



**FORT ST. JOHN**

*The Energetic City*

## Request for Proposals

### City of Fort St. John Destination Strategy: Business Tourism



**Proposal Closing Date: December 10, 2020**

1958.0460.01

10808 - 100th Street, Fort St. John, BC V1J 3Z6

| T: 250.785.9697

**Contact: Chad Carlstrom**  
ccarlstrom@urbansystems.ca

This document is provided for evaluation purposes. The submitted material is proprietary information owned by the City of Fort St. John and is subject to copyright and trade secret law. The material is submitted in good faith that it will be used for evaluation purposes only by those that need to know the information.

# Table of Contents

Definitions .....	ii
1.0 Introduction.....	4
1.1 Destination Strategy.....	5
1.2 Beyond Tourism.....	6
1.3 Working Together – Building Community Capacity .....	6
1.4 Proposal Process and Schedule.....	7
1.5 Owner Responsibilities .....	9
2.0 Proposal Requirements.....	10
2.1 Signed <i>Proposal</i> .....	10
2.2 Company Contact Information .....	10
2.3 Schedule.....	10
2.4 <i>Project Costs</i> .....	10
2.5 Insurance Requirements .....	10
3.0 Scope of Work .....	11
3.1 Background Research.....	11
3.2 Defining the Future.....	12
3.3 Draft Report .....	12
3.4 Closing the Loop – Reconnect and Inspire.....	13
3.5 Final Report .....	13
3.6 Destination Strategy – Connecting the Pillars (Optional Work).....	13
3.7 Project Management and Digital Team Meetings.....	14
4.0 Background Information and Resources.....	15
4.1 City of Fort St. John.....	15
4.2 Tourism Fort St. John Society.....	15
4.3 Northern BC Tourism and Destination BC.....	16
5.0 Evaluation Process .....	17
5.1 Mandatory Elements .....	17
5.2 Evaluation Criteria.....	17
5.3 Evaluation Rating and Ranking.....	18
5.4 Interview and Final Selection.....	18

Appendix A: Selection Criteria and Proposal Form

Appendix B: Project Timeline

## Definitions

Within this document, the following capitalized and italicized words and definitions will apply.

<i>Arts</i>	<b>“Arts”</b> means the expression of human creative skill and imagination that includes visual arts, performing arts, literary arts, and interactive media.
<i>Business Tourism</i>	<b>“Business Tourism”</b> means the leisure activities in conjunction with business travel where travel to or through Fort St. John for business purposes includes fly-in/fly-out and drive-in/drive-out methods of employing people to remote areas.
<i>Community Plan</i>	<b>“Community Plan”</b> means policy documents that provide guidance and direction on a variety of topics including land, urban design, housing, transportation, parks and public spaces, social planning, cultural infrastructure, heritage features, and community facilities. As such, <i>Community Plans</i> knit together a range of city-wide policies into a comprehensive planning program. <i>Community Plans</i> provide a statement of intent to facilitate positive progress over approximately 20 to 30 years
<i>Consultant</i>	<b>“Consultant”</b> means the person, firm, or corporation appointed by the <i>Owner</i> and identified by the <i>Owner</i> in writing to the <i>Proponent</i> . For this work <i>Consultant</i> means Urban Systems Ltd.
<i>Culture</i>	<b>“Culture”</b> means the unique habits, customs, social behaviour, and lifestyles of people in Fort St. John. In this context, it excludes arts, heritage and the other pillars.
<i>Destination Strategy</i>	<b>“Destination Strategy”</b> means the final document that will be a compilation of the findings of supporting studies concerning the City’s five destination pillars of <i>Arts, Culture, Heritage, Sport, and Business Tourism</i> .
<i>Heritage</i>	<b>“Heritage”</b> means valued objects and qualities passed down through generations that includes: tangible heritage such as buildings, monuments, and artifacts; intangible heritage such as folklore, traditions, language, and knowledge; and natural heritage including significant landscapes and biodiversity.
<i>Owner</i>	<b>“Owner”</b> means the City of Fort St. John and includes any authorized representative of the <i>Owner</i> .

