



Lac La Biche County
welcoming by nature.

REQUEST FOR PROPOSAL “RETAIL GAP ANALYSIS”

Issue Date: August 8, 2018

Proposal Submission Deadline:

September 19, 2018
4:00 p.m.

Lac La Biche County
Communications Department

McArthur Place, Second Floor
10307 100 St
P.O. Box 1679

Lac La Biche, AB T0A 2C0

Email: ecdev@laclabichecounty.com

Phone: 780-623-6737

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Section A – General Information

1. Definitions

“CONTRACTOR or CONSULTANT” – the Proponent whose Proposal has been accepted by Lac La Biche County and is awarded a contract to carry out the work.

“the County” – refers to Lac La Biche County

“Proponent” – the responder to the RFP

“Proposal” – proposed plan to carry out the work submitted by a Proponent in response to the RFP

“RFP” – Request for Proposal

“Work” – means and includes anything and everything required to be done for the fulfillment and completion of the project in accordance with this RFP and Proposal.

2. Overview and Background

The Lac La Biche County Retail Gap Analysis will assess the current and future retail and commercial opportunities for the hamlets of Lac La Biche and Plamondon. Additionally, a realistic estimate of the Trade Area of the retail market in the two hamlets will be determined. By comparing the available retail supply against the present retail demand, a comprehensive study will be completed.

Lac La Biche County is a specialized municipality consisting of urban and rural areas within a land span of over 12,500 square kilometers. The total population of the County is 9,531 including the shadow population. The County is unique in that it has three major arterial roads: Highway 36, Highway 55 and Highway 881.

The hamlets of Lac La Biche and Plamondon have emerged as service centres for the oil sands projects in the northeast portion of the County and in the southern Regional Municipality of Wood Buffalo. Several service companies maintain offices and administrative staff in the hamlet of Lac La Biche, as well as industrial shops in and around Conklin, a small community further north along Highway 881 and in closer proximity to oil sands projects.

Nichols Applied Management completed a report in 2013 on behalf of the Southern Oil Sands Regional Coalition. This study found that selection of retail services ranked high when it came to community features that influence their decision to relocate to this region.

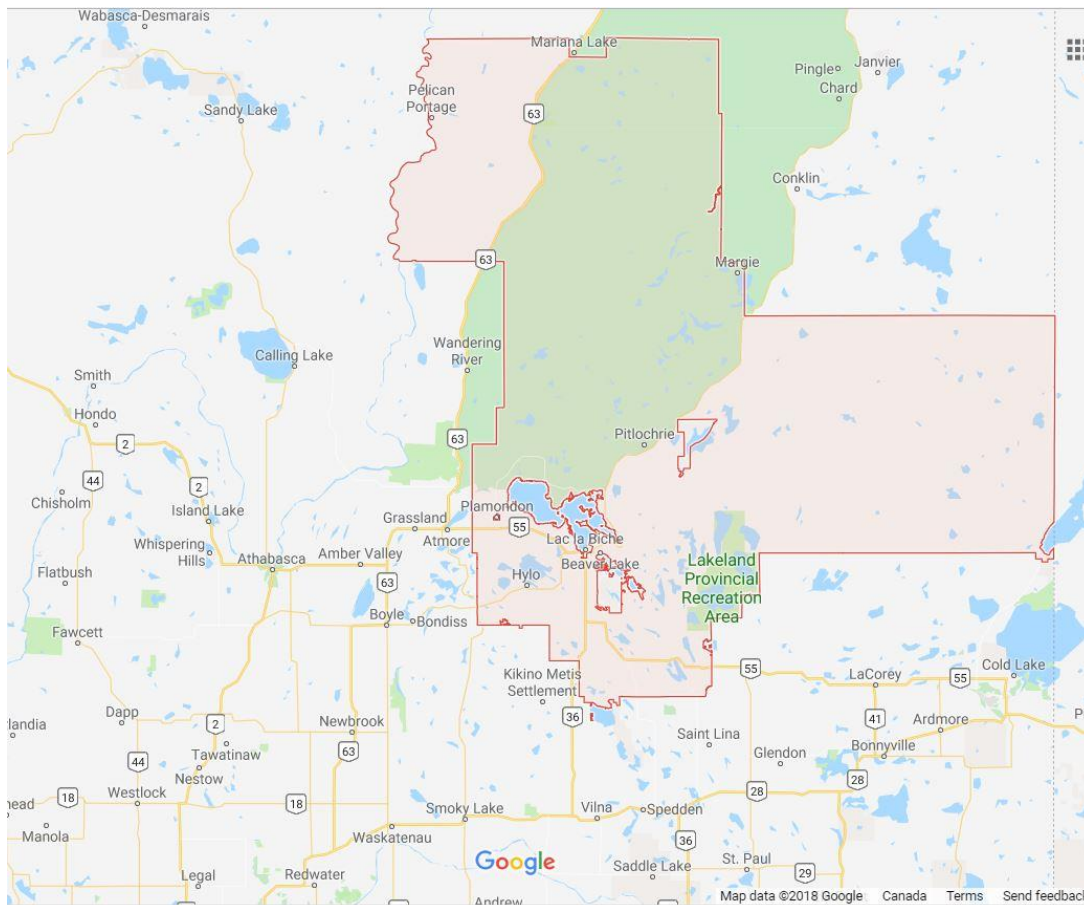
Since 2007, the population has been continually decreasing in Lac La Biche County. From the 2013 census to the 2016 census, there has been a 7.3% population decrease. As such ensuring that the County has the retail and commercial services to sustain current population and encourage population growth, relocation, and diversification in the economy is very important. The 2013-2015 Strategic Plan for Economic Development prepared by Lac La Biche County identified that the recruitment and retention of retail and commercial businesses were County priorities.

