



# Request for Proposals University Endowment Lands Services, Structure and Governance Study

Ministry of Municipal Affairs and Housing RFP Number: RFP20-UEL-002 Issue date: October 24, 2019

**Closing Time: Proposals must be received before 2:00 PM PST on: November 21, 2019**

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**DELIVERY OF PROPOSALS:** Proposals must be in English and must be submitted using one of the submission methods below, and must either (1) include a copy of this cover page that is signed by an authorized representative of the Proponent or (2) otherwise identify the RFP, identify the Proponent and include the signature of an authorized representative of the Proponent that confirms the Proponent’s intent to be bound, or (3) be submitted by using the e-bidding key on BC Bid (if applicable), in accordance with the requirements set out in Section 2.2:

*BC Bid Electronic Submission:* Proponents may submit an electronic proposal using BC Bid. Proposals must be submitted in accordance with the BC Bid requirements and e-bidding key requirements (found at [www.bcbid.ca](http://www.bcbid.ca)). Only pre-authorized electronic bidders registered on the BC Bid system can submit an electronic proposal using the BC Bid system. Use of an e-bidding key is effective as signature.

**OR**

*Email Submission:* Proponents may submit an electronic proposal by email. Proposals submitted by email must be submitted to [procecon@gov.bc.ca](mailto:procecon@gov.bc.ca) in accordance with the instructions at Section 2.3 of this RFP.

Regardless of submission method, proposals must be received before Closing Time to be considered.

**A proposal is deemed to incorporate the Confirmation of Proponent’s Intent to Be Bound below, without alteration.**

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**CONFIRMATION OF PROPONENT’S INTENT TO BE BOUND:**

The enclosed proposal is submitted in response to the referenced Request for Proposals, including any Addenda. By submitting a proposal, the Proponent agrees to all of the terms and conditions of the RFP including the following:

- a) The Proponent has carefully read and examined the entire Request for Proposals;
- b) The Proponent has conducted such other investigations as were prudent and reasonable in preparing the proposal; and
- c) The Proponent agrees to be bound by the statements and representations made in its proposal.

**PROPONENT NAME (please print):** \_\_\_\_\_

**NAME OF AUTHORIZED REPRESENTATIVE (please print):** \_\_\_\_\_

**SIGNATURE OF AUTHORIZED REPRESENTATIVE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**GOVERNMENT CONTACT:** Enquiries related to this RFP, including any requests for information or clarification may only be directed in writing to the following person who will respond if time permits before the Closing Time. Information obtained from any other source is not official and should not be relied upon. Enquiries and any responses providing new information will be recorded and posted to BC Bid or otherwise distributed to prospective Proponents.

[procecon@gov.bc.ca](mailto:procecon@gov.bc.ca)

**Julia Crosby, Procurement and Contract Specialist**

The cut-off for submitting any questions related to this RFP to the Government Contact will be **three (3) days** before the Closing Time. Questions received after this time may not be answered.

**PROPONENTS' MEETING:**

A Proponents' meeting **will not** be held.

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## 1 SUMMARY OF THE OPPORTUNITY

The University Endowment Lands (UEL) is unique as the only urban area in BC directly administered by the Province. This traditional First Nation territory and once small urban residential community is changing rapidly and facing population growth, development projects, infrastructure needs, and other pressures. As well, there are multiple interests in the UEL community, including residents, the Musqueam First Nation, other governments such as Metro Vancouver Regional District, neighbours such as City of Vancouver and University of British Columbia, and various service providers including different provincial agencies.

The proposed UEL Services, Structure and Governance Study (“study”) is intended to facilitate a discussion among UEL residents and key interests, helping to identify any potential opportunities to enhance efficient delivery of services that citizens need. The study will provide the opportunity for interests to be explored and for the responsibility of services to be understood. The study will also lay the groundwork for the Province to consider options for the future state of the UEL, such as potentially shifting to a new structure for service provision and jurisdiction that is not based in the Province’s direct administration. The study that is described in this RFP is part of a larger overall review process. The study will provide information to help the Province determine options and future steps. The study is not expected to recommend options.

The study has six (6) primary objectives:

- *Clarifying the current state of the UEL* - developing a full understanding of current service delivery structures to clarify current responsibilities for providing services to and by the UEL.
- *Projecting the future state of the UEL* - assessing projections for the state of the UEL in 30 years from now given possible population increase or other considerations in order to anticipate future service needs of the UEL.
- *Identifying service delivery gaps* - laying the groundwork to facilitate closing UEL service delivery gaps and corresponding representation gaps, which can help the community meet service demands and other interests.
- *Gathering perspectives of community and others through engagement and exploring interests* – undertaking structured conversations on jurisdiction and services to provide a way for the Province to hear from residents and key interests to better understand issues and perspectives around responsibilities and service provision.
- *Assessing transition matters* – identifying internal (to the Province) and external (to interests) issues and transition implications, and inventory what needs to be resolved, prior to any potential shift in service responsibilities in the UEL.
- *Understanding the impacts of change* – based on the above inputs, technical analysis, and comparison with similar communities, describing what service delivery and structures might look like under alternative models (e.g. taxes, range of services, and service relationships).

The Province is seeking one or more proponents to undertake some or all of the components of the study. The number of contracts to be entered into for which components and their sequencing and timing is at the sole discretion of the Province.

Further details as to the scope of this opportunity, deliverables, and the requirements are found in Sections 3, 4 and 6 of this RFP. Details on submission format and evaluation process are found in Sections 5, 7, 9 and 10 of this RFP.

## 2 RFP PROCESS RULES

### 2.1 Definitions

Throughout this Request for Proposals, the following definitions apply:

“**Addenda**” means all additional information regarding this RFP including amendments to the RFP;

“**BC Bid**” means the BC Bid website located at [www.bcbid.ca](http://www.bcbid.ca);

“**CAC**” means the Community Advisory Council

“**Closing Location**” includes the location or email address for submissions indicated on the cover page of this RFP, or BC Bid, as applicable;

“**Closing Time**” means the closing time and date for this RFP as set out on the cover page of this RFP;

“**Contract**” means the written agreement resulting from the RFP executed by the Province and the successful Proponent;

“**Contractor**” means the successful Proponent to the RFP who enters into a Contract with the Province;

“**Government Contact**” means the individual named as the contact person for the Province in the RFP;

“**Government Electronic Mail System**” or “**GEMS**” means the electronic mail system of the Province;

“**Metro**” means the Metro Vancouver Regional District

“**Minister**” means the Minister of Municipal Affairs and Housing

“**Ministry**” means the ministry of the government of British Columbia issuing this RFP; in this case the Ministry of Municipal Affairs and Housing;

“**Musqueam**” means the Musqueam First Nation

“**must**”, or “**mandatory**” means a requirement that must be met in order for a proposal to receive consideration;

“**Proponent**” means a person or entity (excluding its parent, subsidiaries or other affiliates) with the legal capacity to contract, that submits a proposal in response to the RFP;

“**proposal**” means a written response to the RFP that is submitted by a Proponent;

“**Province**” means Her Majesty the Queen in Right of the Province of British Columbia and includes the Ministry;

“**Request for Proposals**” or “**RFP**” means the solicitation described in this document, including any attached or

referenced appendices, schedules or exhibits and as may be modified in writing from time to time by the Province by Addenda; and

“**should**”, “**may**” or “**weighted**” means a requirement having a significant degree of importance to the objectives of the Request for Proposals.

