



**Seeking consultant(s) to complete
feasibility study and business case for an
Ocean Futures Innovation Hub (OFIH) on
Southern Vancouver Island**

Request for Proposals No. 2020-003

Issue date: July 15, 2020

Closing location:

***Electronic Delivery Preferred**
South Island Prosperity Partnership
901 – 747 Fort Street
Victoria, B.C. V8W 3E9
Attention: Dallas Gislason

Closing date and time:

One complete copy of the Response must be received electronically before 11:59 pm Pacific Time on
August 21, 2020

Contact person:

Dallas Gislason
Director of Economic Development
South Island Prosperity Partnership

office@southislandprosperity.ca

CONTENTS

1. PURPOSE	3
2. TERMS AND CONDITIONS	3
3. BACKGROUND.....	3
4. REQUIRED APPROACH AND EXPERTISE.....	4
5. SCOPE OF WORK AND DELIVERABLES.....	4
6. BUDGET	7
7. EXPECTED TIME FRAMES.....	7
8. EXPECTATIONS	7
9. SELECTION CRITERIA.....	9
10. PROPOSAL REVIEW PROCESS	12
11. DELIVERY OF PROPOSALS.....	12
12. APPENDIX A – WORK PLAN TEMPLATE	13
13. APPENDIX B – BUDGET TEMPLATE.....	14

1. PURPOSE

This Request for Proposals (RFP), issued by the South Island Prosperity Partnership (SIPP), is intended to find the most qualified proponent to develop a feasibility study and business case for an Ocean Futures Innovation Hub (OFIH).

This RFP includes project background information, specifies the scope of work, deliverables and timelines for this project, and the criteria and process by which a successful bidder will be selected.

This project is part of SIPP's efforts, in partnership with the City of Victoria, to create an OFIH as part of the broader Ocean Futures Cluster initiative that will be a catalyst for new high-value, future-oriented jobs to build a strong and resilient economy.

2. TERMS AND CONDITIONS

All the terms and conditions that follow apply to this RFP. Submission of a proposal in response to this RFP indicates acceptance of all the terms that follow and that are included in any addenda issued by SIPP. Provisions in proposals that contravene any of the terms of this RFP will be ignored.

It is the requirement of SIPP that all materials and resources procured in association with this RFP be forever accessible to SIPP to use, modify and distribute as they see fit without any further financial or intellectual property obligations or encumbrances.

This RFP may be cancelled at any time and SIPP reserves the right to not contract with any proponent responding to this RFP. Issuance of this RFP does not create an obligation on the part of SIPP to generate an associated contract with any of the respondents. The decision to pursue a contract associated with this RFP will be at the sole discretion of SIPP.

3. BACKGROUND

In October 2019 the City of Victoria hosted a roundtable to determine industry interest in developing an Ocean Futures Cluster to grow the ocean economy in our region and deliver products, services and technology to a global marketplace. Approximately 50 organizations from different sectors attended the roundtable including transportation, technology, ship building, tourism/activity companies, and post secondaries. Their answer was yes, and to focus on low-carbon solutions, a Blue Economy approach and SDG 14, "Life Below Water."

As a result and outcome of the roundtable, the City of Victoria's economic action plan *Victoria 3.0 – Recovery, Reinvention, Resilience 2020-2041* includes an action to create an Ocean and Marine Innovation Hub in the immediate term and an Ocean Futures Cluster in the medium term. The Ocean and Marine Innovation Hub has been branded the "Ocean Futures Innovation Hub (OFIH)" and will be referred to as such throughout this RFP.

A significant and under-realized economic opportunity for Greater Victoria is our location as a coastal and island community on the Pacific Ocean. The region is close to the shipping gateway to Asia-Pacific markets and a critical transit point to the Arctic Ocean.

To develop the Ocean Futures Cluster and OFIH we will build on major assets within Victoria and the region like the University of Victoria's Ocean Networks Canada, the Victoria Shipyards (operated by Seaspan), the Esquimalt Graving Dock including Babcock Canada and Lockheed Martin Canada, the Institute of

Ocean Sciences, the Camosun Coastal Centre, all of the supply changes around the CFB Esquimalt and Point Hope Shipyard, and all the ocean and marine-related businesses in our region.

The Ocean Futures Cluster and OFIH will operate through a Blue Economy Framework and will grow existing enterprises and attract new ones where the resulting products, services, technology, know-how, and intelligence support the arc that leads to sustainability and climate change mitigation and adaptation. We will create a 22nd-century-oriented ocean and marine economic cluster that delivers value to both local and global customers that also helps our region and Canada to achieve UN Sustainable Development Goal 14: “Life Below Water – conserve and sustainably use the oceans, seas and marine resources for sustainable development.”