<i>Project</i>	<b>“Project”</b> means the part of the <i>Destination Strategy</i> that is focused on <i>Arts</i> as the destination pillar outlined in this RFP.
<i>Project Timeline</i>	<b>“Project Timeline”</b> means the timeline of the broader project of developing a <i>Destination Strategy</i> as listed in Appendix B.
<i>Proponent</i>	<b>“Proponent”</b> means the organization that is submitting a <i>Proposal</i> to this Request for Proposals.
<i>Proposal</i>	<b>“Proposal”</b> means the <i>Proponent’s</i> submission to this Request for Proposals.
<i>Proposal Closing Date</i>	<b>“Proposal Closing Date”</b> means the date outlined in Section 1.4.3 Submission of Proposals.
<i>Proposal Closing Time</i>	<b>“Proposal Closing Time”</b> means the time outlined in Section 1.4.3 Submission of Proposals.
<i>Sport</i>	<b>“Sport”</b> means the organized structure of an activity involving physical exertion and skill in which an individual or team competes against another or others for entertainment.

## 1.0 Introduction

The City of Fort St. John (City) is located in northeast British Columbia and is the largest municipality by population in the area. Located in the heart of the majestic Peace River country, Fort St. John supports a trading area of more than 69,000 people in the city and surrounding region. The population is dynamic, young, and energetic.

Prior to the development of Fort St. John, the area has long been inhabited by the Dane-zaa (Beaver people) who continue to practice their Indigenous rights and culture on these shared lands. Fort St. John is British Columbia's oldest non-Indigenous settlement and its pioneer spirit is alive and well today. Fort St. John began in 1794 as a trading post, in 1928 it was established as a community, and in 1942 the Alaska Highway was completed. By 1951, high grade oil had been discovered and in 1955 West Coast Transmission Company Ltd (now NorthRiver Midstream) began construction of a 24-inch pipeline to carry natural gas to the United States. TransCanada Pipelines constructed a Canadian Natural Gas transmission pipeline in 1957 and their NOVA gas system started operations in 1961. Fort St. John became British Columbia's oil and gas capital.

As Fort St. John continues to grow, so does our supply of retail and other businesses. Our friendly, small-town feel is matched with big-city amenities, creating a fantastic combination for many residents. There are unique shops throughout the city along with many national chains. Fort St. John is a great place to visit and offers a concentration of rich cultural activities and outdoor adventures. Top-notch recreation facilities and hundreds of events in "The Energetic City" every year entertain people of all ages and interests.

It is with the energetic spirit that the City is undertaking the preparation of a *Destination Strategy*. The *Destination Strategy* will help the City realize its potential and it will complement destination strategies by neighbouring municipalities, Indigenous nations, Northern BC Tourism, and Destination BC.

Developing a *Destination Strategy* is a priority to the City per our 2018 – 2023 Strategic Plan, Section 1.3, as we aim to enhance economic development, provide business opportunities, improve social conditions, and enhance sustainability. The goal of the *Destination Strategy* is to generate growth, employment, and investment opportunities through community economic development strategies that reflect the unique character and resources of our community and region.

Concurrently, but independently, Doig River First Nation is leading a Nation-building plan for the Beaver Nation. It involves identifying cultural spaces and facilities and exploring ways to share their culture with visitors.

This Request for Proposals (RFP) is intended to select the *Proponent* that best meets the City's needs for the defined scope of this project.

## 1.1 Destination Strategy

The City's ultimate objective is to prepare a *Destination Strategy* involving extensive engagement with stakeholders and potential partners. The *Destination Strategy* will help local organizations and the private sector focus and collaborate on initiatives that will enhance the city as a destination. The *Destination Strategy* will identify assets, emerging trends in tourism and travel, and opportunities for attracting visitors from regional, national, and international markets.

The City has selected five pillars for our *Destination Strategy*:

- **Arts**
- **Culture**
- **Heritage**
- **Sport**
- **Business Tourism**

The five pillars of the *Destination Strategy* are defined below:

- **Arts** means the expression of human creative skill and imagination that includes visual arts, performing arts, literary arts, and interactive media.
- **Culture** means the unique habits, customs, social behaviour, and lifestyles of people in Fort St. John. In this context, it excludes arts, heritage and the other pillars.
- **Heritage** means valued objects and qualities passed down through generations that includes: tangible heritage such as buildings, monuments, and artifacts; intangible heritage such as folklore, traditions, language, and knowledge; and natural heritage including significant landscapes and biodiversity.
- **Sport** means the organized structure of an activity involving physical exertion and skill in which an individual or team competes against another or others for entertainment.
- **Business Tourism** means the leisure activities in conjunction with business travel where travel to or through Fort St. John for business purposes includes fly-in/fly-out and drive-in/drive-out methods of employing people to remote areas

The City wishes to work with five specialist consultants that will each undertake background research, analysis, community engagement, and reporting complete with recommendations for their respective pillar (see Section 3 for a complete scope of work). The City is seeking to work with experts in their respective fields that can identify destination assets, define the product offering, uncover new ideas, identify community capacity, and develop strategies aligned with the City's *Destination Strategy* objectives. The purpose of separating the five pillars into five independent studies is to engage a diverse team of experts and to have clarity on each pillar and its offerings.