“**study**” means the UEL Services, Structure and Governance Study

“**UBC**” means the University of British Columbia

“**UEL**” means the University Endowment Lands

“**Vancouver**” means the City of Vancouver

### 2.2 Acceptance of Terms and Conditions

Submitting a proposal indicates acceptance of all the terms and conditions set out in the RFP, including those that follow and that are included in all appendices and any Addenda.

A proposal must be signed by a person authorized to sign on behalf of the Proponent with the intent to bind the Proponent to the RFP and to the statements and representations in the Proponent’s proposal. A scanned copy of the signed cover page of this RFP is acceptable as is a cover letter identifying the Proponent, identifying the RFP and including a signature of an authorized representative of the Proponent that confirms the Proponent’s intent to be bound. For proposals submitted via BC Bid attachment of the e-bidding key to an electronic proposal constitutes the signature of an authorized representative of the Proponent and is acceptable without additional signature.

### 2.3 Submission of Proposals

- a) Proposals must be submitted before Closing Time to the Closing Location using one of the submission methods set out on the cover page of this RFP. Proposals must not be sent by fax, except in the circumstances set out below. The Proponent is solely responsible for ensuring that, regardless of submission method selected, the Province receives a complete Proposal, including all attachments or enclosures, before the Closing Time.
- b) For electronic submissions (BC Bid or email), the following applies:
  - (i) The Proponent is solely responsible for ensuring that the complete electronic

- Proposal, including all attachments, is received before Closing Time;
- (ii) The maximum size of each attachment must be 20 MB or less (Proponents are solely responsible for ensuring that email proposal submissions comply with any size restrictions imposed by the Proponent's internet service provider);
  - (iii) Proponents should submit email proposal submissions in a single email and avoid sending multiple email submissions for the same opportunity. If the file size of an electronic submission exceeds the applicable maximum size, the Proponent may make multiple submissions (BC Bid upload or multiple emails for the same opportunity) to reduce attachment file size to be within the maximum applicable size; Proponents should identify the order and number of emails making up the email proposal submission (e.g. "email 1 of 3, email 2 of 3...");
  - (iv) For email proposal submissions sent through multiple emails the Province reserves the right to seek clarification or reject the proposal if the Province is unable to determine what documents constitute the complete proposal;
  - (v) Attachments must not be compressed, must not contain a virus or malware, must not be corrupted and must be able to be opened. Proponents submitting by electronic submission are solely responsible for ensuring that any emails or attachments are not corrupted. The Province may reject proposals that are compressed, cannot be opened or that contain viruses or malware or corrupted attachments.
- c) Only pre-authorized e-bidders registered on BC Bid can submit electronic bids on BC Bid. BC Bid is a subscription service (\$150 per year) and the registration process may take two business days to complete. If using this submission method, Proponents should refer to the BC Bid website or contact BC Bid Helpdesk at 250-387-7301 for more information. An electronic proposal submitted on BC Bid must be submitted using the e-bidding key of an authorized representative of the Proponent. Using the e-bidding key of a subcontractor is not acceptable.
  - d) For email proposal submissions, including any notices of amendment or withdrawal referred to in Section 2.9, the subject line of the email and any attachment should be clearly marked with the name of the Proponent, the RFP number and the project or program title.
  - e) The Province strongly encourages Proponents using electronic submissions to submit proposals with sufficient time to complete the upload and transmission of the complete proposal and any attachments before Closing Time.
  - f) The Proponent bears all risk associated with delivering its Proposal by electronic submission, including but not limited to delays in transmission between the Proponent's computer and the Government Electronic Mail System or BC Bid.
  - g) While the Province may allow for email proposal submissions, the Proponent acknowledges that email transmissions are inherently unreliable. The Proponent is solely responsible for ensuring that its complete email proposal submission and all attachments have been received before Closing Time. If the Government Electronic Mail System rejects an email proposal submission for any reason, and the Proponent does not resubmit its proposal by the same or other permitted submission method before Closing Time, the Proponent will not be permitted to resubmit its proposal after Closing Time. The Proponent is strongly advised to contact the Government Contact immediately to arrange for an alternative submission method if:
    - (i) the Proponent's email proposal submission is rejected by the Government Electronic Mail System; or
    - (ii) the Proponent does not receive an automated response email from the Province confirming receipt of the email and all attachments within a half hour of the time the

email proposal submission was sent by the Proponent.

An alternate submission method may be made available, at the Province's discretion, commencing one half hour before the Closing Time, and it is the Proponent's sole responsibility for ensuring that a complete proposal (and all attachments) submitted using an approved alternate submission method is received by the Province before the Closing Time. The Province makes no guarantee that an alternative submission method will be available or that the method available will ensure that a Proponent's proposal is received before Closing Time.

## 2.4 Additional Information

All Addenda will be posted on BC Bid. It is the sole responsibility of the Proponent to check for Addenda on BC Bid. Proponents are strongly encouraged to subscribe to BC Bid's email notification service to receive notices of Addenda.

## 2.5 Late Proposals

Proposals will be marked with their receipt time at the Closing Location. Only complete proposals received and marked before the Closing Time will be considered to have been received on time. Proposals received late will be marked late and not considered or evaluated. In case of a dispute, the proposal receipt time as recorded by the Province at the Closing Location will prevail whether accurate or not.

## 2.6 Proposal Validity

Proposals will be open for acceptance for at least 90 days after the Closing Time.

## 2.7 Firm Pricing

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

## 2.8 Completeness of Proposal

By submitting a proposal, the Proponent warrants that, if the RFP is to design, create or provide a system or manage a program, all components required to run the system or manage the program have been identified in the proposal or will be provided by the Contractor at no additional charge.

## 2.9 Changes to Proposals

By submitting a clear and detailed written notice, the Proponent may amend or withdraw its proposal before

the Closing Time. Unless the RFP otherwise provides, Proponents should use a consistent submission method for submitting proposals and any amendments or withdrawals. Upon Closing Time, all proposals become irrevocable. The Proponent will not change any part of its proposal after the Closing Time unless requested by the Province for purposes of clarification.

