

**ALBERNI PACIFIC RAILWAY
ACTION GROUP
REQUEST FOR PROPOSAL

FOR

PROJECT MANAGEMENT SERVICES FOR
BUSINESS AND FEASIBILITY PLANNING**

Issued by:

Western Vancouver Island
Industrial Heritage Society

3250A 9th Ave
Port Alberni, BC
V9Y 4T2

March 19, 2024

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Section 1. RFP Timeline

The Request for Proposal timeline is as follows:

	Date
Request for Proposal Issuance:	March 19, 2024
Request for Proposal Due Date	April 19, 2024 at 1:00 PM
Public Bid Opening	April 19, 2024 at 1:00 PM
APRAG Selection of Top Proposer	April 19, 2024
Contract Completion Date	December 20, 2024

Section 2. Introduction and Project Description

The Alberni Pacific Railway Action Group is seeking proposals for **“Project Management Services for Business and Feasibility Planning”**

The Alberni Pacific Railway Action Group is spearheading an initiative to develop a world-class tourism experience that involves and sustains the operation of the historic railway line connecting the Port Alberni Train Station to the McLean Mill National Historic Site. This project, supported by the Island Corridor Foundation, Hupacasath First Nation, Tseshaht First Nation, Alberni Valley Chamber of Commerce, 4VI (Tourism Vancouver Island), Alberni-Clayoquot Regional District, Port Alberni Port Authority, the City of Port Alberni, and others, aims to develop a comprehensive business case for the railway's restoration and long-term operation.

The Alberni Pacific Railway, a critical element of the Alberni Valley industrial heritage, ceased operations in 2018 due to mechanical and budgetary challenges. We seek not only to restore the operation of this historical railway, but to use it as a catalyst for economic revitalization and Reconciliation. To do so, the railway must facilitate a modern, culturally relevant tourism experience that shares the narratives of European and Asian settlers to the region, in addition to the Indigenous

Peoples of the Alberni Valley who have been present since time immemorial. We see opportunities to use this heritage railroad to celebrate the Valley's rich history, where appropriate, as well as acknowledge lessons learned from generations of colonization and varying forms of resource extraction. In doing so, we can tell a more complete story of our community, both past and present.

Through careful planning and product development that involves insight and leadership amongst diverse members of our community, we intend to enhance local tourism, create lasting job opportunities, and add additional value to the McLean Mill National Heritage Site and the community at large.

The budget for this project is \$50,000.

The selected firm will be responsible to:

- Create and facilitate an inclusive community engagement process that involves local Governments, local residents, First Nations, businesses, and stakeholders to inform tourism experience development and train operations for the Alberni Pacific Railway.
- Conduct research to identify best practices, benefits, risks, tasks, previous studies, legal requirements and relevant measures for success for the operation of this heritage tourist railroad.
- Evaluate the demand for the proposed project based on our region's inbound traveler markets and analyze the competitive landscape, providing recommendations accordingly.
- Advise on the ideal organizational and governance structure required to support development and implementation of a tourism experience involving the Alberni Pacific Railway, including its operation over the long-term.

Project Deliverables

- Develop a comprehensive business case that outlines the feasibility, economic viability, and potential benefits of delivering tourism experiences through the operation of the Alberni Pacific Railway. This plan will include financial projections, market analysis, operational plans, best practices for experience development and delivery, and risk assessments.
- Create a funding plan that identifies potential ideal pricing to sustain train operations. This will include potential funding sources to support start-up costs, such as government grants, Indigenous funding sources, private investments, or community partnerships.
- Design a five-year operational plan and capital plan that covers various aspects of the train operation, including scheduling, ticketing, maintenance, safety protocols, staffing requirements, and modern technology to facilitate value-added experiences. The plan will ensure efficient and reliable service while complying with relevant regulations and industry standards.
- Develop a marketing strategy to promote the train experience and attract target passengers. The strategy will include branding, advertising campaigns, online presence, and partnerships with local tourism organizations and appropriate Indigenous organizations, including such as Indigenous Tourism Association of BC, etc.
- Identify infrastructure requirements for the train operation, such as station upgrades including

for example First Nation acknowledgment, culture and history, track maintenance, signaling systems, and accessibility improvements. The plan will address any necessary infrastructure investments to ensure safe and comfortable travel experiences for passengers.