3. Study Area

The County's geographical area is comprised of two major hamlets (Lac La Biche, and Plamondon included), two First Nations (Heart Lake and Beaver Lake), two Metis Settlements (Buffalo Lake and Kikino). The land spans over 12,500 square kilometers with a population of 9,531 (8,554 permanent residents, and 987 shadow residents), as per the 2016 municipal census.

Understanding the large span of the County and the relative "local" market(s), the primary study area for the County's Retail Gap Analysis, also known as a Retail Commercial Market Study, is the hamlets of Lac La Biche and Plamondon, and a realistic estimate of the Trade Area of the market for the two communities.

See Google map:



1. Scope of Work

a. Objectives

The County intends to solicit firms with qualifications to better understand the retail and commercial landscape, identify gaps in the market, and evaluate the impact of retail and commercial growth in the surrounding trade area. The firm will be required to inventory and evaluate current and potential retail and commercial locations, and compare Lac La Biche County's market to other similar-sized communities.

It is expected that recommendations based on the analysis will be presented with attainable short term to long-term goals.

1. Establish the characteristics of the Trade Area

The Trade Area will be the retail and commercial profile. This profile will estimate the demand for a given retail or commercial category. The profile will estimate the dollars that could be spent in the two hamlets for a given category based on the Trade Area profile characteristics. Characteristics that will be important in establishing the profile are the estimated population and average income of those in the Trade Area, as well as any identifiable trends in spending.

2. Identify the Retail and Commercial Market Supply

The study of the Market Supply will provide an inventory of the current retail and commercial establishments in the two hamlets by the major categories identified in the profile. For each category, the Retail and Commercial Market Supply will identify the total inventory (based on floor space), the comparative size of the inventory compared to the total market across all categories, the number of establishments, the number of stores compared to the total number of stores in the market, as well as the average size of the stores.

Using the estimated square footage for a given category, the estimated annual sales will be extrapolated using a sales productivity value appropriate to the given category. This value provides a benchmark for what the expected sales are per square foot of store space. This benchmark sales/per square foot will vary depending on the category. The Retail and Commercial Market Supply will identify the present supply in a given market category.

3. Determine Retail and Commercial Demand and Gap Analysis.

Analyzing and comparing the available market (demand) against the current supply available to that market will be the third critical component. For each category, the study will reveal whether the inventory of retail and commercial establishments presently supports the need of the Trade Area, whether the inventory of establishments is underdeveloped, or, if there is a surplus of a certain category of retail or commercial establishments. This will identify the "surplus/leakage" or "inflow/outflow" for each category. This concept of surplus/leakage and inflow/outflow is a central concept to a retail gap analysis.

Although the above is the desired scope, Lac La Biche County will accept proposals suggesting lesser or greater scope of work providing the Consultant clearly identifies their understanding of the project needs and reason for the suggested change to the scope.

b. Outcomes and Results

Through the evaluation of the Trade Area's characteristics, the retail and commercial demand and gap analysis will be determined. Evaluated characteristics include: driving times and available transportation networks, planned infrastructure projects that will improve access, development trends, Lac La Biche County's municipal planning documents (area structure plans, municipal development plans, economic strategic plans, etc.), demographic profiles, the availability of services versus the proximity to competition, and other aspects as deemed necessary.