## 2.10 Conflict of Interest/No Lobbying

- a) A Proponent may be disqualified if the Proponent's current or past corporate or other interests, or those of a proposed subcontractor, may, in the Province's opinion, give rise to an actual or potential conflict of interest in connection with the services described in the RFP. This includes, but is not limited to, involvement by a Proponent in the preparation of the RFP or a relationship with any employee, contractor or representative of the Province involved in preparation of the RFP, participating on the evaluation committee or in the administration of the Contract. If a Proponent is in doubt as to whether there might be a conflict of interest, the Proponent should consult with the Government Contact prior to submitting a proposal. By submitting a proposal, the Proponent represents that it is not aware of any circumstances that would give rise to a conflict of interest that is actual or potential, in respect of the RFP.
- b) A Proponent must not attempt to influence the outcome of the RFP process by engaging in lobbying activities. Any attempt by the Proponent to communicate for this purpose directly or indirectly with any employee, contractor or representative of the Province, including members of the evaluation committee and any elected officials of the Province, or with the media, may result in disqualification of the Proponent.

## 2.11 Subcontractors

- a) Unless the RFP states otherwise, the Province will accept proposals where more than one organization or individual is proposed to deliver the services described in the RFP, so long as the proposal identifies the lead entity that will be the Proponent and that will have sole responsibility to deliver the services under the Contract. The Province will enter into a Contract with the Proponent only. The evaluation of the Proponent will include evaluation of the resources and experience of proposed sub-contractors, if applicable.



- b) All subcontractors, including affiliates of the Proponent, should be clearly identified in the proposal.
- c) A Proponent may not subcontract to a firm or individual whose current or past corporate or other interests, may, in the Province’s opinion, give rise to an actual or potential conflict of interest in connection with the services described in the RFP. This includes, but is not limited to, involvement by the firm or individual in the preparation of the RFP or a relationship with any employee, contractor or representative of the Province involved in preparation of the RFP, participating on the evaluation committee or in the administration of the Contract. If a Proponent is in doubt as to whether a proposed subcontractor might be in a conflict of interest, the Proponent should consult with the Government Contact prior to submitting a proposal. By submitting a proposal, the Proponent represents that it is not aware of any circumstances that would give rise to a conflict of interest that is actual or potential, in respect of the RFP.
- d) Where applicable, the names of approved subcontractors listed in the proposal will be included in the Contract. No additional subcontractors will be added, nor other changes made to this list in the Contract without the written consent of the Province.

## 2.12 Evaluation

- a) Proposals will be assessed in accordance with the evaluation criteria. The Province will be under no obligation to receive further information, whether written or oral, from any Proponent. The Province is under no obligation to perform any investigations or to otherwise verify any statements or representations made in a proposal.
- b) Proposals from not-for-profit agencies will be evaluated against the same criteria as those received from any other Proponents.
- c) The Province may consider and evaluate any proposals from other jurisdictions on the same basis that the government purchasing authorities in those jurisdictions would treat a similar proposal from a British Columbia supplier.

## 2.13 Contract

- a) By submitting a proposal, the Proponent agrees that should its proposal be successful the Proponent will enter into a Contract with the

Province on substantially the same terms and conditions set out in Appendix A and such other terms and conditions to be finalized to the satisfaction of the Province, if applicable.

- b) Written notice to a Proponent that it has been identified as the successful Proponent and the subsequent full execution of a written Contract will constitute a Contract for the goods or services, and no Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

## 2.14 Contract Finalization Delay

If a written Contract cannot be finalized with provisions satisfactory to the Province within thirty days of notification of the successful Proponent, the Province may, at its sole discretion at any time thereafter, terminate discussions with that Proponent and either commence finalization of a Contract with the next qualified Proponent or choose to terminate the RFP process and not enter into a Contract with any of the Proponents.

## 2.15 Debriefing

At the end of the RFP process, all Proponents will be notified. Proponents may request a debriefing meeting with the Province.

## 2.16 Proponents’ Expenses

Proponents are solely responsible for their own expenses in participating in the RFP process, including costs in preparing a proposal and for subsequent finalizations with the Province, if any. The Province will not be liable to any Proponent for any claims, whether for costs, expenses, damages or losses incurred by the Proponent in preparing its proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

## 2.17 Limitation of Damages

By submitting a proposal, the Proponent agrees that it will not claim damages, for whatever reason, relating to the Contract or in respect of the competitive process, in excess of an amount equivalent to the reasonable costs incurred by the Proponent in preparing its proposal and the Proponent, by submitting a proposal, waives any claim for loss of profits if no Contract is made with the Proponent.

### 2.18 Liability for Errors

While the Province has used considerable efforts to ensure information in the RFP is accurate, the information contained in the RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the Province, nor is it necessarily comprehensive or exhaustive. Nothing in the RFP is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in the RFP.

### 2.19 No Commitment to Award

The RFP should not be construed as an agreement to purchase goods or services. The lowest priced or any proposal will not necessarily be accepted. The RFP does not commit the Province in any way to award a Contract.

### 2.20 No Implied Approvals

Neither acceptance of a proposal nor execution of a Contract will constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any federal, provincial, regional district or municipal statute, regulation or by-law.

### 2.21 Legal Entities

The Province reserves the right in its sole discretion to:

- a) disqualify a proposal if the Province is not satisfied that the Proponent is clearly identified;
- b) prior to entering into a Contract with a Proponent, request that the Proponent provide confirmation of the Proponent's legal status (or in the case of a sole proprietorship, the Proponent's legal name and identification) and certification in a form satisfactory to the Province that the Proponent has the power and capacity to enter into the Contract;
- c) not to enter into a Contract with a Proponent if the Proponent cannot satisfy the Province that it is the same legal entity that submitted the Proponent's proposal; and
- d) require security screenings for a Proponent who is a natural person, subcontractors and key personnel before entering into a Contract and decline to enter into a Contract with a Proponent or to approve a subcontractor or key personnel that fail to pass the security screenings to the Province's satisfaction.

### 2.22 Reservation of Rights

In addition to any other reservation of rights set out in the RFP, the Province reserves the right, in its sole discretion:

- a) to modify the terms of the RFP at any time prior to the Closing Time, including the right to cancel the RFP at any time prior to entering into a Contract with a Proponent;
- b) in accordance with the terms of the RFP, to accept the proposal or proposals that it deems most advantageous to itself;
- c) to waive any non-material irregularity, defect or deficiency in a proposal;
- d) to request clarifications from a Proponent with respect to its proposal, including clarifications as to provisions in its proposal that are conditional or that may be inconsistent with the terms and conditions of the RFP, without any obligation to make such a request to all Proponents, and consider such clarifications in evaluating the proposal;
- e) to reject any proposal due to unsatisfactory references or unsatisfactory past performance under contracts with the Province, or any material error, omission or misrepresentation in the proposal;
- f) at any time, to reject any or all proposals; and
- g) at any time, to terminate the competition without award and obtain the goods and services described in the RFP by other means or do nothing.