Section 3. RFP Submittal and Closing Date

The RFP must be clearly marked “Project Management Services for the Alberni Pacific Railway Action Group” must be received no later than **1:00 PM local time on April 19, 2024**. Neither late, faxed, nor emailed submittals will be accepted. RFPs must be addressed to the following:

Western Vancouver Island Industrial Heritage Society
Attn: Ron Corbeil
3250A 9th Ave, Port Alberni BC V9Y 4T2
ihsporalberni@gmail.com

Section 4. Submission Guidelines and Requirements

The following submission guidelines and requirements apply to this Request for Proposal:

1. The RFP must be received no later than 1:00 PM local time on April 19, 2024. Neither late, faxed, nor emailed submittals will be accepted.
2. Only qualified individuals or firms with prior, similar project management experience should submit proposals in response to this Request for Proposal.
3. Proposers must list at least three (3) projects that are substantially similar to this project as part of their response, including references for each. Examples of work should be provided as well. Examples of Indigenous or other cultural projects will be beneficial.
4. Proposals must include a technical proposal that provides an overview of the proposed approach as well as a list of qualifications for all key personnel performing the work. In addition, the technical proposal should provide a proposed schedule and milestones, as applicable; including the hours estimated for completion of each phase of the project.
5. Proposals must include a description of method of approach, strategy, and/or ability to understand, facilitate, and complete the tasks listed under Section 2. This should include applicants’ agreement to operate with the principles of the United Nations Declaration of the Rights of Indigenous People (UNDRIP), their method of Indigenous inclusion in areas of Tourism, Employment/training (including operations etc.), engagement with local First Nations and noting their recommendations.
6. A price proposal must be provided that is not more than two (2) pages. This price proposal should indicate the hourly rates for service and any other associated costs.
7. Proposals must be signed by a representative that is authorized to commit proposer’s company.
8. If you have a standard set of terms and conditions, please submit them with your proposal. All terms and conditions will be subject to negotiation.
9. Proposals must remain valid for a period of 60 days.

Section 5. Project Scope

The scope of the project entails the following.

A. Project Overview:

- The consultant will be involved in the development of a sustainable, inclusive tourism experience encompassing the Alberni Pacific Railway and McLean Mill.

B. Coordination and Collaboration:

- Collaborate with the working group, stakeholders, and other consultants as necessary.
- Ensure alignment with the City of Port Alberni's strategic goals and community interests.

C. Research and Analysis:

- Conduct comprehensive research to assess the current state of the railway infrastructure, including the waterfront route and the McLean Mill extension.
- Analyze historical significance, potential for tourism, including Indigenous tourism, economic impact, and community benefits.
- Assess potential alignment with current regional, provincial, and national tourism strategies, growth markets, and marketing/promotion efforts.

D. Community Engagement and Stakeholder Consultation:

- Develop and implement a strategy for engaging with the community, local businesses, and stakeholders.
- Gather and incorporate feedback into project planning.

E. Business Case Development:

- Prepare a detailed business case for the project based on two potential outcomes, including (a) waterfront return route only, and (b) waterfront to McLean mill, return). This should include market analysis, financial projections, operational plans, risk assessments, and best practices for experience delivery.

F. Funding Strategy:

- Identify funding needs and potential sources.
- Develop a strategy for securing necessary funds, and assist in preparing grant applications.
- Determine appropriate operational costing based on projected visitation/ridership needed to financially sustain the rail line without reliance on grant funding, this will include potential Indigenous funding sources, which local First Nations may be able to assist with.

G. Operational Planning:

- Provide insights and recommendations for operational plans, including scheduling, ticketing, maintenance, and staffing with considerations of Employment Equity for both the waterfront route and the McLean Mill extension.

H. Marketing and Promotional Strategy:

- Develop a marketing strategy to promote the railway's operations based on recommended approach(es) for experience delivery.
- Coordinate with Alberni Valley Tourism, Indigenous Tourism Association of BC and 4VI for joint marketing efforts.

I. Reporting and Recommendations:

- Regularly report progress to the project working group
- Provide recommendations based on research and analysis to guide the project towards success.

J. Timeline:

- Work within the established timeline, providing timely deliverables and adapting to project developments.