For each market category, the Retail Gap Analysis will estimate how much spending is occurring outside of the trade area, how much remains in the Trade Area, and whether there is an excess or short fall of inventory. Below highlights the desired results structure:

1. Conduct market research to identify trade area, identify gaps, evaluate impact and growth in surrounding area, and provide consumer behaviour analysis;
2. Provide a detailed inventory of retail, commercial, and service offerings by type throughout Lac La Biche County, specifically the hamlets of Lac La Biche and Plamondon;
3. Determine the gaps in the retail/commercial market for the County;
4. Engage with businesses and business support organizations to collect data and trends and engage the stakeholders in the study;
5. Outline current trends and best practices that may be transferrable to Lac La Biche County;
6. Develop a retail recruitment plan with recommendations for prospective targets, site developments, marketing material development, and support required;
7. Suggest improvements to make for the County to be more attractive to retail and commercial businesses; and
8. Present findings to County Council as well as prepare a final report and a recommended implementation plan.

c. Audience

Lac La Biche County is the client. In reference to the County's Public Participation Policy, some of the stakeholder organizations that will be engaged in the study include Lac La Biche and District Chamber of Commerce; Plamondon and District Community Development Society; Community Futures Lac La Biche; Region One Aboriginal Business Association; and businesses.

d. Timeline

Wednesday, August 8, 2018	Lac La Biche County posts the Request for Proposal and related documentation on the Alberta Purchasing Connection website
Wednesday, August 29, 2018	Final opportunity for the County to receive any questions regarding the RFP
Monday, September 3, 2018	County distributes Final Addenda, if required, for the RFP to respondents
Wednesday, September 19, 2018	Closing Date and Time for RFP (Submission of Proposals)
Tuesday, October 16, 2018	Notification to Successful Consultant
Tuesday, November 6, 2018	Anticipated Contract Start Date
Tuesday, March 5, 2019	Anticipated Contract Completion Date

4. Questions and Clarification

Proponents should familiarize themselves with the document(s) for the RFP. If there is any further clarification, questions, or if they feel there are any errors omissions or discrepancies, requests must be submitted in writing to;

- i) The Tourism Marketing and Economic Development Coordinator, Jana Rowe, at ecdev@laclabichecounty.com.
- ii) Questions shall be submitted by no later than 4:00 pm (noon) MST on **Wednesday August 29, 2018**.
- iii) Answers to all submitted questions and clarification requests will be posted on the Alberta Purchasing Connection website by **Monday September 3, 2018**, and will be considered an Addenda, becoming part of the official RFP documents.

2. Evaluation

a. Evaluation Criteria

EVALUATION CRITERIA
Agency Background, Profile (10%)
<ul style="list-style-type: none">• Firm background, and profile
<ul style="list-style-type: none">• References
<ul style="list-style-type: none">• Suitability for the project
Agency Resources and Expertise (20%)
<ul style="list-style-type: none">• Previous relevant experience: examples of success
<ul style="list-style-type: none">• Creative and Innovative Approach: examples of success
<ul style="list-style-type: none">• Knowledge of Rural Communities
<ul style="list-style-type: none">• Agency Resources and Expertise in relation to this study: Team overview
Project Understanding, Methodology and Approach (30%)
<ul style="list-style-type: none">• Demonstrate knowledge; retail sectors (tourism, downtown, hamlet/county, other)
<ul style="list-style-type: none">• Highlight project deliverables and proposed tactics to achieve it
<ul style="list-style-type: none">• Outline of proposed forums related to the study
<ul style="list-style-type: none">• Creative and Innovative Approach
Schedule and Capacity (20%)
<ul style="list-style-type: none">• Detailed schedule of all activities including public engagement, milestones project meeting and interim reports and progress
<ul style="list-style-type: none">• Experience and ability to service an account this size
Agency Remuneration (20%)
<ul style="list-style-type: none">• Outline of fees, expenses (including travel costs), hourly rates, payment schedule

Proposals submitted should have enough detail to allow the County to determine the Proponent's qualifications and capabilities from the documents received. Including the complete details of the proposed work.

b. Awarding Committee

Evaluation committee will consist of representation from the following County departments/representatives: Tourism and Economic Development, Planning and Development, and Senior Management.

Section B – Proposal Submission Requirements

1. Submissions of Proposals

The Proposals and their envelopes should be clearly marked with the name and address of the Proponent and the RFP program title. The sealed envelope should be addressed to the following:

**Jana Rowe, Tourism and Economic Development Coordinator
McArthur Place – Second Floor
10307 100 St.
Lac La Biche, AB T0A 2C0**

Hard copy and electronic format of the proposal should be received on or before the **Closing Time** of:

**TIME: 4:00 p.m. local time
DATE: Wednesday, September 19, 2018**

It is the Proponent's responsibility to ensure the Proposal has been received at the above address by the indicated Closing Time. Proponents wishing to make changes to their Proposals after submission but prior to the Closing Time may do so by submitting the revisions email (ecdev@laclabichcounty.com) or by hard copy. Proposals received after the Closing Time will not be accepted or considered.