### 2.23 Ownership of Proposals

All proposals and other records submitted to the Province in relation to the RFP become the property of the Province and, subject to the provisions of the *Freedom of Information and Protection of Privacy Act* and the RFP, will be held in confidence. For more information on the application of the Act, go to [http://www.cio.gov.bc.ca/cio/priv\\_leg/index.page](http://www.cio.gov.bc.ca/cio/priv_leg/index.page).

### 2.24 Copyright

This document is subject to copyright and may be used, reproduced, modified and distributed to the extent necessary for the Proponent to prepare and submit a proposal.

### **2.25 Confidentiality Agreement**

The Proponent acknowledges that prior to the Closing Time it may be required to enter into a confidentiality agreement with the Province to obtain access to confidential materials relevant to preparing a proposal.

### **2.26 Alternative Solutions**

If more than one approach to deliver the services described in the RFP are offered, Proponents should submit the alternative approach in a separate proposal.

### **2.27 Collection and Use of Personal Information**

Proponents are solely responsible for familiarizing themselves, and ensuring that they comply, with the laws applicable to the collection and dissemination of information, including resumes and other personal information concerning employees and employees of any subcontractors. If the RFP requires Proponents to provide the Province with personal information of employees who have been included as resources in response to the RFP, Proponents will ensure that they have obtained written consent from each of those employees before forwarding such personal information to the Province. Such written consents should specify that the personal information may be forwarded to the Province for the purposes of responding to the RFP and used by the Province for the purposes set out in the RFP. The Province may, at any time, request the original consents or copies of the original consents from Proponents, and upon such request being made, Proponents will immediately supply such originals or copies to the Province.

### **2.28 Trade Agreements**

This RFP is covered by trade agreements between the Province and other jurisdictions, including the following:

- a) Canadian Free Trade Agreement;
- b) New West Partnership Trade Agreement; and
- c) Trade, Investment and Labour Mobility Agreement.

For more information, Proponents may contact the Government Contact.

### 3 SITUATION/OVERVIEW

#### 3.1 Background

The UEL covers a diversifying community of around 3,200 people. It consists of 1,200 hectares (3,000 acres) of land between Vancouver (east) and UBC (west) on the Point Grey Peninsula. Approximately 280 hectares (692 acres) of the land base is made up of residential, commercial and recreational property. The balance of land is Pacific Spirit Regional Park which was provided to Metro by the Province in 1989 for park use.

UEL is part of the traditional territory of the Musqueam, who carried out fishing, hunting, trapping and spiritual activities for thousands of years. Since 1925, this small urban residential community has been administered by the Province. While the UEL is included in Electoral Area A of Metro, the UEL operates under the authority of the *University Endowment Land Act* and the Bylaws and Official Community Plan made under that Act. The UEL Manager is appointed under that Act by the Minister and provided with delegated authority to administer the UEL. The UEL Manager and a very small staff (“UEL Administration”), with some supporting specialized consultant resources (e.g. land use planning; engineering), provide either directly or indirectly a similar range of services to those of a small municipality (e.g. building and planning functions; maintaining the public realm; public works; administration; water and fire protection). Costs of providing these services are primarily recovered from residents such as through fees and property taxes. The UEL’s CAC is an elected body that provides advice to the UEL Manager on UEL issues. The UEL is a Branch of the Ministry operating under provincial legislation and rules, with the Minister having ultimate law-making authority.

The UEL continues to face a number of challenges and pressures, including development, changing demographics, infrastructure needs, and community demand for change, as well as a representation gap. Until recently, UEL has been a stable, small urban residential, and affluent community dominated by single detached homes with very high assessment value. The community includes four distinct areas: Area A, Area B, Area C, and Area D, which includes the Village. Areas A, B, and C are single family residential areas. Area D is the commercial centre (the Village) and contains multi-family residential units. While the community does experience a high level of redevelopment of its single-family homes, there has been little to no population growth. However, this will change with the *leləm* development in Area D that received zoning approval in 2016. The *leləm* development, which is on fee simple land, is owned and being developed by the Musqueam as part of the Musqueam Reconciliation, Settlement and Benefits Agreement, 2008. Upon completion, the *leləm* development is expected to increase the population by up to 2,500 residents. As well, there has been recently interest in redevelopment of other properties in Area D.

There are multiple interests in the UEL community, including residents, the Musqueam, other governments such as Metro, neighbours such as Vancouver and UBC, and various service providers including different provincial agencies. UEL’s service and structure arrangements have been and continue to be of interest to many on the Point Grey Peninsula. Two (2) previous restructure studies (done in 1990 and 1995) considered UEL and UBC campus neighbourhoods together and included options to join Vancouver. The incorporation vote in 1995 was defeated. Current demographics in the UEL have changed dramatically since, along with the complexity of provincial interests. A survey of UEL residents and fact sheets, published in 2017, have laid some foundation for the study, but that initiative does not provide a fully comprehensive picture of present and projected service and structure needs for the UEL. The fact sheets and more background can be found here:

<https://www2.gov.bc.ca/gov/content/governments/local-governments/improvement-districts-governance-bodies/university-endowment-lands>

## 3.2 Scope

### 3.2.1 STUDY OBJECTIVES

The UEL Administration and the community are being challenged by demographic, development and other change pressures. The UEL Services, Structure and Governance Study is intended to examine and communicate UEL's current service responsibilities, pressures, and anticipated future needs; as well, it will help facilitate a discussion among UEL residents and key interests, helping to identify any potential opportunities to enhance efficient delivery of services that citizens need. This will lay the groundwork for the Province to consider options for potentially shifting to a new structure for service provision and jurisdiction that is not based in provincial direct administration.

The study has six (6) primary objectives:

- *Clarifying the current state of the UEL* - developing a full understanding of current service delivery structures to clarify current responsibilities for providing services to and by the UEL.
- *Projecting the future state of the UEL* - assessing projections for the state of the UEL in 30 years from now given possible population increase or other considerations in order to anticipate future service needs of the UEL.
- *Identifying service delivery gaps* - laying the groundwork to facilitate closing UEL service delivery gaps and corresponding representation gaps, which can help the community meet service demands and other interests.
- *Gathering perspectives of community and others through engagement and exploring interests* – undertaking structured conversations on jurisdiction and services to provide a way for the Province to hear from residents and key interests to better understand issues and perspectives around responsibilities and service provision.
- *Assessing transition matters* – identifying internal (to the Province) and external (to interests) issues and transition implications, and inventory what needs to be resolved, prior to any potential shift in service responsibilities in the UEL.
- *Understanding the impacts of change* – based on the above inputs, technical analysis, and comparison with similar communities, describing what service delivery and structures might look like under alternative models (e.g. taxes, range of services, and service relationships).

The Province is seeking one or more proponents to undertake some or all of the components of the study (see s. 3.2.3 for components based on the objectives). The number of contracts to be entered into, for which components, and their sequencing and timing is at the sole discretion of the Province.