Another key action in *Victoria 3.0* will be to create an Arts and Innovation District (District). The District will be a destination of cross-sector collaboration, a place where research and development lead to ideas that are commercialized, where new high-value and future-oriented jobs are created. It will also be an amenity-rich place in which small businesses and artists thrive and benefit from the concentration of economic activity in this area.

The planning of the District will take place from 2020-2022 and it will be built out over the next two decades. This District is one of the potential locations to consider for the OFIH. For a complete overview of economic action plan, including a map of the District, please refer to *Victoria 3.0* as a resource. It can be found online at www.victoria.ca/prosperity.

4. REQUIRED APPROACH AND EXPERTISE

We are looking for a person or team that is high-capacity and can deliver a complete, compelling, and funder-ready business case in the time frame that we require it. Federal and provincial COVID-19 recovery and stimulus funding will start to flow, and we want to be ready. We need a contractor that has experience with the start-up and operation of Innovation Hubs *and* knows the ocean and marine industry nationally and globally. We need someone with a global view who understands that we are competing and differentiating ourselves globally and working to grow Canada’s ocean economy. We require someone who has knowledge of and passion for low-carbon solutions, the Blue Economy and ocean futures.

5. SCOPE OF WORK AND DELIVERABLES

The objective of this project is to deliver to industry the requested feasibility study and business case for an OFIH by November 2020 to position the Hub as an ideal project for federal, provincial and private funding.

A project steering committee involving the South Island Prosperity Partnership, City of Victoria, Ocean Networks Canada, the Provincial Ministry of Jobs, Economic Development and Competitiveness, Association of British Columbia Marine Industries (ABCMI), Ralmax Group of Companies, and Open Ocean Robotics have developed the RFP. This project steering committee will be very hands on throughout the process and assist the contractor in delivering this ambitious scope of work.

The scope of the feasibility study and business case is to determine what is needed for the ocean economy to grow in Victoria with the OFIH as a first step. The scope includes assessing the infrastructure companies need in order to grow, to develop products, services and solutions for export, and grow local supply chains for larger industries. The business case needs to clearly assess and demonstrate how the OFIH fills a unique gap to distinguish it from other facilities in BC, Canada, and the Cascadia region. What kind of

ecosystem do we build that will lead to stronger collaboration, better leveraging of local strengths to deliver solutions to a global marketplace?

While there is overlap between the feasibility study and the business case, the feasibility study largely encompasses deliverables #1 and #2 below while deliverables #3 and #4 relate to the business case.

Time is of the essence and thus, it is very important that by the end of November 2020, the project Steering Committee has in hand a feasibility study and business case that it can present to the federal and provincial governments and private sector for start-up and operating funding. A funder-ready business case will be critical in supporting the interactions with government and industry. The business case will conclude with 'recommended next steps' outlining a set of decision points, to be considered by the project steering committee, based on the findings and recommendations of the feasibility study and the business case.

Respondents to the proposal should demonstrate how they will achieve the following deliverables and undertake the following activities by November 2020:

Deliverable #1 - Completed Data Review and Needs Assessment

Activities:

1. Conduct needs assessment – review and analyze reports identifying needs of industry, clients, stakeholders and companies' current work with First Nations
2. Conduct a global scan of Ocean and Marine Innovation Hubs to understand Victoria's potential competition and ability to differentiate
3. Analyze, as applicable, the potential for businesses to increase their export and/or entry into the supply chains of large prime contractors
4. Analyze technology needs and growth plans of companies over the next decade
5. Analyze different operating and funding models
6. Determine what would attract capital investment from companies and their expected Return on Investment
7. Community consultation with industry stakeholders through focus group sessions and individual interviews to determine:
 - a. opportunities and supporting infrastructure needs
 - b. prospective users and tenants of an OFIH
 - c. needs of large industry
 - d. needs of ocean tech companies
 - e. aligned priority interests of provincial and federal governments

Deliverable #2 - Optimal Site Option Identified

Activities:

1. Identify potential locations for the OFIH that would be ready for a pilot project/pop-up/temporary/modular Hub by summer 2021
2. Engage landowners to determine terms, conditions, cost, partnerships, etc.
3. Ensure compliance with City zoning and permits to include light manufacturing, office space and maker space

4. Requirements to date include: to be on the water, have high bandwidth, potential to scale/grow on site, testing tank and/or testing options (e.g. waterfront), easy/central access, parking, local bay doors

Deliverable #3 - Capital and Operating Budget Established

Activities:

