proponents

After the completion of Stage III, all scores from Stage II and Stage III will be added together and the proponents will be ranked based on their total scores. The top-ranked proponent will receive a written invitation to enter into direct contract negotiations to finalize the agreement with the Town. In the event of a tie, the selected proponent will be the proponent with the highest score on the non-price rated criteria.

2.5.2 Contract Negotiation Process

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3) and will not constitute a legally binding offer to enter into a contract on the part of the Town or the proponent, and there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. The terms and conditions found in the Form of Agreement (Appendix A) are to form the basis for commencing negotiations between the Town and the selected proponent. Negotiations may include requests by the Town for supplementary information from the proponent to verify, clarify, or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by the Town for improved pricing or performance terms from the proponent.

2.5.3 Time Period for Negotiations

The Town intends to conclude negotiations and finalize the agreement with the top-ranked proponent during the Contract Negotiation Period, commencing from the date the Town invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to satisfy the pre-conditions of award listed in Section E of the RFP Particulars (Appendix B), provide requested information in a timely fashion, and conduct its negotiations expeditiously.

2.5.4 Failure to Enter into Agreement

If the pre-conditions of award listed in Section E of the RFP Particulars (Appendix B) are not satisfied or if the parties cannot conclude negotiations and finalize the agreement for the Deliverables within the Contract Negotiation Period, the Town may discontinue negotiations with the top-ranked proponent and may invite the next-best-ranked proponent to enter into negotiations. This process will continue until an agreement is finalized, until there are no more proponents remaining that are eligible for negotiations, or until the Town elects to cancel the RFP process.

2.5.5 Notification of Negotiation Status

Other proponents that may become eligible for contract negotiations may be notified at the commencement of the negotiation process with the top-ranked proponent.

[End of Part 2]

PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1 General Information and Instructions

3.1.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

A proponent who submits conditions, options, variations, or contingent statements, either as part of its proposal or after receiving notice of selection, may be disqualified.

3.1.2 Proposals in English

All proposals are to be in English only.

3.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the proponent's proposal, but not attached, will not be considered to form part of its proposal.

3.1.4 Past Performance

In the evaluation process, the Town may consider the proponent's past performance or conduct on previous contracts with the Town or other institutions.

3.1.5 Information in RFP Only an Estimate

The Town and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

3.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

3.1.7 Proposal to be Retained by the Town

The Town will not return the proposal or any accompanying documentation submitted by a proponent.

3.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

The Town makes no guarantee of the value or volume of work to be assigned to the selected proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. The Town may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

3.2 Communication after Issuance of RFP

3.2.1 Proponents to Review RFP

Proponents should promptly examine all of the documents comprising this RFP and may direct questions or seek additional information in writing through the bidding system on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. The Town is under no obligation to provide additional information, and the Town is not responsible for any information provided by or obtained from any source other than the RFP Contact or the bidding system. It is the responsibility of the proponent to seek clarification on any matter it considers to be unclear. The Town is not responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

3.2.2 All New Information to Proponents by Way of Addenda

This RFP may be amended only by addendum in accordance with this section. If the Town, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all proponents by addendum posted in the bidding system. Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by the Town.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If the Town determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, the Town may extend the Submission Deadline for a reasonable period of time.

3.2.4 Verify, Clarify, and Supplement

When evaluating proposals, the Town may request further information from the proponent or third parties in order to verify, clarify, or supplement the information provided in the proponent's proposal. The Town may revisit, re-evaluate, and rescore the proponent's response or ranking on the basis of any such information.

3.3 Notification and Debriefing

3.3.1 Notification to Other Proponents

Once an agreement is executed by the Town and a proponent, the other proponents may be notified directly in writing and will be notified by public posting of the outcome of the procurement process.

3.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within thirty (30) days of such notification. The RFP Contact will contact the proponent's representative to schedule the debriefing. Debriefings may occur in person at the Town's location or by way of conference call or other remote meeting format as prescribed by the Town.

3.3.3 Procurement Protest Procedure

Any proponent with concerns about the RFP process is required to attend a debriefing prior to proceeding with a protest.

If, after attending a debriefing, the proponent wishes to challenge the RFP process, it should provide written notice to the RFP Contact in accordance with applicable procurement protest procedures. The written notice must contain:

- (a) a clear statement as to which procurement the proponent wishes to challenge;
- (b) a clear explanation of the proponent's concerns with the procurement, including specifics as to why it disagrees with the procurement process or its outcome; and
- (c) the proponent's contact details, including name, telephone number, and email address.