### 3.2.2 ADMINISTRATION

The Ministry contact people for this study are:

Dianna Porter, Senior Program Analyst, Governance and Structure Branch, Local Government Division  
Ministry of Municipal Affairs and Housing

Brent Mueller, Director, Governance and Structure Branch, Local Government Division  
Ministry of Municipal Affairs and Housing

### 3.2.3 DESCRIPTION OF COMPONENTS FOR PROPONENT(S)

As a reminder, the study is intended to lay the groundwork for the Province to consider options for the future state of the UEL, such as potentially shifting to a new structure for service provision and jurisdiction that is not based in the Province's direct administration. The study that is described in this RFP, is part of a larger overall review process. The study will provide information to help the Province determine options and future steps. The study is not expected to recommend options.

The Province is seeking one or more proponents to undertake some or all of the components of the study. The number of contracts to be entered into, for which components, and their sequencing and timing is at the sole discretion of the Province.

For the purposes of this study, identified Ministry staff that provide the direction on this project are staff located in Victoria, BC, not UEL staff. UEL staff will be engaged separately by the contractor(s) for fact and information gathering purposes as needed.

Contractor(s) duties may include but are not limited to the four (4) key study components, based on the six (6) primary objectives.

<b>Key Study Component</b>	<b>Objective(s) of Key Study Component</b>	<b>Target Deliverable(s)</b>
Service Delivery: Current and Future	<ul style="list-style-type: none"> <li>• Clarifying the current state of the UEL</li> <li>• Projecting the future state of the UEL</li> <li>• Identifying service delivery gaps</li> </ul>	Spring 2020
Assessing Provincial and Community Structures	<ul style="list-style-type: none"> <li>• Assessing Provincial matters (inventory)</li> <li>• Understanding the impacts of change (e.g. cost comparisons with similar communities)</li> </ul>	Spring 2021
Engagement of Public: Phases 1 & 2	<ul style="list-style-type: none"> <li>• Gathering perspectives of the public, in particular community members through engagement and exploring interests</li> </ul>	Phase 1 - Fall 2020 Phase 2 - Fall 2021
Engagement of Specific Interested Groups: Phases 1 & 2	<ul style="list-style-type: none"> <li>• Gathering perspectives of specific interests (e.g. local governments)</li> </ul>	Phase 1 - Fall 2020 Phase 2 - Fall 2021

### *3.2.3.1 Service Delivery: Current and Future*

To the satisfaction of identified Ministry staff, provide a complete, updated picture of the UEL to serve as a baseline for education, comparison and engagement and to assess future community needs.

This will include, but is not limited to, updating existing baseline materials (e.g. the fact sheets and backgrounders) and/or creating new materials with:

- key community indicators, such as population, demographics, boundaries
- the development of a comprehensive catalogue of existing services, their delivery, costs, cost-recovery methods, infrastructure and decision-making processes
- the identification and description of the different roles, responsibilities and jurisdictions of all service providers
- the identification of current and future development plans
- other pressures facing the community / area
- the identification of service delivery gaps based on engagement of public and specific interested groups components (see 3.2.3.3 and 3.2.3.4) and any completed research into other comparable communities and Provincial matters (see 3.2.3.2)
- the identification of potential future service needs as a result of other initiatives and priorities surrounding the area. For example, assessing projections for the state of the UEL in 30 years from now given possible population increase, infrastructure needs or other considerations in order to anticipate future service needs of the UEL.

### *3.2.3.2 Assessing Provincial and Community Structures*

To the satisfaction of identified Ministry staff, provide a report that inventories transition considerations and, through the use of comparison with other community structures, describes what service and delivery might look like under alternative models. For clarity, this does not include an analysis of transition costs associated with shifting from one type of governance structure or jurisdiction to another but does include an analysis of costs under various models (i.e. for a similar sized community, the types of services that would be typically provided and their cost amounts). This report will be informed by the catalogue of existing services and potential services (described in 3.2.3.1) along with technical analysis to describe what services and community structures might look like under alternative models (e.g. taxes, range of services, and service relationships). It will include comparisons to analogous structures in BC (e.g. Vancouver). It may also be informed by working with other successful proponents and their materials (i.e. 3.2.3.1 'service delivery: current and future' component; 3.2.3.3 and 3.2.3.4 the 'engagement of public' and 'specific interested groups' components).

This will include, but is not limited to working with identified Ministry staff to catalogue provincial and other matters which would need to be addressed to implement any service or structure change, such as:

- current provincial assets and liabilities
- other areas of direct provincial administration and costs (e.g. IT services)
- labour matters
- land matters
- current obligations or contracts

### *3.2.3.3 Engagement of Public: Phases 1 & 2*

To the satisfaction of identified Ministry staff provide and undertake a phased engagement plan that allows the public -- in particular UEL community members -- to share their interests and perspectives around current and prospective future state responsibilities and service provision of the UEL.

This may include, but is not limited to:

- Working with Government Communications and Public Engagement of the Province of BC regarding public engagement processes and standards of the provincial government
- Using the materials and working with the proponents who completed other component materials of the study (e.g. updated fact sheets)
- Providing formal opportunities to allow engagement on a range of topics (e.g. components described in Sections 3.2.3.1 and 3.2.3.2)
- Using various techniques to allow feedback from broader UEL community (e.g. surveys, interviews, open-houses, multi-lingual materials etc.)

This engagement work will occur in phases to help inform (and be informed by) work of other components.

### *3.2.3.4 Engagement of Specific Interested Groups: Phases 1 & 2*

To the satisfaction of identified Ministry staff provide and undertake a phased engagement plan that allows specific interests to share their perspectives around current and prospective future state responsibilities and service provision of the UEL.

- Using the materials and working with the proponents who completed other component materials of the study (e.g. updated fact sheets).

- Providing formal opportunities to allow engagement on a range of topics (e.g. components described in Sections 3.2.3.1 and 3.2.3.2).
- Providing opportunities for input of key interests (e.g. CAC, Vancouver, Metro, UBC).
- Providing opportunity, at the discretion of First Nations, to engage (e.g. Musqueam and other First Nations with interests). Note, this is separate from Provincial constitutional duties to consult.
- Providing opportunity for engagement with additional government agencies or other organizations, in agreement with identified Ministry staff.

This engagement work will occur in phases to help inform (and be informed by) work of other components.

## **4 DELIVERABLES - BY COMPONENT**

There is latitude on how the deliverables are presented. Study components will overlap, and some may be undertaken concurrently or in phases. The work of one component may inform (and be informed by) work in the other components. The deliverables and timelines are subject to change but are provided to give proponents a general understanding of timing and sequencing of deliverables. Successful proponents may be expected to share their information with other successful proponents, and if necessary, work together to advance the objectives of this study. Successful proponents will be required to share drafts with and take into account feedback from identified Ministry staff. Respondents to this Request for Proposals must submit budget estimates by component and their expected overall cost (see Section 9). Respondents are also encouraged to, by component, submit mock outlines, work plans, or examples for consideration.

