



*Sault Ste. Marie*  
**ECONOMIC  
DEVELOPMENT  
CORPORATION**

**Invest**   
**Sault Ste. Marie**

**REQUEST FOR PROPOSAL**  
**Professional Services to develop a business case for a Centre of Excellence for  
Energy**

**TERMS OF REFERENCE**

**BY**

**BUSINESS SAULT STE. MARIE**

**A DIVISION OF THE  
SAULT STE. MARIE ECONOMIC DEVELOPMENT CORPORATION**

**September 5, 2018**

**This project is supported through the Government of Canada and Ontario**



## 1.0 Background

The Sault Ste. Marie Economic Development Corporation (SSMEDC) is a not-for-profit Corporation, funded by public and private partners. It is the community's leader in supporting sustainable growth and development of the local economy.

### ***Vision Statement***

Our community, City Council and other partners recognize and value the Corporation as their source for leadership and support in shaping and creating a competitive, sustainable and thriving economy for Sault Ste. Marie.

By 2020, Sault Ste. Marie will be recognized as a leading community having an increasingly diverse, sustainable and globally competitive economy supported by energy, manufacturing, innovation, research, small business and tourism sectors.

### ***Mission Statement***

To support the sustainable growth and the further development of a diversified community economy through activities and undertakings, which facilitate:

- the creation and retention of wealth in the community;
- increasing productivity and global competitiveness;
- inward investment and trade; and,
- the marketing and promotion of local business development and tourism.

## 2.0 Introduction

In 2012, the Sault Ste. Marie Innovation Centre (SSMIC) along with various community partners including the SSMEDC developed a "Smart Energy Strategy" for Sault Ste. Marie. Parker Venture Management Inc. worked with the various partners in the community to develop the strategy along with recommendations. In 2016 the strategy was revisited and next steps and recommendation were developed. The recommendations enable the community to potentially hedge against energy price increases. Long-term actions as described in the recommendations will help increase energy affordability, quality and reliability. These benefits make Sault Ste. Marie increasingly resilient and attractive to businesses and its citizens.

Continued advancement of the Strategy will solidify the community's brand as a *recognized* global energy leader. The Strategy serves to boost the City's economic growth potential *beyond* existing world class investments in clean energy generation such as wind, solar, and hydro. As a result of these investments, the community will be exposed to an increasing number of *new* business opportunities which have the potential to expand economic activity, post-secondary growth and the creation of jobs. Sault Ste. Marie has the ingredients to attract and sustain economic growth in the energy industry.

In 2017 SSMEDC completed a comprehensive sector-based analysis. This analysis work built on the completion of the competitiveness review of the community (KPMG 2016) and the creation of enhanced business profiles which identify the competencies and capacities of the leading firms in the community. The development of the broad sector-based assessment, including all relevant analysis, enables the SSMEDC and their various partners to target key sectors for growth in the community of Sault Ste. Marie.

The analysis has identified four (4) targeted priority sectors in Sault Ste. Marie that represent the greatest opportunities to grow existing business and infrastructure, create new industry and business leveraging Sault Ste. Marie's existing assets, and attract investment to the community.

The four priority sectors are:

1. Advance Steel Manufacturing and Fabrication
2. Digital Steel
3. Smart Energy/Clean Tech/ Green Energy
4. Lottery & Gaming

Further to identifying the above-mentioned priority areas opportunities and targeted companies were highlighted for further exploration and opportunity analysis.

### **3.0 The Assignment**

The SSMEDC with community partners is continuing the execution of the Invest Sault Ste. Marie strategy by developing a business plan for the creation of new Centre of Excellence for Energy (CENEX) which was an initiative that was identified in the original strategy. It is envisioned that the CENEX would include applied research facilities and focus on commercialization of technologies. CENEX would host a number of private sector tenants, as well as potential local tenants and provide demonstration capabilities for local developments and infrastructure such as smart grid, battery storage and other.

This Request for Proposal (RFP) invites respondents to present a proposal to the Sault Ste. Marie Economic Development Corporation for the provision of consulting services to undertake the development of a business plan/case for the creation of a new Centre of Excellence for Energy.