Submissions must include;

- Corporate Profile,
- Sample of previous similar reports or studies,
- Three (3) references for similar or relevant projects,
- Proof of professional and general liability insurance, with Lac La Biche County named as an additional insured on the general liability insurance for five (5) million dollars.
- Proposed timeline showing all activities,
- Draft contract for consideration (optional),
- Assessment and breakdown of contract costs, this may include qualifiers, conditions and assumptions in Canadian dollars

2. Proposal Preparation Cost

All expenses incurred by the Proponent in preparation and submission of this proposal are the cost of the Proponent, with the express understanding that no claims for reimbursements against the County will be accepted. The County shall not be responsible for any costs involved in or associated with any meetings, discussion or negotiation following submission that could lead to acceptance of the Proposal and award of a contract.

3. Proposal Evaluation

The County recognizes that “Best Value” is the essential part of purchasing a product and/ or service and therefore the County may prefer a Proposal with a higher price, if it offers greater value and better serves the County’s interests, as determined by the County, over a Proposal with a lower price. Proposal submissions will be evaluated based on criteria including; experience, qualifications, on going support options, references, and cost.

The County, at its sole discretion, reserves the right to:

- Reject any or all Proposals in whole or in part;
- Reject any Proposal it considers not in its best interests;
- Waive any minor irregularity or insufficiency in the Proposal submitted;
- Not be liable for misunderstandings or errors in the Request for Proposals;
- Issue addenda to the Request for Proposals;
- Contact references provided by the Proponents;
- Retain independent persons or contractors for assistance in evaluating Proposals;
- Request points of clarification to assist the County in evaluating Proposals;
- Negotiate changes with the successful Proponent; and
- Withdraw the Request for Proposal.

The County may choose to request an interview or an oral presentations from proponents at its discretion.

Ownership of Material

Once submitted all proposals become the property of the County. Proposals will remain confidential and copies will only be made for review internally, and by any financial, legal and technical agencies the County work’s with.

General Terms and Conditions

The following terms apply to this RFP and to any subsequent contract(s). Submission of a proposal in response to this RFP indicate acceptance of the terms and conditions contained in the RFP.

Acceptance of Proposals

This RFP should not be considered as an agreement to purchase goods or services. The County is not bound to accept the lowest price or any proposal submitted.

Proposals will be assessed in light of the evaluation criteria. The County 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 bylaw.

Definition of Contract

Only the full execution of a written contract will constitute a contract for the services, and no proponent will acquire any legal or equitable rights or privileges relative to the services until this occurs.

Right to Accept or Reject Proposals

The County reserves the right to accept or reject any or all proposals in whole or in part. Only the full execution of a written contract will constitute a contract for the services, and no proponent will acquire any legal or equitable rights or privileges relative to the services until this occurs.

Use of a Request for Proposal

This document, or any portion thereof, may not be used for any purpose other than the submission of proposals.

Modification of Terms

The County reserves the right to modify the terms of the solicitation at any time at its sole discretion prior to and including the closing date of the competition.

Inquiries

Note that all inquiries will be compiled, answered and posted as part of the RFP to ensure that all proponents are provided the same information.

Submission of 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. By submission of a proposal, the proponent agrees that, should its proposal be successful, the proponent will enter into a contract with the County. Proposals will not be returned. Submitted proposals become the property of the County.

Delay in Negotiating a Contract

If a written contract cannot be negotiated within a reasonable period of time with the successful proponent, the County may, at its sole discretion at any time thereafter, terminate negotiations with the proponent and either negotiate a contract with the next qualified proponent or choose to terminate the solicitation process and not enter into a Contract with any of the proponent.

Successful Proposal

By submission of a proposal, the proponent agrees that should its proposal be deemed successful, the proponent would enter into a contract with the County.

Governing Legislation

This Request for Proposal is subject to all applicable legislation including the Municipal Government Act, the Freedom of Information and Protection of Privacy Act, the bylaws and policies of the County, and all other relevant governing legislation.

4. Additional Information Available

- Municipal Development Plan
- Visitor Friendliness Study
- 2013 Economic Development Strategy
- Tourism Stakeholder Report
- Lac La Biche County Regional Map