Urban Systems will assist the City in managing and executing the project, providing local support to the specialist consultants, organizing public engagement events and techniques, and coordinating work among the specialist consultants. Upon completion of the final reports by the five specialist consultants, Urban Systems will knit the findings into a comprehensive *Destination Strategy* that will be shared with the community and stakeholders.

## 1.2 Beyond Tourism

The City envisions that this *Destination Strategy* can go well beyond the traditional paradigm of tourism to recognize the unique attributes of Fort St. John. A more encompassing term to replace ‘tourists’ is ‘visitors’ to capture those who may not self-identify as a tourist. This may include those in Fort St. John for short to long-term work, passing through with a grander destination in mind, or simply visiting family or friends who call Fort St. John home.

The City recognizes that the visitor economy creates social and economic benefits for multiple sectors in Fort St. John, and it is through this collaborative lens that a successful *Destination Strategy* will set the stage for:

***A great place to visit, a great place to work, and a great place to live.***

Fort St. John is a northern, industry-based community and has different offerings and visitor profiles than tourism-based economies. There is a never-ending flow of people to the community – some who stay for a week, some for a year, and others for a lifetime. The constant is the movement of people throughout the region, which is an opportunity that needs to be examined.

Creative consultants are required to recognize these differences, explore the opportunities, and develop progressive ideas. The success of this *Destination Strategy* will be clearly defining a vision and strategies through a collaborative process involving the specialist consultants, City staff and Council, Urban Systems, and community stakeholders.

## 1.3 Working Together – Building Community Capacity

The City is approaching this *Destination Strategy* seeking to build shared social and economic value, develop collaborative relationships and partnerships, and improve visitor assets to advance the destination sector. The City recognizes that many of the visitor assets in the community are non-government entities. They are private entities or community groups such as non-profit heritage societies, arts organizations, sport groups, hotels, local retailers, and private industry partners that draw in visitors as part of a mobile workforce. The City is initiating this planning process to work collaboratively with private entities and community groups to achieve mutually beneficial outcomes. Part of this will involve building capacity among existing businesses and organizations.

The following are some of the exciting options the City would like to explore:

- A hub with a regional influence
- Unique offerings pertinent to a resource-based economy
- A creative economy attracting a creative class as a new focus for the community
- Elevating existing groups who will see their place and future support through the *Destination Strategy*
- Opportunities for private sector involvement, potentially with City support
- Partnering opportunities with Indigenous nations

## 1.4 Proposal Process and Schedule

### 1.4.1 PROPOSAL SCHEDULE

The planned schedule for the RFP phase of the *Project* is as follows:

Distribution of RFP .....	November 20, 2020
Submission and Evaluation of Proposals .....	December 10, 2020
Notification of Preferred Proponent .....	January 12, 2021

A *Project Timeline* for the entire project is included in Appendix B.

The *Project Timeline* will be refined as the project evolves.

### 1.4.2 ADDENDA

Written Addenda are the only means of varying, clarifying or otherwise changing any of the information or dates contained in this RFP. The *Owner* reserves the right to issue Addenda up to 48 hours prior to the *Proposal Closing Time*.

### 1.4.3 SUBMISSION OF PROPOSALS

The *Proponent's Proposal* must be titled “[*Proponent Name*] **City of Fort St. John Destination Strategy: Business Tourism**” and will be received by **4:00:00 pm** local time **Thursday, December 10, 2020** at the following email address [charder@fortstjohn.ca](mailto:charder@fortstjohn.ca). PDF format is required.

Proponents are suggested to request a “Read Receipt” as part of the email for verification of receipt of the *Proposal*.