### **3.1 Scope of Work**

The overall purpose of the consulting services is:

1. Develop a business case for a Centre of Excellence for Energy (CENEX), including:
  - a. Review and understand the current Smart Energy Strategy
  - b. Facilitate the Identification and prioritization opportunities that would be central components to CENEX
  - c. Work with key partners to refine and further solidify the vision
  - d. Develop an overview of CENEX model and its components

- e. Identify the space requirements and infrastructure for CENEX
- f. Develop an operating plan
- g. Identify options for implementation
- h. Develop detail financial plan for operations

### **3.2 Key Activities**

The selected consultant will engage appropriate key resources and partners to complete the following scope of work.

The consultant will:

#### ***Develop a Business Plan/Case for a Centre of Excellence- Energy***

1. Facilitate the Identification and prioritization of opportunities that would be central components to CENEX
2. Work with key partners to validate and articulate the vision for the Centre
3. Develop and recommend the design of the facility along with potential tenants
4. Identify options for implementation (green field, brown field etc.)
5. Develop detailed financial options including revenue potential, expenses, start-up costs and ongoing budgets based on options and alternatives
6. Develop final report

### **3.3 Deliverables for the Project**

The Project Deliverables defined below are the minimum requirements for the execution of this work effort. Should the proponent feel that it is desirable to produce additional deliverables, then these should be described explicitly in the proposal.

Deliverables shall be made available as follows:

- Kick Off meeting
- Progress reports on a weekly basis
- Facilitated prioritization session with community partners
- Draft plan/case
- Final Plan/case
- Minimum 2 community visits
- 5 Print copies of all reports
- An electronic copy of all the above in an appropriate format
- To store the electronic copy and provide if required for a period of up to 5 years

### **4.0 Mandatory Requirements**

#### **4.1 Experience**

The required experience must comprise, but is not limited to the following:

- Demonstrated experience in Business (energy sector preferably) and Economic Development
- Demonstrated success performing community assessments, strategy development and planning (including financial models and associated analysis);
- Demonstrated experience in research and report writing; and,
- Ability to be creative.

#### **4.2 Knowledge, Skills and Abilities**

- Demonstrated strong project management skills;
- Experience with engagement strategies and working with stakeholders;
- Excellent verbal communication skills, particularly community engagement and facilitation skills;
- Excellent written skills;
- Ability to work collaboratively with various stakeholders;
- Demonstrated ability to meet timelines;
- Proficiency in Microsoft Office including Word, Excel, Access, and Power Point; and
- Valid Ontario Driver's License and appropriate travel documentation as required.

#### **4.3. Independence**

Any consultant included in the proposal should be independent of the SSMEDC.

An individual or firm is considered not independent if during the 12 months prior to the awarding of the contract they were:

- a member of the Board of Directors of the SSMEDC or an employee of the SSMEDC or;
- a member of the immediate family or dependent of a member of the Board of Directors of the SSMEDC or an employee of the SSMEDC.

#### **4.4 Confidentiality**

It is understood that the successful proponent may be required to retain information and copies of the findings and resultant report(s). However, the project undertaken, findings and the resultant report(s) are understood to be the property of the SSMEDC and shall remain confidential to the successful proponent and the project team.

The proponent shall indicate in the proposal that this is agreed to and upon awarding of the proposal may be requested to sign a document agreeing to this.

#### **5.0 Proposal Format**

##### **5.1 Envelope**

All respondents must submit 5 paper copies of their Proposal containing the detailed information, as requested in this section and structured according to the format and numbering scheme used in this RFP.

## **5.2 Corporate Identification and Contact**

Each respondent should provide their full legal name; if incorporated, and the name, title, address, telephone number, facsimile number and e-mail address of the individual to be contacted with respect to the submission.

## **5.3 Project Team and Experience**

Respondent should identify all proposed key team member(s) and their role in the project. For each proposed member indicate:

- Name and corporate association; if different from contact;
- Role in the project;
- A brief description of the individuals' qualifications and their experience, both professional and practical;
- A list of relevant previous assignments and a brief description of their role. Resumes should be attached as an Appendix to this proposal;

Proposals should describe in detail how the project will be managed, including time lines, with corresponding identification of project team structure and individual task assignments.