1. Identify quick, low-cost construction methods and construction budget, modular / temporary
2. Identify capital costs for testing facilities identified by the stakeholders, bringing city service to site as needed, and other start-up capital costs
3. Identify operational start-up costs and operational costs for a three-year period
4. Identify prospective tenants, space needs and potential rent or lease rates
5. Identify potential funding sources for capital and operating costs – federal, provincial and private sector, academic institutions, or any other potential sources of funding. OFIH activities, programs and outputs should align with federal and provincial government priorities, and the OFIH should be framed as a key COVID-19 recovery action to deliver results for governments
6. Identify potential sources of funding for investment in participating companies
7. Identify operational milestones and a road map for the project
8. Define a performance evaluation and success criteria for the OFIH and its incubator and accelerator programs as applicable

Deliverable #4 - Operations and Program Offerings Established

Activities:

1. Identify the objectives and deliverables of the OFIH that meets industry needs; what does the Hub do? How does it do it?
2. Identify applicable programming needs of companies large and small, academia, government and the non-profit sector
3. Identify operational model and an organizational structure, e.g. does an anchor tenant run the OFIH? A standalone entity? Etc. This should emerge from stakeholder interviews. This should include operation and governance alternatives.
4. Assess whether the needs of industry large and small align with a Blue Economy Framework
5. Assess companies and non-profits plans to increase work and programming with First Nations
6. Identify innovative organizations/entities to partner with the OFIH
7. Based on information uncovered in Deliverables #1 (needs and growth plans of industry large and small) establish three or four areas of focus for the OFIH. These should also differentiate us globally.
8. Identify potential partnerships, exchange programs and synergistic efforts with other national and international hubs, incubators and accelerators that touch upon the marine domain. Identify potential leveraging by the OFIH of existing programs like WeWork Labs, Creative Destruction Labs, Ocean Start-Up Program, and other creative learning and mentoring programs.
9. Identify how an Incubator Program and an Accelerator Program can work in the OFIH.
10. Research successful Demonstration Programs and suggest potential unique areas of focus based on Data Review and Needs Assessment. A Demonstration Program is an opportunity for large industry to be a “first customer” and pay at cost to have a problem solved or technological solution developed.

11. Identify the interests of BC’s Post Secondary Institutions participating in an OFIH in Victoria and what existing and future programs and initiatives might be tied into the activities at the Hub?
12. Based on all the activities above in this deliverable, identify the service offerings of the OFIH.

6. BUDGET

Proponents are to provide a full and detailed budget for the proposal using the Appendix B template. Maximum project budget is not to exceed \$115,000.00 CAD, inclusive of GST.

Any out of pocket expenses are to be included in the price and are the sole responsibility of the Proponent. The price is to be an all-inclusive fixed price. The contract will not necessarily be awarded to the lowest bid.

The Proponent shall also include a proposed payment schedule for consideration. As payment will only be made against the completion and acceptance of specific deliverables, the payment schedule must align with deliverables outlined in the work plan.

7. EXPECTED TIME FRAMES

The following table outlines the anticipated schedule for the RFP and contract process. The timing may vary and shall ultimately be determined by SIPP and SIPP will not be responsible for any costs incurred by the Contractor related to changes in the estimated timeframes.

Milestone	Date (2020)
RFP is issued	July 15
Confirm intent to bid	July 29
Submission of questions regarding RFP	August 6
Zoom Meeting with Proponents	August 7
RFP closes	August 21
Proposal evaluation	August 21-28
Contract award	August 28
Execution of contract	September 4
Approved work plan	September 10
Submission of Feasibility Study	October 30
Submission of Business Case and Budget	November 30

SIPP anticipates that this project will need to be completed no later than November 30, 2020 including the submission of all completed project elements, presented to and accepted by SIPP on or before this date.

8. EXPECTATIONS

Proponents are to provide a detailed and complete work plan using the template at Appendix A herein.

Work plans must be submitted as per template in Appendix A.

Budgets must be submitted as per template in Appendix B.

Proponents confirm their availability to participate in a Zoom meeting at 11:00 a.m. PDT, August 7, 2020 in order to be eligible.

Proponents confirm their intent to bid via email to office@southislandprosperity.ca by 4:30 p.m. PDT, July 29, 2020 in order to be eligible to receive responses to questions about the RFP.

Any questions that proponents may have about this RFP must be submitted via email to Dallas Gislason, Director of Economic Development for SIPP at office@southislandprosperity.ca by 12:00 p.m. PDT, August 6, 2020. Only those proponents that have confirmed their intent to be bid will receive responses to questions (via email).

All proposals should indicate what, if any, experience the proponent has in delivering the proposed Business Case and the results of that experience for the recipients.

Using a sub-contractor(s) (who should be clearly identified in the proposal) is acceptable. This includes a joint submission by two or more Proponents having no formal corporate links. Collaboration in this manner is encouraged. However, in this case, one of these Proponents must be prepared to take overall responsibility for successful performance of the Contract and this should be clearly defined in the proposal. The names of all sub-contractors proposed for the project must be included in the proposal. No additional subcontractors may be added, or other changes made, without the written consent of SIPP.