### 1.4.4 QUESTIONS ARISING FROM THE RFP

Questions regarding the RFP or submission of *Proposals* should be directed in writing (electronically) to Urban Systems – Chad Carlstrom, email: [ccarlstrom@urbansystems.ca](mailto:ccarlstrom@urbansystems.ca). If appropriate, the question and response will be circulated to all *Proponents* through *Addenda*. Questions will be accepted until three business days prior to the *Proposal Closing Date*.



### 1.4.5 EXAMINATION OF DOCUMENTS

Each *Proponent* shall be solely responsible for examining all the RFP Documents, including any Addenda issued during the RFP period, and for being aware of information and conditions that are relevant to the Proposal and delivery of the project.

### 1.4.6 INCOMPLETE PROPOSALS

The *Owner* reserves the right to reject or accept any *Proposal* whether or not completed properly and whether or not it contains all required information. Without prejudice to this right, the *Owner* may request clarification where in the sole opinion of the *Owner*, the *Proponent's* intent is unclear.

### 1.4.7 CONFLICT OF INTEREST

The *Owner* is seeking a qualified *Proponent* that will deliver the scope of work based on the *Owner's* best interest. Any actual or perceived conflicts of interest that would impact this ability must be declared.

### 1.4.8 ACCEPTANCE OF PROPOSALS

Each *Proposal* shall be valid for a period of 60 days from the *Proposal Closing Date*.

The *Owner* reserves the right to reject any or all proposals without any obligation or any reimbursement to the *Proponents*.

### 1.4.9 SINGLE PROPONENT

The *Owner* intends to work with five specialist consultants to develop five independent reports on the following pillars of their *Destination Strategy*: **Arts, Culture, Heritage, Sport, and Business Tourism**.

Recognizing that *Proponents* may have strengths in delivering on multiple pillars, *Proponents* may submit a *Proposal* for multiple pillars. However, if multiple *Proposals* are submitted, the *Proponent* must indicate their order of preference as part of the Proposal Form included in Appendix A. If a *Proponent* scores highest in more than one RFP, they will be awarded their first preference.

If the *Owner* does not receive suitable RFP submissions in either quantity or quality, the *Owner*, at their discretion, may choose to award multiple RFPs to the same *Proponent*.

### 1.4.10 NEGOTIATION

Within two weeks of the *Proposal Closing Date*, the *Owner* intends to announce the selection of the preferred *Proponents*.

The *Owner* reserves the right to negotiate changes to the preferred *Proponent's Proposal* and the scope of the work with the preferred *Proponent*.

In the case that an agreement is not successfully negotiated, the *Owner* may, at its sole discretion, disqualify that *Proponent* and commence negotiations with the second-best *Proponent* or take other approaches as deemed in the *Owner's* best interests.

### 1.4.11 EXECUTION OF AGREEMENT

Upon conclusion of negotiations, an agreement will be signed with the successful *Proponent*. As part of the *Proponent's Proposal*, it is requested that the *Proponent* submit an example of their standard agreement to begin negotiations.

### 1.4.12 COVID-19

The *Proposal* shall be prepared with reasonable measures to safely conduct the work aligned with provincial COVID-19 health recommendations.

## 1.5 Owner Responsibilities

During the RFP process, the *Owner*:

- Reserves the right to reject any or all *Proposals*;
- Reserves the right to waive any irregularities of any *Proposal*, to negotiate modification of any *Proposal*, and to request clarification and additional information on any *Proposal*;
- Reserves the right to accept the *Proposal* which is, in the sole opinion of the *Owner*, the most advantageous to the *Owner*;
- Takes no responsibility for the accuracy or completeness of the information supplied by any official, employee, or agent of the *Owner*;
- Takes no responsibility for any *Proponent* lacking any information;
- Will not permit assignment of any *Proposal* without prior written approval from the *Owner*; and
- Will not be responsible for any expense incurred by any *Proponent* in preparing a *Proposal* or in providing any additional information for the evaluation of *Proposals*.

Contact with the *Owner* must be through the *Consultant*. The *Owner* accepts no liability for any information obtained in any other manner.

## 2.0 Proposal Requirements

This section outlines the requirements with respect to the *Proposal* submission.

### 2.1 Signed *Proposal*

A signed Proposal Form (Appendix A) must be included. The Proposal Form clearly specifies the requirements for the signatories authorized to sign that document and the documentation attesting to that authority.

### 2.2 Company Contact Information

The following contact information shall be included within the proposal:

- Name, address and telephone number of the *Proponent*; and
- Key project contact (including name, phone number, and email).