### **4.1 Deliverables - Service Delivery: Current and Future**

To the satisfaction of identified Ministry contact staff:

- Within two (2) weeks of the commencement of a contract, provide a work plan for activities in the component
- By January 2020, have a preliminary list of existing services and costs
- By February 2020, have a written progress report describing the different roles, responsibilities and jurisdictions of all current service providers
- By February 2020, have reviewed and updated existing information on UEL, including a community profile and picture of existing services, future services, and submit a draft of these materials to Ministry contact.
- By March 2020, have final presentation of materials that can be used to inform Engagements Phase 1.
- By March 2020, have final written report, in suitable formats to share publicly (e.g. online version), which includes the methodologies used for completing the updated materials and future projections.
- Further reports or other information materials, as directed and approved by identified Ministry staff, or arising from the worked as noted above.
- Ongoing meetings, as necessary, with Ministry staff and others to review how various matters can be addressed and what additional steps are needed.

### **4.2 Deliverables – Assessing Provincial and Community Structures**

- Within two (2) weeks of the commencement of a contract, provide a work plan for activities in the component



- By March 2021, using information gathered in ‘3.2.3.1 Service Delivery: Current and Future’ to assist in cataloguing: UEL provincial assets and liabilities; other areas of direct provincial administration and costs; labour considerations; land considerations; and current obligations resulting in a written report for Ministry.
- By April 2021, providing a written report that inventories transition considerations and through the use of comparison with other community structures, describes what service and delivery might look like under alternative models.
- By May 2021, identifying and cataloguing key policy and implementation issues and questions that will need to be addressed, including for the Province and for others. As necessary, using the material provided by ‘Engagement – Phase 1’ to consider issues and questions.
- By May 2021, providing a final report which includes information on next steps.
- Ongoing meetings with Ministry staff and others to review how various matters can be addressed and what additional steps are needed.

### **4.3 Deliverables – Engagement of Public: Phases 1 & 2**

- By April 2020, preparing a public engagement strategy for review by the Ministry. Using outreach techniques to engage the public, in particular community members, in multiple ways and manners (e.g. technology, public open houses, surveys, and interviews).
- Providing a written report on the perspectives of the public/community in Phase 1 by September 2020.
- Providing a written report on the perspectives of the public/ community in Phase 2 by September 2021.
- Provided a final written report on the perspectives of the public/ community.
- Ongoing meetings with Ministry staff and others to review how various matters can be addressed and what additional steps are needed

### **4.4 Deliverables – Engagement of Specific Interested Groups: Phases 1 & 2**

- As a reminder, the timelines below are guidelines to ensure other project component deliverables can be informed by the findings of the engagement processes.
- By April 2020, preparing an engagement plan for the ‘specific interested groups’ for review by the Ministry. This may include but is not limited to determining if parties are interested in engaging, determining preferences for engaging, creating a timeline for engaging with groups, and seeking clarity on engagement findings.
- Providing a written report on the perspectives each participating interested group in Phase 1 by September 2020.
- Providing a written report on the perspectives of each participating interested group in Phase 2 by September 2021.
- Provided a final written report on the perspectives of the public/ community.
- Ongoing meetings with Ministry staff and others to review how various matters can be addressed and what additional steps are needed

## **5 CONTRACT**

### **5.1 Contract Terms and Conditions**

The successful Proponent(s) will perform the services for up to two (2) years with the option to renew for up to one additional one-year period. Starting and ending dates are dependent on the components of work contractor is

undertaking (see Section 3.2.3). The successful proponent(s) contract may include an option to renew at the Province’s sole discretion and subject to budget availability.

Proponents should review carefully the terms and conditions set out in Appendix A, including the Schedules.

## **5.2 Related Documents**

A non-disclosure agreement may be signed with the successful Proponent(s).

## **6 REQUIREMENTS**

In order for a proposal to be considered, a Proponent must clearly demonstrate that they meet the mandatory requirements set out in Section 10.1 Mandatory Criteria of the RFP.

This Section includes “Response Guidelines” which are intended to assist Proponents in the development of their proposals in respect of the weighted criteria set out in Section 10.2 of the RFP. The Response Guidelines are not intended to be comprehensive. Proponents should use their own judgement in determining what information to provide to demonstrate that the Proponent meets or exceeds the Province’s expectations.

Please address each of the following items in your proposal in the order presented. Proponents may find it helpful to use the individual Response Guidelines as headings for proposal responses.

### **Component #1 – Service Delivery: Current and Future**

#### **6.1.1 CAPABILITIES**

Responses should include two (2) examples of projects completed in the last three (3) years and include details on the following:

- Expertise in provincial and local government operations/relations;
- Extensive experience working on policy/legislative and related issues, projects and processes in or for provincial government, local government or other relevant public sector environments;
- Understanding of provincial interests relating to local government issues/context;
- Knowledge of the UEL, its functions and context;
- Knowledge and capacity to objectively apply expertise in local government services, governance, finance, and inter-jurisdictional relationships; and
- Relevant experience and qualifications of staff/subcontractors for the project (per attached resumes).

#### **6.1.2 PROJECT PLANNING AND MANAGEMENT EXPERIENCE**

Responses should include details on the following:

- Demonstrated experience planning, implementing, and completing complex high-profile projects;
- Proposed outline of component plan, including scope and design, and the relative amount of time expected to be devoted to each of the described deliverables of this component;
- Ability to complete the work within the timeframes identified in the RFP;
- Extent to which the project plan demonstrates an understanding of the scope of the work required; and
- Degree to which the proposed methodology meets the deliverables of this RFP component.

**6.1.3 MULTI-JURISDICTIONAL TEAM WORK**

To ensure the proponent has the capability to work as part of a multi-jurisdictional team, responses should include:

- Demonstrated experience collaborating with various teams on multi-faceted project (this would be especially relevant should components of the contract be awarded to multiple contractors); and
- Consideration of multi-jurisdictional team work in mock outlines, work plans, or examples submitted for consideration.

**6.1.4 PROPONENT ABILITY TO MEET MINISTRY NEEDS – CAPACITY**

Responses should provide the following:

- One (1) named individual to provide consistent support throughout the project;
- Details on schedule flexibility;
- Demonstrated ability to work cooperatively and effectively with Ministry staff; and
- Appreciation of the dynamic and sensitive nature of the project environment.

**Component #2 – Assessing Provincial and Community Structures****6.1.5 CAPABILITIES – PROVINCIAL OPERATIONS**

Responses should include two (2) examples of projects completed in the last three (3) years and include details on the following:

- Expertise in provincial operations/relations;
- Extensive experience working on policy/legislative and related issues, projects and processes in or for provincial government, or other relevant public sector environments;
- Understanding of provincial interests relating to local government issues/context;
- Knowledge of the UEL, its functions and context; and
- Relevant experience and qualifications of staff/subcontractors for the project (per attached resumes).