The Town will send an initial response to acknowledge receipt of the proponent's notice and indicate the date by which the Town will provide the proponent with a formal response.

3.4 Conflict of Interest and Prohibited Conduct

3.4.1 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
 - (i) having or having access to confidential information of the Town in the preparation of its proposal that is not available to other proponents;

- (ii) having been involved in the development of the RFP, including having provided advice or assistance in the development of the RFP;
 - (iii) receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the RFP;
 - (iv) communicating with any person with a view to influencing preferred treatment in the RFP process (including, but not limited to, the lobbying of decision-makers involved in the RFP process); or
 - (v) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or
- (b) in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
- (i) could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
 - (ii) could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

3.4.2 Disqualification for Conflict of Interest

The Town may disqualify a proponent for any conduct, situation, or circumstances, determined by the Town, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing supplier of the Town may be precluded from participating in the RFP process in instances where the Town has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

3.4.3 Disqualification for Prohibited Conduct

The Town may disqualify a proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if the Town determines that the proponent has engaged in any conduct prohibited by this RFP.

3.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Submission Form (Appendix C).

3.4.5 Proponent Not to Communicate with Media

Proponents must not, at any time directly or indirectly, communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.4.6 No Lobbying

Proponents must not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the selected proponent(s).

3.4.7 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of the Town; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.

3.4.8 Supplier Suspension

The Town may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including, but not limited to, the following:

- (a) illegal or unethical conduct as described above;
- (b) the refusal of the supplier to honour its submitted pricing or other commitments;
- (c) engaging in litigious conduct, bringing frivolous or vexatious claims in connection with the Town's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or
- (d) any conduct, situation, or circumstance determined by the Town, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, the Town will notify the supplier of the grounds for the suspension and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by the Town in making its final decision.

3.5 Confidential Information

3.5.1 Confidential Information of the Town

All information provided by or obtained from the Town in any form in connection with this RFP either before or after the issuance of this RFP:

- (a) is the sole property of the Town and must be treated as confidential;
- (b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Deliverables;
- (c) must not be disclosed without prior written authorization from the Town; and
- (d) must be returned by the proponent to the Town immediately upon the request of the Town.

3.5.2 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the Town. The confidentiality of such information will be maintained by the Town, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by the Town to advise or assist with the RFP process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

3.6 Procurement Process Non-Binding

3.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty, and without limitation:

- (a) this RFP will not give rise to any Contract-A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
- (b) neither the proponent nor the Town will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this RFP.

3.6.2 No Contract until Execution of Written Agreement

This RFP process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and the Town by this RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

3.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of the Town to enter into an agreement for the Deliverables.

3.6.4 Cancellation

The Town may cancel or amend the RFP process without liability at any time.

3.7 Governing Law and Interpretation

These Terms and Conditions of the RFP Process (Part 3):

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- (c) are to be governed by and construed in accordance with the laws of the province of Alberta and the federal laws of Canada applicable therein.

[End of Part 3]

APPENDIX A – FORM OF AGREEMENT

See attached document.

APPENDIX B – RFP PARTICULARS

A. THE DELIVERABLES

1.0 Background

Cochrane is among the fastest-growing municipalities in Alberta, with a projected population of over 86,000 by 2046. This growth necessitates a refreshed economic development strategic plan to guide future investment, optimize land use, and expand the non-residential tax base. The last economic strategy was developed prior to 2020, and since then, changes in regional dynamics, population growth, and emerging sectoral trends have created new challenges and opportunities.

Cochrane's strategic location within the Calgary Metropolitan Region, and membership in Invest Greater Calgary (IGC), also offers opportunities to expand regional economic ties, including potential collaboration in the Bow River corridor and along Highway 22.

2.0 General Deliverables

The successful Proponent will be expected to complete all deliverables in section 2.0.