### 2.3 Schedule

A schedule must be included in the *Proposal* to complement the *Proponent's* methodology and meet the milestones of the overall *Project Timeline* included in Appendix B.

### 2.4 *Project* Costs

A completed Schedule of Prices shall be included in the *Proponent's Proposal*. This should include the cost to complete the scope of work outlined, with hourly rates and estimated hours for each individual, including any additional optional items outside of the *Project* scope.

Costs are anticipated to range from \$30,000 - \$40,000.

### 2.5 Insurance Requirements

The *Proponent* is expected to submit confirmation of the following minimum insurance requirements.

Commercial General Liability: \$1 Million

Professional Liability per occurrence and aggregate: \$1 Million

Automotive Liability: \$1 Million

## 3.0 Scope of Work

One *Proposal* shall be submitted by the *Proponent* for all work required to adequately complete the scope of work. Sub-consultants may be used and must be listed within the *Proposal*.

The works identified below are minimums, and *Proponents* are encouraged to identify methods and deliverables that they believe will best meet the objectives of the project within the budget and timeline identified (Appendix B). The City is looking for creative deliverables.

### 3.1 Background Research

Prepare an inventory of *Business Tourism* assets. The *Proponent* will need to conduct background research to define the assets of *Business Tourism* as a destination asset.

Conduct engagement in the community. There will be three days reserved for in-person meetings with stakeholders in which your team and the other consultants working on their respective pillars can connect with key stakeholders, the *Destination Strategy* advisory group, and local organizations. A list of the stakeholders will be shared with you in advance. You may also wish to connect with other people, organizations, private businesses, or industry related to the *Business Tourism* that are not on the list of attendees.

Tours of assets will be organized and you will be given a list of the tours in advance. You may also explore the City's *Business Tourism* assets on your own.

Submit a draft background report to the *Owner* containing the information below.

#### 3.1.1 DELIVERABLES

- A background research report focused on *Business Tourism* and formatted with the project branding that includes:
  - A comprehensive inventory of existing assets related to the *Business Tourism*, including organizations, private commercial businesses and industrial operations, physical assets, and events.
  - Benefits of *Business Tourism* as a destination asset
  - Opportunities and challenges related to *Business Tourism*
  - Needs and priorities of the community and stakeholders related to *Business Tourism*
  - Maps where *Business Tourism* assets are located and gaps in *Business Tourism* assets
  - Findings of stakeholder input
- Submit survey questions related to *Business Tourism* that can be asked as part of a community *Destination Strategy* survey

## 3.2 Defining the Future

Participate in workshops over a three-day period with Council, key stakeholders, community members, City staff, and other specialist consulting firms to define the following related to the broader *Destination Strategy*:

- Confirm Assets
- Opportunities and Challenges
- Vision
- Guiding Principles
- Success Measures
- Destination Narrative

Urban Systems will compile the information for the items above. The results of these workshops will set the course for the *Destination Strategy* and provide context for the *Business Tourism* report.

Based on current COVID-19 measures, assume virtual workshops for this phase.

## 3.3 Draft Report

Prepare a draft report focused on *Business Tourism* as a destination asset including the information below.

### 3.3.1 DELIVERABLES

- A draft report (PDF) focused on *Business Tourism* and formatted with the project branding that:
  - Articulates objectives for the long-term sustainability of *Business Tourism* that align with the *Destination Strategy* vision
  - Identifies how value can be captured from existing and new visitors and community assets
  - Defines action items and priorities
  - Identifies an implementation plan with the assets required, sources of financing, and who is best positioned to implement the recommendations, such as specific organizations, private enterprises, or government
  - Identifies how Indigenous partners and regional partners can build destination capacity, assets, and markets

The draft report will be uploaded online to the City's Let's Talk page encouraging stakeholders and community members to provide feedback on the draft report.

## 3.4 Closing the Loop – Reconnect and Inspire

Following the completion of the draft report, reconnect with stakeholders and share the findings and recommendations included within the draft report. Assist groups with the implementation of the strategy. This could involve the following:

- Facilitate conversations with the stakeholders that were previously engaged during the background research and help them understand their role in making the *Destination Strategy* a success.
- Recognize their organizational capacity and discuss ways they could be supported to increase their capacity.
- Encourage them to commit to a goal that expands their contributions to *Business Tourism* as a community asset and that is realistic and proportional to their existing and potential capacity.