Section 6. Proposal Evaluation and Contractor Selection

1.1 Evaluation Process

Proposals submitted on time will be reviewed against the evaluation criteria by an evaluation committee. The outcome of the evaluations may, at the Alberni Pacific Railway Action Group's sole discretion, result in (A) notice to a Proposer(s) of selection for tentative contract negotiation and possible award; or (B) further steps to gather more information for further evaluation.

1.2 Evaluation Criteria

Evaluation factors and maximum points will be as follows:

Criteria	Maximum Score
1. Fee Schedule	20
2. Qualifications,	25
3. Experience, Work Samples, References	25
4. Method of Approach	20
5. Timeline and Milestones	10
Total Maximum Score	100

The Alberni Pacific Railway Action Group reserves the right to award to the proposer that presents the best value to The Alberni Pacific Railway Action Group as determined solely by The Alberni Pacific Railway Action Group in its absolute discretion.

Section 7. General Information; Terms and Conditions

1. The Alberni Pacific Railway Action Group may require any clarification or change it needs to understand the selected contractor's project approach.
2. The successful contractor must have Worker's Compensation Insurance covering work in British Columbia.
3. The Alberni Pacific Railway Action Group reserves the right to reject any or all proposals, and is not liable for any costs the contractor incurs while preparing or presenting the proposal.
4. The Alberni Pacific Railway Action Group reserves the right to cancel this RFP upon a good cause finding.
5. The Alberni Pacific Railway Action Group may award a contract to the contractor whose proposal, in the opinion of the Alberni Pacific Railway Action Group, would be most advantageous to the Alberni Pacific Railway Action Group.
6. The selected contractor will be required to assume responsibility for all services outlined in the RFP.
7. This RFP does not commit the Alberni Pacific Railway Action Group to award a contract, nor to pay any costs incurred in the preparation of the response to the RFP. The Alberni Pacific Railway Action Group reserves the right to accept or reject any or all responses received as a result of this request or to cancel this RFP in part or in its entirety. The Alberni Pacific Railway Action Group may request additional information from responders.
8. The Alberni Pacific Railway Action Group may cancel this RFP or reject any or all proposals.
9. Failure of the Contractor to perform the scope of work identified or to meet the performance standards established by the resulting Contract include, may result in the following:
 - a. The Alberni Pacific Railway Action Group's reduction or withholding of payment under the Contract,
 - b. Any additional work necessary to perform the scope of work or to meet the performance standards established will be at the Contractor's expense, and
 - c. The Alberni Pacific Railway Action Group may assert individually or in combination, to declare a default of the resulting Contract, to terminate the resulting Contract, and to seek damages and other relief available under the resulting Contract or applicable law.
10. The APR Action Group is committed to promoting equity throughout this project. We strive to engage and employ members of equity-deserving groups, including Indigenous people, people living with disabilities, members of racial minorities, people identifying as LGBTQ2S+, and women. The APR Action Group will endeavor to remove barriers to employment and prevent discrimination and harassment towards all employees, visitors, and other members of the community.

**REQUEST FOR PROPOSALS FOR
THE ALBERNI PACIFIC RAILWAY
ACTION GROUP

PROJECT MANAGEMENT
SERVICES FOR BUSINESS AND
FEASIBILITY PLANNING**

The Alberni Pacific Railway Action Group is spearheading an initiative to develop a world-class, inclusive tourism experience that involves and sustains the operation of the historic railway line connecting the Port Alberni Train Station to the McLean Mill National Historic Site.

This project is supported by the Western Vancouver Island Heritage Society, Island Corridor Foundation, Hupacasath First Nation, Tseshaht First Nation, Alberni Valley Chamber of Commerce, 4VI (Tourism Vancouver Island), Alberni-Clayoquot Regional District, Port Alberni Port Authority, the City of Port Alberni and others,

The Alberni Pacific Railway seeks requests for proposals for project management services for planning and development of a comprehensive business case for the railway's restoration and operation, integrating global best practices for tourism experience design and delivery.

Proposals will be considered based upon the following general evaluation criteria: Fee Schedule; Qualifications; Experience, Work Samples, References; Method of Approach, and Timeline and Milestones. Additional information, including a project description, the scope of work, submission requirements, and details on how the proposal evaluation criteria are weighted is included in the Request for Proposals solicitation document.

Copies of the Request for Proposals solicitation document may be obtained from the Western Vancouver Island Industrial Heritage Society website: <https://ihsporalberni.ca/>