2.1 Phase 1 – Data and Sector Analysis

- Collect and analyze updated economic indicators
- Identify and assess key and emerging economic sectors (e.g., tourism, tech, green energy, professional services, sport economy)
- Conduct a land use and infrastructure suitability review for targeted business types
- Develop a benchmarking report comparing Cochrane to similar municipalities

2.2 Phase 2 – Strategy Development

- Draft a refreshed 10-year Economic Development Strategic plan aligned with Envision Cochrane 2050
- Develop sector-specific strategic recommendations
- Identify investment attraction opportunities and market gaps
- Outline risk mitigation strategies and enablers for growth

2.3 Phase 3 – Implementation Framework and Partnership Alignment

- Design an implementation plan, including timelines, actions, responsible parties, and KPIs
- Facilitate engagement with the relevant interest holders both internally and externally and other advisory groups
- Draft Memoranda of Understanding (MOUs) or Terms of Reference for formal collaborations with Cochrane Tourism, Innovate Cochrane, and other key partners

2.4 Phase 4 – Final Reporting and Presentation

- Submit a comprehensive final report in PDF and digital formats, with all appendices and data files
- Present findings and recommendations to Cochrane Administration and Council

3.0 Additional Data and Resources

The Town will provide:

- Cochrane Growth Study (2024)
- Envision Cochrane 250
- Historical Economic Development Strategy
- Relevant Planning Documents and GIS Datasets
- Local Intel Data for Cochrane Alberta

B. MATERIAL DISCLOSURES

N/A

C. MANDATORY SUBMISSION REQUIREMENTS

1. Submission Form (Appendix C)

Proponents should refer to the instructions attached to the solicitation for the Appendix C – Submission Form requirements and provide all required information in accordance with the instructions provided in the bidding system.

2. Pricing

Each proposal must include pricing information that complies with the instructions set out below in Section G of this Appendix B.

3. Other Mandatory Submission Requirements

D. MANDATORY TECHNICAL REQUIREMENTS

N/A

E. PRE-CONDITIONS OF AWARD

Cochrane Business License

Alberta WCB Clearance Letter(s)

Certificate of Insurance

F. EVALUATION CRITERIA

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP.

Evaluation Criteria		
Non-Price Rated Criteria Category	Question Points	Section Points
1.0 Company Information and Experience		
1.1 Company Experience	10	20
1.2 Personnel & Team Composition	10	
2.0. Methodology and Service Delivery Plan		
2.1 Approach & Work Plan	15	50
2.2 Sector & Land Use Analysis	10	
2.3 Implementation Strategy & Performance Metrics	15	
2.4 Stakeholder & Partner Engagement	10	
3.0 Risk Mitigation		
3.1 Risk Assessment & Management	10	10
4.0 Project Schedule		
4.1 Work Schedule & Milestones	10	10
Non-Price Rated Criteria Total		90
Price Rated Criteria Category		Question Points
Pricing (See Section G Below)		10
Total Points		100

1.0. Company Information and Experience (20 Points)

1.1 Company Experience (10 Points)

Proponents should provide a minimum of three (3) completed economic strategies undertaken within the last five (5) years that demonstrate the firm's capability and experience delivering similar scope and scale projects to that described in this RFP.

Each project example should include:

- Economic strategy title
- Brief description of scope and objectives
- Roles and responsibilities of assigned personnel
- Project outcomes, including measurable success indicators
- Relevance to the objectives of this engagement

1.2 Project Personnel and Team Composition (10 Points)

Proponents should identify all key personnel who will be assigned to this project, including their specific roles.

For each proposed team member, the following should be provided:

- Resume or biography outlining academic qualifications and professional designations
- Summary of relevant experience specific to economic development or municipal strategic planning
- Description of each individual's role on this project and anticipated contribution
- Organizational chart or team structure, where applicable
- Although not a requirement, the professional designations such as RPP, MCIP, Ec.D., CecD, PTP, PMP are desirable

2.0. Methodology and Service Delivery Plan (50 Points)

2.1 Approach and Work Plan (15 Points)

Proponents should demonstrate a comprehensive understanding of the project objectives, as outlined in Appendix B – The Deliverables. The submission should include a detailed methodology that clearly articulates how each phase of the project (Data and Sector Analysis, Strategy Development, Implementation Framework, and Final Reporting) will be approached, including:

- Sequencing of work activities and rationale
- Engagement of subject matter experts, where applicable
- Approach to aligning recommendations with Envision Cochrane 2050 and other guiding documents

2.2 Sector and Land Use Analysis (10 Points)

Proponents should outline their proposed methodology for identifying key and emerging economic sectors, conducting comparative benchmarking, and assessing land use and infrastructure suitability.

The submission should demonstrate:

- An evidence-based approach to sector selection and prioritization
- Use of relevant data sources and benchmarking frameworks
- Integration of Cochrane-specific opportunities and constraints

2.3 Implementation Strategy and Performance Metrics (15 Points)

The proponent should provide a detailed implementation framework that includes:

- Clear, actionable steps tied to each strategic recommendation
- Timelines, responsible parties, and resource considerations
- Defined Key Performance Indicators (KPIs) to track progress and outcomes
- Strategy for ensuring plan continuity post-project

2.4 Stakeholder and Partner Engagement (10 Points)

The submission should describe a comprehensive stakeholder engagement plan, including methods for engaging both internal stakeholders (e.g., municipal departments) and external partners (e.g., Cochrane Tourism, Innovate Cochrane).