## **5.4 Comprehension of the Assignment**

Indicate your understanding of the scope and complexity of the assignment. Indicate the problems/issues likely to be encountered.

## **5.5 Approach**

The development of the project management plan will involve considerable consultation with the SSMEDC and staff lead.

Describe your methodology in the preparation of the project management plan; who would you contact/interview etc., additional reference material and source documentation, resources to be used and any other relevant and/or unique attributes of your approach.

## **5.6 Project Plan and Schedule**

The respondent should include a proposed project plan (including schedule/timetable and deliverables, with the identification of team member involvement).

Time frames of the contract will be based on the date the contract is awarded.

## **5.7 Fees and Expenses**

Each respondent is responsible for any and all costs and expenses incurred in the performance of the project.

The proposal should specify the total fees and expenses in order to complete the project. This should be broken down as follows:

- A firm not-to-exceed price for all fees and expenses (excluding HST) for all activities including study after-care
- Hours by project team member
- Hourly rate by project team member
- Total charge by project team member
- Expenses by major category (i.e., travel, accommodation, photocopying, long distance telephone, etc.)
- Costs and expenses for study aftercare

The proposal should include hourly rates for project team members' time if required to provide additional services over and above those noted in the proposal (i.e., attendance at meetings to explain management plan etc.). The proposal should also include the policy with respect to billings should the actual time taken be less than that indicated in the proposal.

## **5.8 Project Budget**

Proponents are advised that the general budget allocation for all parts of this project will not exceed a combined total of \$25,000 CDN inclusive of disbursements, exclusive of HST. Proponents are advised that explicit agreement should be provided indicating that the quoted price is good for sixty (60) days.

## **5.9 Acceptance or Rejection of Proposal**

SSMEDC reserves the right to reject any or all proposals and to waive formalities as the interest of SSMEDC may require without stating reasons.

Notwithstanding and without restricting the generality of the statement immediately above, SSMEDC will not be required to award and accept a proposal:

- When only one (1) proposal has been received as a result for the Current Request for Proposal;
- Based on price (i.e. lowest price);
- Where the lowest quotation by a Vendor substantially exceeds the estimated cost of the project;
- When all proposals received fail to comply with the specifications or proposal terms and conditions;
- Where a change in the scope of work or specifications is required; and/or

- Where the proposal documents do not state a definite work schedule and a submitted proposal is based on an unreasonable work schedule.

## **6.0 Proposal Submission**

Submission should be sent to the attention of:

Nevin Buconjic  
Manager of Trade, Investment & Community Marketing  
Business Sault Ste. Marie  
99 Foster Drive, Level 1, Sault Ste. Marie, ON. P6A 5X6

Submission should arrive no later than 4:00 pm, September 28, 2018

Questions can be directed to Nevin Buconjic at 705-759-5928 or [n.buconjic@ssmedc.ca](mailto:n.buconjic@ssmedc.ca).

## **7.0 General**

### **7.1 Notification**

The Working Committee anticipates that it will have reviewed all responses to this Request For Proposal by October 9, 2018. The successful respondent will be notified via email by October 12, 2018 of the Conditional Award. The unsuccessful respondents will also be informed via email.

### **7.2 Contract Award**

The award of this RFP is conditional upon the successful respondent entering into an Agreement to perform the services and other obligations as required by this RFP.

### **7.3 Payment of Fees**

The SSMEDC will pay the fees of the consultant as follows:

20% - of the quoted fees on acceptance of their Inception Plan.

40% - of the quoted consultant fees on submission of the Final Draft Report

40% - of the quoted consultant fees on the acceptance of the Final Report.

## **8.0 Selection and Evaluation Criteria**

Proposals will be assessed on the following:

- Demonstrated experience with an understanding of the desired outcome;
- Proposed applicant's experience, understanding and expertise in relevant work;



- Quality of the proposal, including the methodology and approach to be used;
- Expected ability to deliver initiatives on time and within budget.