**6.1.6 CAPABILITIES – LOCAL GOVERNMENT OPERATIONS**

Responses should include two (2) examples of projects completed in the last three (3) years and include details on the following:

- Expertise in local government operations /relations, especially in a BC context;
- Expertise working on local government policy/legislative and related issues, projects and processes, in particular experience with feasibility and restructure studies;
- Knowledge and capacity to objectively apply expertise in local government services, governance, finance, and inter-jurisdictional relationships; and
- Relevant experience and qualifications of staff/subcontractors for the project (per attached resumes).

**6.1.7 PROJECT PLANNING AND MANAGEMENT EXPERIENCE**

Responses should include details on:

- Demonstrated experience planning, implementing, and completing complex high-profile projects;
- Proposed outline of component plan, including scope and design, and the relative amount of time expected to be devoted to each of the described deliverables of this component;
- Ability to complete the work within the timeframes identified in the RFP;
- Extent to which the project plan demonstrates an understanding of the scope of the work required; and
- Degree to which the proposed methodology meets the deliverables of this RFP component.

**6.1.8 MULTI-JURISDICTIONAL TEAM WORK**

To ensure the proponent has the capability to work as part of a multi-jurisdictional team, responses should include:

- Demonstrated experience collaborating with various teams on multi-faceted project (this would be especially relevant should components of the contract be awarded to multiple contractors); and
- Consideration of multi-jurisdictional team work in mock outlines, work plans, or examples submitted for consideration.

**6.1.9 PROPONENT ABILITY TO MEET MINISTRY NEEDS – CAPACITY**

Responses should provide the following:

- One (1) named individual to provide consistent support throughout the project;
- Details on schedule flexibility;
- Demonstrated ability to work cooperatively and effectively with Ministry staff; and
- Appreciation of the dynamic and sensitive nature of the project environment.

**Component #3 – Engagement of Public: Phases 1 & 2****6.1.10 CAPABILITIES**

Responses should include two (2) examples of projects completed in the last three (3) years and include details on the following:

- Knowledge of the UEL, its functions and context;
- Knowledge and capacity to objectively apply expertise in local government services, governance, finance, and inter-jurisdictional relationships;
- Understanding of provincial interests and objectives relating to local government issues/context and professional full-service public engagement services; and
- Relevant experience and qualifications of staff/subcontractors for the project (per attached resumes).

**6.1.11 EXPERIENCE**

Responses should include demonstrated experience in:

- Conducting appropriate interaction with the public (communities/residents), including dealing with potentially conflicting and strongly held views;
- Planning, facilitating and implementing engagement processes involving complex public policy issues for governments;
- Conducting public engagement, including developing benchmarks for success (e.g. demographics, participants) and use of a variety of methods of engagement to reach participants;
- Developing and executing complex outreach strategies that reach diverse audiences and will help to get the word out and result in more participation in public engagement initiative;
- Organizing and executing engagement processes that bring together representative groups of participants for feedback, based on selection criteria (e.g. age, ethnic background, community connection);
- Categorizing, tagging and clearly summarizing quantitative and qualitative engagement data; and
- Writing documents for publication for varied audiences, including local government, provincial government and the public.

**6.1.12 MULTI-JURISDICTIONAL TEAM WORK**

To ensure the proponent has the capability to work as part of a multi-jurisdictional team, responses should include:

- Demonstrated experience collaborating with various teams on multi-faceted project (this would be especially relevant should components of the contract be awarded to multiple contractors); and
- Consideration of multi-jurisdictional team work in mock outlines, work plans, or examples submitted for consideration.

#### **6.1.13 PROPONENT ABILITY TO MEET MINISTRY NEEDS – CAPACITY**

Responses should provide the following:

- One (1) named individual to provide consistent support throughout the project;
- Details on schedule flexibility;
- Demonstrated ability to:
  - work cooperatively and effectively with Ministry staff;
  - work with centralized public engagement services of the Province (more information here: <https://www2.gov.bc.ca/gov/content/governments/services-for-government/service-experience-digital-delivery/citizen-engagement>); and
- Appreciation of the dynamic and sensitive nature of the project environment.

### **Component #4 – Engagement of Specific Interested Groups: Phases 1 & 2**

#### **6.1.14 CAPABILITIES**

Responses should include two (2) examples of projects completed in the last three (3) years and include details on the following:

- Knowledge of the UEL, its functions and context;
- Knowledge and capacity to objectively apply expertise in local government governance, finance, and inter-jurisdictional relationships;
- Understanding of provincial interests relating to local government issues/context;
- Relevant experience and qualifications of staff/subcontractors for the project (per attached resumes);
- Knowledge of BC Indigenous peoples, including First Nations with interests in the UEL;
- Knowledge of the principles on which the Province bases its relations and engagement with First Nations; and
- Ability to facilitate and organize culturally sensitive and appropriate meetings and materials with Indigenous people and organizations.

#### **6.1.15 EXPERIENCE**

Responses should include demonstrated experience in:

- Conducting diplomatic interaction with a variety of groups and potentially conflicting interests;
- Planning, facilitating and implementation engagement processes involving complex public policy issues for governments;
- Writing documents for publication for varied audiences, including local government, provincial government and the public; and
- Building meaningful, respectful, ongoing relationships with Indigenous peoples.

#### **6.1.16 MULTI-JURISDICTIONAL TEAM WORK**

To ensure the proponent has the capability to work as part of a multi-jurisdictional team, responses should include:

- Demonstrated experience collaborating with various teams on multi-faceted project (this would be especially relevant should components of the contract be awarded to multiple contractors); and

- Consideration of multi-jurisdictional team work in mock outlines, work plans, or examples submitted for consideration.

#### **6.1.17 PROPONENT ABILITY TO MEET MINISTRY NEEDS – CAPACITY**

Responses should provide the following:

- One (1) named individual to provide consistent support throughout the project;
- Details on schedule flexibility;
- Demonstrated ability to work cooperatively and effectively with Ministry staff; and
- Appreciation of the dynamic and sensitive nature of the project environment.

## **7 REFERENCES**

Proponents should provide a minimum of two (2) references (i.e. names and contact information) of individuals who can verify the quality of work provided specific to the relevant experience of the Proponent and of any subcontractors named in the proposal. References from the Proponent's own organization or from named subcontractors are not acceptable.

The Province may in its sole discretion, but is under no obligation to, check Proponent and subcontractor references without first notifying the Proponent or its subcontractors. The Province reserves the right to seek additional references independent of those supplied by the Proponent, including internal references in relation to the Proponent's and any subcontractor's performance under any past or current contracts with the Province or other verifications as are deemed necessary by it to verify the information contained in the proposal and to confirm the suitability of the Proponent.

Further to the Province's reservation of rights under Section 2.22, if the Proponent is deemed unsuitable by the Province in its sole discretion due to unsatisfactory references, or if the proposal is found to contain material errors, omissions or misrepresentations, the Proponent's proposal may be rejected.