### 3.4.1 DELIVERABLES

- Summarize commitments by stakeholders in an action plan.
- Identify actions needed by the City and others to implement the plan.

This scope of work will be paid for on an hourly basis as the number of stakeholders is unknown at this time.

## 3.5 Final Report

Prepare a final report based on the feedback gathered from the draft report. Account for two revisions.

### 3.5.1 DELIVERABLES

- A final report (PDF) focused on *Business Tourism* and formatted with the project branding.

## 3.6 Destination Strategy – Connecting the Pillars (Optional Work)

Following the completion of the Destination Strategy, the City may invite you to undertake optional work to reconnect with stakeholders to communicate synergies the *Business Tourism* pillar has with the other four pillars. The success of the Destination Strategy is all five pillars succeeding, working together, and finding complementary opportunities.

This could involve the following:

- Facilitate conversations with the stakeholders that were previously engaged during the background research and help them understand their role in making the *Destination Strategy* a success and opportunities to grow *Business Tourism* and the other pillars.
- Encourage them to commit to a goal that expands their contributions to *Business Tourism* and to another pillar that is realistic and proportional to their existing and potential capacity.

- Identify quick wins: action-oriented implementation items to generate momentum that will encourage the implementation of more challenging *Destination Strategy* goals

This scope of work is optional and will be paid for on an hourly basis.

### 3.7 Project Management and Digital Team Meetings

In addition to the scope of work described in the preceding sections, include time within your proposal for general project management and a minimum of one monthly virtual check-in meeting with the City for the duration of the project. You are also expected to work collaboratively with the other consulting firms working on the other *Destination Plan* pillars.

## 4.0 Background Information and Resources

### 4.1 City of Fort St. John

The City has background information that will help guide the project. A summary of prominent guiding resources includes:

- Strategic Plan 2018 – 2023 (2019)
- Official Community Plan (2018)
- Energizing our Future: The Social and Economical Development Framework for Fort St. John (2020)
- Urban Forest Strategy (2020)
- Industrial Lands Strategy (2020)
- Economic Impact Assessment – 2020 BC Winter Games (2020)
- 100 Street Corridor Plan (2019)
- Community Indicators Report (2018)
- Community Profile (2018)
- Community Survey – Your Voice (2018)
- Winter City Strategy (2017)
- Vacant No More: A Strategic Action Plan to Address Select Vacant Sites and Brownfields within the Downtown Neighbourhood (2017)
- Parks and Recreation Master Plan (2016)
- Transportation Master Plan (2015)
- 50 Year Growth Strategy (2015)
- Downtown Action Plan (2015)
- Greater Fort St. John Marketing Committee Policy (2000)

*Proponents* are able to download and view these plans on the City's website at:

<https://www.fortstjohn.ca/EN/main/local-gov/documents-library.html>

### 4.2 Tourism Fort St. John Society

Formed in January 2020, the Tourism Fort St. John Society is an organization committed to promoting and advancing tourism in the area and acting as a community connector. Currently there are five directors and the society is chaired by Mike Whalley. Given its recent creation, the Tourism Fort St. John Society does not currently have formal resources beyond local connections.

Prior to the establishment of the Tourism Fort St. John Society, a group with a similar mission was in place under a City Council Tourism Task Force. That task force has been dissolved.



## 4.3 Northern BC Tourism and Destination BC

The Northern BC Tourism Association is one of five regional destination management organizations in the province representing Destination BC, a Provincial Crown Corporation. Northern BC Tourism is a non-profit association that promotes and develops tourism opportunities in the region collaboratively with stakeholders and partners. Programs include travel media, travel trade, content and social media, marketing, destination development, and Indigenous tourism. Northern BC Tourism is working with Destination BC on a new Destination Development program that brings experienced facilitators to work with stakeholders to develop long-term strategic directions for destination development.

This focus on destination development will allow northern BC to better compete with new and emerging tourism destinations that are focusing their efforts on creating high quality and unique experiences. Consumers will also be able to find and customize their tourism experience with self-planning booking tools. Having the right product at the right time will be more important than ever.

Destination BC has three primary goals:

1. Make British Columbia the most highly recommended destination in North America
2. Create strategic plans for tourism development and improve return-on-investment for government and private sector investments in tourism assets
3. Elevate British Columbia's ability to compete as a premium destination while making the province more attractive for investment

Northern BC Tourism Association and Destination BC can be contacted directly for resources to support the development of the City's destination plan. Other development initiatives currently underway in northern BC include Remarkable Experiences and the nomination of the Alaska Highway as a National Historic Site of Canada.