The plan should include:

- Engagement methodology and proposed tools
- Identification of key stakeholder groups
- Strategy for formalizing partnerships (e.g., development of MOUs or Terms of Reference)

3.0 Risk Mitigation (10 Points)

3.1 Risk Assessment and Management (10 Points)

Proponents should identify key project risks and describe the strategies that will be employed to manage and mitigate those risks. This may include risks related to data availability, stakeholder alignment, timelines, or resourcing.

The response should include:

- Description of anticipated risks
- Proposed mitigation measures
- Demonstrated flexibility in adapting to emerging challenges throughout the engagement

4.0 Project Schedule (10 Points)

4.1 Work Schedule and Milestones (10 Points)

Proponents should provide a project schedule identifying anticipated start and end dates, key phases, and associated milestones.

The schedule should:

- Align with the Deliverables identified in Appendix B
- Provide sufficient detail to demonstrate a clear and realistic timeline
- Include target dates for key deliverables such as engagement activities, draft strategy, and final report/presentation to Council

G. PRICE EVALUATION METHOD

Pricing is worth 10 points of the total score.

Pricing will be scored based on a relative pricing formula using the rates set out in the pricing form. Each proponent will receive a percentage of the total possible points allocated to price, which will be calculated in accordance with the following formula:

$$\text{lowest price} \div \text{proponent's price} \times \text{weighting} = \text{proponent's pricing points}$$

1.0 Instructions on How to Provide Pricing

- (a) Proponents should submit their pricing information electronically within the bidding system.
- (b) Rates must be provided in Canadian funds, inclusive of all applicable duties and taxes except for GST, which should be itemized separately.

Rates quoted by the proponent must be all-inclusive and must include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.

1.1 Required Pricing Information

Proponents to complete within the Bidding System

APPENDIX C – SUBMISSION FORM

Proponents should provide all required information in accordance with the instructions provided in the bidding system. Proponents are deemed to have agreed to the terms contained below and have indicated their agreement by clicking submit in the bidding system.

1. Acknowledgment of Non-Binding Procurement Process

The proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Contract A bidding process contract), and that no legal relationship or obligation regarding the procurement of any good or service will be created between the Town and the proponent unless and until the Town and the proponent execute a written agreement for the Deliverables.

2. Ability to Provide Deliverables

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in its proposal.

3. Non-Binding Pricing

The proponent has submitted its pricing in accordance with the instructions in the RFP. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

4. Amendments

The proponent is deemed to have read and taken into account all amendments issued by the Town prior to the Deadline for Issuing Amendments.

5. Communication with Competitors

For the purposes of this RFP, the word "competitor" includes any individual or organization, other than the proponent, whether or not related to or affiliated with the proponent, who could potentially submit a response to this RFP.

Unless specifically disclosed below under Disclosure of Communications with Competitors, the proponent declares that:

- (a) it has prepared its proposal independently from, and without consultation, communication, agreement or arrangement with any competitor, including, but not limited to, consultation, communication, agreement or arrangement regarding:

- (i) prices;
 - (ii) methods, factors or formulas used to calculate prices;
 - (iii) the quality, quantity, specifications or delivery particulars of the Deliverables;
 - (iv) the intention or decision to submit, or not to submit, a proposal; or
 - (v) the submission of a proposal which does not meet the mandatory technical requirements or specifications of the RFP; and
- (b) it has not disclosed details of its proposal to any competitor and it will not disclose details of its proposal to any competitor prior to the notification of the outcome of the procurement process.

Disclosure of Communications with Competitors

If the proponent has communicated or intends to communicate with one or more competitors about this RFP or its proposal, the proponent must contact the RFP Contact and disclose the names of those competitors and the nature of, and reasons for, such communications.

6. No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

7. Conflict of Interest

The proponent must declare all potential Conflicts of Interest, as defined in section 3.4.1 of the RFP. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; **AND** (b) were employees of the Town within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, the proponent must contact the RFP Contact and set out the details of the actual or potential conflict.

- ☐ The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

8. Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this

proposal by the Town to the advisers retained by the Town to advise or assist with the RFP process, including with respect to the evaluation of this proposal.