The award shall be made to the applicant whose qualifications and experiences are deemed to be the best fit for the requirements of the contract work.

Submitted proposal packages do not in any way constitute a binding agreement between SSMEDC and any applicant. SSMEDC shall not be obligated in any manner to any Applicant, unless and until the applicable documents are supplied and a written contract has been duly executed between SSMEDC and the successful applicant. SSMEDC reserves the right to reject any and all application package.

SSMEDC will evaluate submitted proposal packages on the basis of overall fit with the contract requirements. Additional information may be requested by phone or interview. Applications will be scored using the criteria below:

***Mandatory:***

Proposal Received on time	Pass/Fail
Disclosure statement: any actual or potential conflict of interest	Pass/Fail

- ***Experience and Skills: (40%)***

An overview of the individual, highlighting relevant areas of experience and similar project completed for nonprofit organizations. Experience in the following is considered relevant to this project:

- Demonstrated experience in Business (energy sector preferably) and Economic Development
- Project management
- Communication and marketing
- Community development
- Post-secondary education and minimum 7 years' experience
- Experience working with community networks/advisory committees and various stakeholders

- ***Draft project plan shows an understanding of the project (40%)***
- ***3 References (Including a minimum of one Project Management past client)(10%)***
- ***Financial Considerations: (10%)***
  - Hourly, project rate, affordability
  - Estimated Expenses

***Total Score: 100%***

## 9.0 Freedom of Information

The contents of the proposal and all documentation of information submitted shall be held in confidence by SSMEDC subject only to the provision of freedom of information and privacy legislation, including without limitation the Municipal Freedom of Information and Protection of Privacy Act. All written proposals received by SSMEDC become a public record, once a proposal is accepted by SSMEDC and a contract is signed, all information contained in it is available to the public including personal information.

Any personal information required in the proposal is received under the authority of SSMEDC. This information will be an integral component of the quote submission.

## 10.0 Addenda

If required, addenda will be posted on SSMEDC website [www.sault-canada.com](http://www.sault-canada.com)  
It is the Vendor's responsibility to ensure all addenda has been read and noted.

## **GENERAL CONDITIONS / REQUIREMENTS**

(Where applicable)

### **Rights Reserved by the Sault Ste. Marie Economic Development Corporation**

- Submission of a proposal indicates by the firm of the conditions contained in this Request for Proposal, unless clearly and specifically noted in the proposal and in any contract between the Sault Ste. Marie Economic Development Corporation and the firm selected.
- The Sault Ste. Marie Economic Development Corporation reserves the right without prejudice to reject any or all proposals and to determine in its own best judgment the firm best qualified to undertake this contract.
- The Sault Ste. Marie Economic Development Corporation is not responsible for costs incurred by the proponents in the preparation of their response to the proposal call or attendance at any selection interviews.
- The Selection Committee reserves the right to be the sole judge of the acceptability of any service offered, and also any alternative proposed, and to purchase the service which in its opinion most closely meets the operating requirements of the Sault Ste. Marie Economic Development Corporation.
- The Sault Ste. Marie Economic Development Corporation reserves the right to award this contract in whole or in part...without recourse or penalty...that, which is deemed most advantageous to the organization.
- The Sault Ste. Marie Economic Development Corporation has the right to negotiate with the proponents who presented the most attractive proposal.
- The Sault Ste. Marie Economic Development Corporation shall have the final authority on all matters regarding the Request for Proposal.
- The decision of the Selection Committee will be final and without recourse.
- Prices must be FIRM for the duration of the contract.

### **Invoicing**

SSMEDC will work with the Vendor to determine a payment schedule acceptable to both parties.

**Indemnity**

The contractor shall indemnify and save harmless the Sault Ste. Marie Economic Development Corporation from and against all liens, damages, losses, claims, demand payments, suits, actions, recoveries, and judgments of every nature and description brought against him and/or the Sault Ste. Marie Economic Development Corporation by reason of any act or omission of the said contractor, his agents, or employees in the execution of, or as a result of the work or in the guarding of it. All permits and fees applicable shall be acquired and paid for by the contractor.