## 5.0 Evaluation Process

This section describes the process by which the *Owner* will evaluate the *Proposals*.

Proposals will be evaluated in two stages. The first stage will consist of a review of all proposals and the creation of a short list of preferred proponents based on the evaluation criteria listed. The second stage will consist of interviews with the short list of proponents.

### 5.1 Mandatory Elements

This review will examine the *Proposal* with respect to compliance with stated *Owner* requirements. If, in undertaking this review, the *Owner* determines that the *Proposal* has deficiencies that are not remediable, the *Owner* may at its sole discretion advise the *Proponent* accordingly and decline to consider the *Proposal* further.

If the *Owner* determines that the *Proposal* is unclear or deficient in some aspects but that these deficiencies may be remediable, the *Owner* may prepare a list of questions to provide the *Proponent* with an opportunity to clarify its *Proposal*. If these clarifications and amendments do not overcome the deficiencies, the *Owner* may at its sole discretion decide to decline the *Proposal*.

*Proposals* will not be considered in the next stage if they do not meet all mandatory elements including:

- Written in English
- Completeness
- Signed Proposal Form

### 5.2 Evaluation Criteria

All *Proposals* will be evaluated against predefined criteria by an evaluation team. The following will be considered:

- A. Project Understanding – 10 points
- B. Methodology, Deliverables, and Schedule – 50 points
- C. Cost – 15 points
- D. Team Members, *Proponent* Experience, and References – 25 Points

A complete *Proposal* package will provide information on each of the selection criteria as outlined in Appendix A – Selection Criteria and Proposal Form. If one or more of the selection criteria is not addressed, the *Proposal* may be disqualified.

## 5.3 Evaluation Rating and Ranking

Based on all the preceding inputs, the *Owner* will perform an evaluation and short list of *Proponents* in accordance with Section 5.2. The number of short-listed *Proponents* will be at the discretion of the *Owner*.

## 5.4 Interview and Final Selection

Short-listed proponents will be given an opportunity to present their proposals to a group of interviewers. Due to COVID-19 restrictions, these interviews will be conducted with video conferencing regardless of firm proximity to the *Owner*. This is to maintain consistency and fairness throughout the process. Interviews are anticipated to be approximately 30 minutes in length with a 20-minute presentation followed by 10 minutes for questions.

Once the preferred *Proponent* has been identified, the *Owner* will enter contract discussions to clarify any outstanding issues. If discussions are unsuccessful, the *Owner* reserves the right to enter contract discussions with other Proponents, and/or decide not to award a contract at all.

**APPENDIX A**  
SELECTION CRITERIA  
AND PROPOSAL FORM

---

## Selection Criteria and Proposal Form

### Company Contact Information

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

### Key Project Contact(s):

Name: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Email Address: \_\_\_\_\_

### Project Understanding

- Description of project understanding and objectives
- Understanding how Fort St. John differs from the 'typical tourism' framework
- Description of creating partnerships and building community capacity
- Provide a copy of *Proponent's* standard consulting agreement to form the basis of negotiations.

### Methodology, Deliverables, and Schedule

- Description of work plan including how work will be performed, overall strategies, and reporting
- Description of deliverables
- Provide a detailed schedule identifying how the proposed methodology and deliverables will align with the overall project schedule provided in Appendix B.
- Identify how COVID-19 government recommendations may impact proposed methodology and identify alternatives to overcome reasonably anticipated COVID-19 related restrictions

### Cost

- Provide lump sum cost to complete all scope of work identified
- Provide costs for any optional work identified

### Team Members, *Proponent* Experience, and References

- Provide organization chart proposed for this project
- Provide resume and short description of the role in this project for each key team member
- Provide description of *Proponent's* experience in *Business Tourism* strategies
- List three references from projects in the last five years.
  - References to be verified in advance.
  - If references are not current, no additional attempt will be made to contact them.

