

# Request for Proposal

## Gabriola Enterprise Zone - Feasibility Study and Gap Analysis

Community Economic Development Initiative  
Gabriola Island Chamber  
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Closing Date: Dec 20<sup>th</sup> 2019  
Start Date: Jan 3<sup>rd</sup> 2020

We acknowledge that this study and the Gabriola Enterprise Project ideas take place on the unceded territory of the Snuneymuxw First Nations. We have deep gratitude for the good fortune of life on their land. We welcome engagement, invite collaboration and understand that we have much to learn.

The following RFP includes a background of our organization and describes the purpose, the desired outcomes and the specific requests relating to the proposal. We understand that details may be subject to change upon vendor recommendation and/or research of alternative solutions. In your proposal, please feel free to suggest alternatives.

### Table of Contents

Project Overview.....	2
Organizational Background.....	2
Scope of Work/Key Outcomes.....	2
Key Partnerships.....	4
Project Deliverables .....	4
Project Timeline .....	5
Budget & Contract.....	5
Criteria for Selection .....	5
Submission .....	5

## Project Overview

The project consists of two main components.

- Gabriola Enterprise Zone Project
- Gap Analysis

The intent of the Gabriola Enterprise Zone study is to research the specific opportunities and challenges involved in the potential project concept. The study will identify and bring together the many partners and community stakeholders it would take to create a centralized location for new sector developments for economic initiatives. It will have a focus on sustainability and building community resilience.

The Gap Analysis, as outlined in our current strategic plan, will be a key component for creating baseline information and identifying potential for business on Gabriola.

Together, these two components will give the Gabriola Chamber the tools to support local business innovation, expansion, and boost investment attraction which will diversify our economy and create more jobs locally.

## Organizational Background

The Gabriola Chamber began working towards a more homegrown economic development strategy in 2016. In 2017, a three-year strategic plan was finalized and the Chamber began a Service Agreement with the Regional District of Nanaimo (RDN) to provide Tourism and Economic Development services to Electoral Area B, which includes Gabriola, Mudge and Decourcy islands.

In 2018, the Economic Development Advisory Group was formed through the Gabriola Island Chamber of Commerce with the mission to “develop a robust island economy that thrives within the culture Gabriolans cherish and provide tools and resources to create a community working in concert to improve our entrepreneurial capacity”. In May 2018, a Community Economic Development Officer (CEDO) was hired. The work of the Advisory Group is to provide the CEDO with guidance, feedback, and varied perspectives from a diverse cross section of the Gabriola business community.

## Scope of Work/Key Outcomes

The project will create potential for economic development through new opportunities, for both local organizations and entrepreneurs. It will open possibilities for new sector growth and will create local employment opportunities. It will build community capacity through collaboration and grow resiliency by establishing space for small scale manufacturing and processing enterprises to operate.

The Gabriola Enterprise Zone project consists of two main objectives:

- To determine suitability for the project: complete a study outlining the steps, challenges and process of rezoning land to industrial on Gabriola Island.

- Stakeholder engagement with interested organizations, individuals and businesses, as well as the general public. There may be reluctance to the idea of an industrial zone if the pros and cons of such a proposal are not carefully and fully explored.

The project would encourage sustainable business practices, support innovative efforts that solve problems, close circuits and create efficiencies in product, delivery and service for our island economy. It would facilitate collaboration and inventive ideas that contribute towards positive community impact. The property would be a vibrant pocket of industrial enterprise where entrepreneurs, social enterprise and co-ops would be encouraged to operate business. Overall, the goal is an industrial zoned piece of land where enterprise can help build community capacity and resiliency by managing waste, recycling materials, manufacturing sustainable products and potentially producing alternative energies.

A.) The study of the Gabriola Enterprise Zone project should promote new ways of thinking about small-scale production and manufacturing for our local economy and community. The entire project, from research through development should be viewed with the lens of sustainability to ensure longevity for residents and the local ecology.

Community engagement is vital for building trust, creating buy-in and developing the vision. Understanding the values of the community is essential in producing business models and ideas that will play to the strengths and work within the challenges of the island.