**Intent of Specifications**

Should any work or materials be required which are not detailed in the specifications, whether directly or indirectly, which are nevertheless necessary for the proper carrying out of the intent hereof, the contractor is to understand the same to be implied and required and shall perform all such work and furnish any such material as fully as if they were partially delineated or described.

No after claim will be allowed or entertained for obstructions or work necessary to fully complete the work whereon said contractor made tender.

**Cancellation**

SSMEDC reserves the right to immediately terminate the contract for sufficient cause, including but not limited to such items as non-performance, late deliveries, inferior quality etc.

If the Vendor should neglect to execute the work properly or fail to perform any provision of this award, SSMEDC after three (3) days written notice to the Vendor, may without prejudice to any other remedy in existence, make good such deficiencies and may deduct the cost thereof from any payment then and thereafter due to the Vendor. Continued failure of the Vendor to execute the work properly will result in the termination of the contract following written notice.

Either party may terminate the contract by giving the other party thirty (30) days written notice, giving reasons acceptable to the other and subject to approval by both parties involved in the contract.

Failure to maintain the required documentation during the term of this contract may result in suspension of the work activities and/or cancellation of the contract.

**Confidentiality Understanding**

The successful Vendor and its employees/associates may have access to information confidential to SSMEDC. This information may include, but is not limited to, terms of the agreement, business methods and systems, contractual terms, pricing, personal information etc. subject to disclosure by law. The successful Vendor agrees that it and its employees/associates who have access to this information will not either during the term of the agreement or at any time thereafter reveal to any third party any of this confidential information or use in any way, whether on the successful Vendor's behalf or on behalf of any third party, any such information. The obligations of this section survive the expiration or termination of this agreement indefinitely.

**Freedom of Information**

The content of the proposal and all documentation of information submitted shall be held in confidence by SSMEDC subject only to the provision of freedom of information and privacy legislation, including without limitation the Municipal Freedom of Information and Protection of Privacy Act. All written

proposals received by SSMEDEC become a public record, once a proposal is accepted by SSMEDEC and a contract is signed, all information contained in it is available to the public including personal information.

Any personal information required in the proposal is received under the authority of SSMEDEC. This information will be an integral component of the quote submission.

**Sub-Consultants**

The use of appropriate and credible sub-consultants by the Vendor to perform portions of the project is permitted.

**Awards**

The Sault Ste. Marie Economic Development Corporation, unless it otherwise states, reserves the right to award by item, or part thereof, groups of items, or all the items in the proposal, and to award contracts to one or more proponents submitting proposals with prices; to reject any and all submissions in whole or in part; and to waive technical defects, irregularities and omissions, if in so doing, the best interests of the Sault Ste. Marie Economic Development Corporation will be served.

**Ownership**

The information, reports, documentation, plans, etc. that are a product of this award by the successful Vendor, will become the exclusive property of SSMEDEC. However, intellectual property, such as specific tools, templates, processes, etc. that the Vendor has provided as part of the deliverables for this project (i.e. job descriptions) remains the property of the Vendor and the Vendor is free to use any of such material in other contexts and with future clients.

**Intellectual Property**

The Report and all information in the Sector Based Analysis Report and Sector Strategy Plan is the intellectual property of SSMEDEC and may be used at the sole discretion of SSMEDEC.

**Proponent’s Understanding**

It is understood and agreed that the proponent has by careful examination, satisfied himself as to the nature and location of the work, the quality and quantity of services /materials to be encountered, that character of materials, labour and facilities needed in the completion of the work.

**Insurance** (from successful proponent only) – if applicable

The contractor shall, during the course of any work for the Sault Ste. Marie Economic Development Corporation, maintain general comprehensive liability insurance coverage in respect of the risks hereunder set out in the amounts stated, and shall file with the Sault Ste. Marie Economic Development Corporation a certificate issued by the Insurer attesting that he is so insured.

<u>General Liability</u>	Minimum Requirement
Bodily Injury	\$2,000,000.00
Property Damage	Inclusive
<u>Automobile Liability</u>	Minimum Requirement
Bodily Injury	\$2,000,000.00
Property Damage	Inclusive