\*Selection criteria to be used to select a short list of *Proponents* to be invited for an interview

---

## Proposal Form

*Proponent's Name:* \_\_\_\_\_

The *Proponent* hereby declares that it has carefully reviewed the *Project*, has read and examined the RFP package and has conducted review of relevant material which are prudent and reasonable in preparing such a *Proposal*, and hereby offers to provide all labour, technical and professional services, supplies, transportation, lodging, and any other incidentals to complete the *Project* in accordance with the provisions stated in the RFP documents, for the fees listed, and agrees to make valid the *Proposal* for a minimum of 60 days.

The *Proponent* understands that if its *Proposal* is accepted, it will enter into a contract with the City based on the terms of this RFP. The *Proponent* shall proceed with the Work upon receipt of the fully executed contract from the City.

NOTE: If the *Proponent* is a partnership or joint venture, give full names of all partners or joint ventures. Evidence of the authority of the person signing on behalf of the corporation, partnership or joint venture to do so should be attached to this Proposal Form. Additionally, each partner or joint venture shall furnish a letter signed by an officer of the respective company stating that the respective company agrees to be held jointly and severally liable for any and all the duties and obligations of the *Proponent* under any agreement arising therefrom (See RFP Section 2.1).

By: \_\_\_\_\_  
(signature)

Name: \_\_\_\_\_  
(type or print)

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Email \_\_\_\_\_

Date: \_\_\_\_\_

The *Proponent* acknowledges receipt, understanding and full consideration of the following addenda to the Request for Proposals:

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

If submitting on more than one RFPs related to the City of Fort St. John Destination Strategy, list your order of preference in the following table:

Order of Preference	RFP Destination Strategy Pillar
1.	
2.	
3.	
4.	
5.	

**APPENDIX B**  
PROJECT TIMELINE



Timeline	Action	Who?		
		City	Urban Systems	Specialist Consultants
2020 Q4	Prepare five RFPs to procure five specialist consulting firms for the areas of Arts, Culture, Heritage, Sport, and Business Tourism			
	RFP opens November 20, 2020 for approximately a 3-week period. Urban Systems administers the RFP and responds to questions as they arise.			
	RFP closes on December 10, 2020			
	RFP evaluation process			
	Staff prepares report for Council recommending specialist firms to proceed with			
	Council approves staff report on January 11, 2021			
	Specialist consultants receive Notice of Award			
	Urban Systems creates visual branding for project and report formatting			
2021 Q1	Project Startup: Video conference startup meeting with each specialist consulting firm team			
	Background Research: Background research begins by specialist consulting firms			
	Three-day in-person meetings with stakeholders, community tours, and exploring assets			
2021 Q2	All specialist consultants submit draft background research reports by April 15, 2021 and identifies gaps in reaserch. Specialist consulting firms submits survey questions to address the gaps in research.			
	Urban Systems prepares a consolidated community survey to capture data required from all specialist consultants to avoid multiple community surveys and survey fatigue.			
	Community survey is distributed. Survey results are collected and shared with specialist consultants in raw format			
	With results from the community survey, the teams of specialized firms finalizes background reports for their area of focus and submits to the City			
	Work by specialist consultants is intentionally paused while background material is reviewed			
2021 Q3	In collaboration with specialist consultants, Urban Systems will lead workshops with Council, key stakeholders, community members, and City staff to determine: Vision, Guiding Principles, Success Measures, and Destination Narrative			
	Preapre a draft of the Vision, Guiding Principles, Success Measures, and Destination Narrative and conduct community consultation to ask: did we get it right?			
	Draft the front-end of the Destination Strategy with the Vision, Guiding Principles, Success Measures and Destination Narrative			
	Seek confirmation from Council to proceed with the Vision, Guiding Principles, Success Measures and Destination Narrative			
2021 Q4	Submit the Vision, Guiding Principles, Success Measures and Destination Narrative to the specialist firms with direction to proceed developing their respective reports that focuses on the same vision.			
	Draft Report: Specialist consultants prepare a draft report for their respective areas of focus			
	Closing the Loop - Reconnect and Inspire: reconnect with stakeholders and share the findings from the draft report and collect feedback			
	Final Report: Specialist consultants prepare a final report for their respective area of focus			
2022 Q1	Draft a consolidated Destination Strategy using information integrated from the five final reports of Arts, Culture, Heritage, Sport, and Business Tourism			
	Receive feedback on the draft Destination Strategy and revise as required			
2022 Q2	Reveal the Destiantion Strategy to the community during a community event - such as Canada Day - and seek feedback. Revise as required.			
2022 Q3	Submit final Destination Strategy to Council and seek adoption.			