Industrial (Light) is the term used for small-scale processing and manufacturing. This is the language we are bound to in our bylaws for land use as per [Islands Trusts](#) (p. 22). What we have found is that the word Industrial (understandably) conjures up concern for many of our residents. A key component to the community engagement process would be to expand knowledge and understanding that the concept of the Gabriola Enterprise Zone is to build local sustainability of economy and ecology, challenging the conventional concepts of what an industrial zone looks like.

The site could host many organizations and businesses operating collaboratively. Many of our local organizations see ways to create social enterprise through this initiative that address local resident needs and system changes in the management of resources, waste and products.

#### **Important to Note:**

The Gabriola Chamber is not attached to any specific outcome for the project. Through the Community Economic Development Officer (CEDO) and their economic development function in the community, the Chamber is in a key supportive role. The CEDO will be sharing info, connecting, facilitating and visioning with potential stakeholders interested in developing such a project. The Chamber's goal is help local business and sector development for positive impact on the community.

Key outcomes for The Gabriola Enterprise Zone Project:

- A comprehensive framework and step by step plan to move towards rezoning.
- Positive community engagement and support.
- New sector development & employment.

The community at large would prosper through job creation and new sector development that can contribute to the island's economy in a sustainable way.

B) The Gap Analysis portion of this project will identify potential for business development across all property zonings.

The analysis will identify gaps in all sectors while seeking out potential small-scale manufacturing, production and processing enterprise for future potential on industrial zoned property.

Key outcomes for the Gap Analysis:

- Develop a comprehensive understanding of current land use zonings and existing businesses.
- Identify potential business opportunities with a highlighted portion for Gabriola Enterprise Zone.

The Gap Analysis will be utilized to help existing businesses expand, new business to develop with confidence and to attract investment.

## Key Partnerships

The Gabriola Enterprise Zone Project ideally would include several local non-profit, charitable and co-op organizations, as well as individual entrepreneurs. It would provide a common ground for collaboration and shared infrastructure for small manufacturing and processing businesses to leverage capacity and efficiencies. The stability of our local organizations would grow through creating social enterprises that provide self-funding and employment opportunities.

## Project Deliverables

As laid out in the scope of work we are seeking the following:

- Complete set of documents for investment and business attraction.
  - Basic business ideas from gap analysis
  - Identify potential participants and qualified development consultants for next steps.
- Identification of land parcels that might be considered for rezoning.
  - Research of appropriate properties
  - Ownership possibilities
- Step by step process for rezoning.
  - Cost assessments
  - Estimated timeline
  - Islands trust requirements
- Gap analysis
  - Across all zonings (home-based business, commercial, institutional)

- Community Engagement
  - 2 engagement sessions
  - Final presentation
  - Preparation of discussion papers

## Project Timeline

- Work to commence January 3<sup>rd</sup>, 2019. Consisting of preliminary discussions with CEDO and Council.
- First community consultation session in late January 2020, next in February with a final presentation to the community in March.
- Project data collection completed in early March and all reports/documents submitted to CEDO and Gabriola Chamber Council by April 1, 2020.

## Budget & Contract

The Gabriola Chamber has a maximum of \$18,000.00 inclusive of GST for this proposal . All proposals submitted should meet the scope and goals of the project within this budget. The successful consultants may hire outside contractors necessary to complete the study within the framework of this budget.

Prices will be firm for the entire contract period.

The successful proposal will receive 50% at project award and 50% upon receipt of the Gabriola Enterprise Study and Gap Analysis documents.

Data shall not be used for individual interests that are not related to the goals of this project.

On submission of the study, the Gabriola Chamber will own its content and be free to use the information for any purpose. All information, digital and/or hard copies shall remain the property of the Gabriola Chamber.

## Criteria for Selection

- Examples of similar projects
- References for facilitated community engagement
- Project timeline with major tasks and milestones
- Project budget by line item
- Brief bios and credentials of project leads
- Examples of innovative and sustainable solutions

## Submission

Please submit the proposal with budget in PDF format by December 20th 2019 by 5pm P.S.T.

All submissions in electronic format to Julie Sperber Community Economic Development Officer.

[julie@gabriolamudgedecourcy.ca](mailto:julie@gabriolamudgedecourcy.ca)

All submissions received will be confirmed by reply email.