Progress reports shall be provided to SIPP's Director of Economic Development and the project steering committee, as required to ensure good project communications and timely identification of any issues that may put project timelines in jeopardy. Any significant risks should be identified and a risk mitigation strategy should be presented for issues that may compromise the timely completion of the project. Failure to meet either of these requirements may result in payment delays or cancellation of the contract.

Over the course of this project, it is expected that the proponent will periodically participate in virtual meetings to present findings and documentation completed to date.

Work plans should include provision for contractors to meet with SIPP (and the City of Victoria) during the course of the assignment to review project deliverables (including interim findings) and to review and discuss final reports. Documentation and/or materials must be provided to SIPP a minimum of 5 days in advance of such meetings for prior review.

All reports should be provided electronically in MS Word. All final materials should be presented in industry standard web-ready and print ready formats via email (as applicable) and on electronic storage or file-transfer mediums.

Copyright and ownership of intellectual property for all original materials and resources developed through this project will reside with SIPP (SIPP may transfer this property to its key stakeholders as appropriate).

For the proponent that wins a contract as a result of this RFP, all previously existing materials and resources incorporated into the proponent's final delivered solution will be deemed licenced free of charge, in perpetuity, to SIPP. Such materials may be used, altered and distributed freely by SIPP and its key stakeholders.

9. SELECTION CRITERIA

The chart below outlines the criteria that will be used to evaluate the written proposals.

Mandatory Criteria			
Electronic version of proposal received as per submission guidelines	Yes/no		
Availability to commence and complete the work within the timeframe	Yes/no		

Desirable Criteria			
Weight		Maximum Score	Minimum Requirement
Understanding of Client Objectives and Context	20%	20	15
<p>Demonstrated understanding (in the submission) of the overall goals and the problem to be addressed</p> <p>Clear and appropriate description of the deliverables to which the proponent is committing</p> <p>Awareness of the applicable sectors and project context and possible issues that will need to be addressed and how that might happen</p> <p>Extent to which proposal addresses all stated requirements and will ensure deliverables are met in a comprehensive and cohesive fashion</p>			

Desirable Criteria (cont'd)			
Weight		Maximum Score	Minimum Requirement
Suitability of Proposed Methodology	25%	25	15
Clarity of approach and likelihood of the success of the approach			
Likelihood that approach will achieve intended outcomes			
Appropriateness and extensiveness of consultation			
Demonstrated understanding of timelines, processes for interacting with SIPP and sector representatives, etc.			
Measures and approaches to ensure greatest possible sector validation of deliverables			
Effective use of existing materials, resources and expertise			
Delivery of a complete, useable and workable, as well as funder-ready, business case			

Desirable Criteria (cont'd)		
Weight	Maximum Score	Minimum Requirement
<p>Experience with Similar Projects</p> <p>Demonstrated knowledge of and experience in subject matter</p> <p>Demonstrated ability to deliver complete and useable / funder-ready business case based on previous experience</p> <p>Demonstrated experience with similar projects</p> <p>Team composition reflects all skills and knowledge required to complete work</p> <p>Provision of a minimum of two references for the completion of similar work</p> <p>Inclusion of resumes of all individuals (including sub-contractors) working on this project</p>	40%	40
		30

Desirable Criteria (cont'd)			
Weight		Maximum Score	Minimum Requirement
Cost-effectiveness	5%	5	3
Overall best use of funds			
Other Considerations:	10%	10	5
Creativity of approach, other relevant knowledge brought to the project, additional value offered by proponent			
TOTAL POINTS		100	65

10. PROPOSAL REVIEW PROCESS

All proposals will be evaluated by SIPP and the project steering committee using the above criteria. Reference checks will be conducted only on those proponents who submit a proposal that satisfactorily meets all criteria elements.

11. DELIVERY OF PROPOSALS

CLOSING: 11:59 PM PDT, Friday, August 21, 2020. Only electronic submissions, using template provided, in MS Word or PDF are acceptable.

Proposals should be submitted by email to: Dallas Gislason, Director of Economic Development, South Island Prosperity Partnership – office@southislandprosperity.ca

12. APPENDIX A – WORK PLAN TEMPLATE

Proposal Work Plan					
Element	Deliverables	Methodology/Tasks	Resources/Data Sources	Other Remarks	#Days/Due
•	•	1.	•	•	
•	•	1.	•	•	
•	•	1.	•	•	
•	•	1.	•	•	

13. APPENDIX B – BUDGET TEMPLATE

Item	Rate(s)	Days/Hours Required	Total
Professional services			\$
Sub-contracted services			\$
Expenses			\$
Other			\$
		TOTAL	\$