### **Response Guideline for References**

Provide a minimum of two (2) references specific to the experience cited, each of which includes a contact name, phone number and email address for each Component submitting for.

## **8 PRICE**

Prices quoted will be deemed to be:

- a) in Canadian dollars;
- b) inclusive of duty, FOB destination, and delivery charges where applicable; and
- c) *exclusive* of any applicable taxes.

### **Response Guidelines for Price**

Provide a price for each Component submitting for:

1. The overall value of the contract (assuming completion of all components) is not expected to exceed \$300,000 (for all components over the entire timeframe of the study) and may be lower in value depending on business needs.
2. The proponent should provide a clear indication of the price that would be charged and the anticipated total cost for each component on which the proponent has applied; if further budget details are provided, they should also be provided per component.
3. Proponents to provide an all-inclusive hourly rate for the services that includes all costs and expenses.

Price Evaluation

The lowest price per point, where the overall price is divided by the points awarded to everything else to determine the price per point.

**9 PROPOSAL FORMAT**

Proponents should ensure that they fully respond to all requirements in the RFP in order to receive full consideration during evaluation.

The following format, sequence and instructions should be followed in order to provide consistency in Proponent response and ensure each proposal receives full consideration. All pages should be consecutively numbered.

- a) Signed cover page (see Section 10.1 Mandatory Criteria).
- b) Table of contents including page numbers.
- c) A short (one or two page) summary of the key features of the proposal.
- d) The body of the proposal, including pricing, i.e. the “Proponent Response” maximum two (2) pages for each component.
- e) Appendices, appropriately tabbed and referenced.
- f) Identification of Proponent (legal name).
- g) Identification of Proponent contact (if different from the authorized representative) and contact information – address, phone number and email address.

Proponents to include the check box below as a submission cover page and use the same headings for proposal responses.

1. Indicate which of the four (4) key components the Proponent is submitting for (may submit for one, some or all):

Check Box	Key Study Component	Target Deliverable(s)
<input type="checkbox"/>	Service Delivery: Current and Future	Spring 2020
<input type="checkbox"/>	Assessing Provincial and Community Structures	Spring 2021
<input type="checkbox"/>	Engagement of Public: Phases 1 & 2	Phase 1 - Fall 2020 Phase 2 - Fall 2021
<input type="checkbox"/>	Engagement of Specific Interested Groups: Phases 1 & 2	Phase 1 - Fall 2020 Phase 2 – Fall 2021

## 10 EVALUATION

Evaluation of proposals will be by a committee formed by the Province and may include employees and contractors of the Province and other appropriate participants.

The Province's intent is to enter into one or more Contracts for one or more Components with one or more Proponent(s) who have met all mandatory criteria and minimum scores (if any) and who has the highest overall ranking. Proponents can submit proposals for one or more of the components of the study and must clearly indicate for which component(s) they are submitting and wish to be considered.

Proposals will be assessed in accordance with the entire requirement of the RFP, including mandatory and desirable criteria.

### 10.1 Mandatory Criteria

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

Mandatory Criteria
The proposal must be received at the Closing Location before the Closing Time.
The proposal must be in English.
The proposal must be submitted using one of the submission methods set out on the cover page of the RFP and in accordance with Section 2.3.
The proposal must either (1) include a copy of the cover page that is signed by an authorized representative of the Proponent or (2) otherwise identify the RFP, identify the Proponent and include the signature of an authorized representative of the Proponent that confirms the Proponent's intent to be bound, or (3) be submitted by using the e-bidding key on BC Bid (if applicable) in accordance with the requirements set out in Section 2.2.



## 10.2 Weighted Criteria

Proposals meeting all the mandatory criteria will be further assessed against the following desirable weighted criteria. Proponents that do not meet a minimum score within the desirable weighted criterion will not be evaluated further.

This Section is intended to assist Proponents in the development of their proposals in respect of the desirable weighted criteria set out below. It is not intended to be comprehensive. Proponents should use their own judgement in determining what information to provide to demonstrate that the Proponent meets or exceeds the Province's expectations (see Section 6). All four (4) components of the study will require sophisticated issues assessment and knowledge of provincial and local government operations / relations.

<b>Component #1 - Service Delivery – Current and Future</b>		
<b>Desirable Weighted Criteria</b>	<b>Weight</b>	<b>Minimum score</b>
<b>Capabilities</b>	50	30
<b>Project planning and management experience</b>	15	10
<b>Multi-jurisdictional team work</b>	15	10
<b>Proponent ability to meet Ministry needs – capacity</b>	15	10
<b>Price (Section 9)</b>	5	-
<b>TOTAL</b>	<b>100</b>	<b>60</b>

<b>Component #2 - Assessing Provincial and Community Structures</b>		
<b>Desirable Weighted Criteria</b>	<b>Weight</b>	<b>Minimum score</b>
<b>Capabilities – Provincial operations</b>	30	20
<b>Capabilities – local government operations</b>	20	14
<b>Project planning and management experience</b>	15	10
<b>Multi-jurisdictional team work</b>	15	10
<b>Proponent ability to meet Ministry needs – capacity</b>	15	10
<b>Price (Section 9)</b>	5	-
<b>TOTAL</b>	<b>100</b>	<b>64</b>

<b>Component #3 - Engagement of Public: Phases 1 &amp; 2</b>		
<b>Desirable Weighted Criteria</b>	<b>Weight</b>	<b>Minimum score</b>
<b>Capabilities</b>	30	18
<b>Experience</b>	30	18
<b>Multi-jurisdictional team work</b>	20	12
<b>Proponent ability to meet Ministry needs – capacity</b>	10	6
<b>Price (Section 9)</b>	10	-
<b>TOTAL</b>	<b>100</b>	<b>54</b>

<b>Component #4 - Engagement of Specific Interested Groups: Phases 1 &amp; 2</b>		
<b>Desirable Weighted Criteria</b>	<b>Weight</b>	<b>Minimum score</b>
<b>Capabilities</b>	30	18
<b>Experience</b>	30	18
<b>Multi-jurisdictional team work</b>	20	12
<b>Proponent ability to meet Ministry needs – capacity</b>	10	6
<b>Price (Section 9)</b>	10	-
<b>TOTAL</b>	<b>100</b>	<b>54</b>

## Appendix A - Contract Form

By submitting a proposal, the Proponent agrees that should its proposal be successful, the Proponent will enter into a Contract with the Province on substantially the same terms and conditions of the following, and such other terms and conditions to be finalized to the satisfaction of the Province: General Services Agreement at <http://www2.gov.bc.ca/gov/content/governments/services-for-government/bc-bid-resources/templates-and-tools/service-contract-templates/general-service-agreement-information>

The following schedules will be included in the Contract:

- Schedule A (Services)
- Schedule B (Fees)
- Schedule C (Subcontractors, if applicable)
- Schedule D (Insurance)
- Schedule E (Privacy)
- Schedule F (Additional Terms)
- Schedule G (Not required)