



## **REQUEST FOR PROPOSAL**

### **RE: Community Capacity Study & Business Gap Analysis**

#### **INTRODUCTION**

This Request for Proposal (RFP) is an invitation by The Chukuni Communities Development Corporation (CCDC) to prospective Proponents to submit a competitive Proposal for the provision of Services to achieve a comprehensive Community Capacity Study and Business Gap Analysis as further described in the Scope of Work.

The Municipality of Red Lake has approximately 4,100 permanent residents and consists of six communities that were amalgamated in 1998: Red Lake, Balmertown, Cochenour, McKenzie Island, Madsen and Starratt Olsen. The Red Lake area has historically had three primary industries: mining, forestry and tourism. The mining industry continues to hold its own with the average gold price in 2023 at \$2,633/ounce. Tourism took a hard hit during COVID restrictions from 2020-2022 but is well on its way to recovery at this time.

Balmertown is home to Evolution Mining – Red Lake Operations and remains a significant player amongst leading gold companies. Evolution acquired the Red Lake Gold Mine in March of 2020. Evolution employs 900 local employees in addition to hundreds of contractors and non-local employees. West Red Lake Gold, which acquired the Madsen goldmine and subsequent properties in 2023, is currently focused on gold exploration and development with over \$350 million in investment in the project and 80 square kilometers of highly prospective ground with tremendous exploration potential.

The Great Bear Project, located approximately 23 kilometers southeast of Red Lake, is a significant development by Kinross Gold Corporation. The site has strong potential to become a top-tier deposit supporting a large, long-life mine complex and at this time over 550 kilometres of drilling have been completed. Kinross estimates that up to 1000 employees will be needed when the mine becomes fully operational in the target year of 2029.

In addition to these major industry operations, it was recently announced in the Federal budget that significant funding dollars have been allocated toward the Berens River Bridge and Roads

Project in northwestern Ontario. The Berens River Bridge and Roads Project has been developed by a group of seven First Nations (Pikangikum First Nation, Deer Lake First Nation, Keewaywin First Nation, McDowell Lake First Nation, North Spirit First Nation, Poplar Hill First Nation, and Sandy Lake First Nation) to improve road access to these First Nations north of Red Lake. Upon completion, this project will link these seven remote First Nations communities with 8000+ residents – with potential for up to 14,000 in the future - to the provincial highway system for the first time. The project includes road improvements up to the Berens River, a bridge across the Berens River, an all-season road to Pikangikum First Nation, and winter road realignments which connect the other six First Nations to the new all-season road near the bridge.

The completion of the project will also allow Frontier Lithium, a Sudbury mine developer with two massive lithium deposits near these First Nation communities, to get its product to market on the newly developed transport routes. The Municipality of Red Lake will be a major, and the initial, drive-in point of access community for these First Nation communities and the employees and contractors of the Frontier Lithium PAK Project. These developments highlight the need for our region to become “future-proof” as our communities, businesses, and critical infrastructure such as health care facilities must be ready to meet the demands of an influx of new residents and visitors.

Berens River Bridge and Roads Project Further Information:

- Berens River Bridge & Roads Project Site:  
<https://storymaps.arcgis.com/stories/3d6bdb5346d744e4b017685edfb99fe2>
- Northern Ontario Business – Berens River Bridge and Roads:  
<https://www.northernontariobusiness.com/industry-news/design-build/pre-election-budget-goodie-to-fund-berens-river-bridge-and-road-8621921>

Frontier Lithium PAK Project Further Information:

- Frontier Lithium PAK Project Site:  
<https://www.paklithiumproject.com/>

Great Bear Project – Kinross Gold Further Information:

- <https://www.kinross.com/Acquisition-of-Great-Bear-Resources-Ltd/>

West Red Lake Gold Further Information:

- [West Red Lake Gold](#)

The Municipality also operates the Red Lake Airport, which is located one kilometer south of Cochenour, and serves as a point of call for Air Carriers offering scheduled passenger service; an operating base for the Ontario Ministry of Natural Resources; and services both private and commercial fixed-wing aircraft and helicopter operators located on site. Mining, tourism, forestry, retail and service, and health care sectors provide a solid economic base for diverse business opportunities, highlighted by the potential for innovative collaborations with neighboring Indigenous communities.

The Municipality of Red Lake maintains a listing of municipal plans, reports, and studies to gain insight into the goals and operations of the Municipality. These can be found in the “Our

Government” section of the Municipal website – [www.redlake.ca](http://www.redlake.ca). Plans and reports available include the following:

#### PLANS

- Accessibility Plan and Annual Reports
- Asset Management Plan
- Community Improvement Plan
- Community Safety and Well-Being Plan
- Conservation and Demand Management Plan
- Cultural Plan
- Recreation Master Plan
- Sewer and Water Plan
- Strategic Plan – Strategic Action Plan 2024-2027
- Sustainability Plan
- Tourism Marketing Strategic Plan
- Official Plan
- Zoning By-Law

#### REPORTS

- Drinking Water System Reports
- Energy Consumption and Greenhouse Gas Emissions Report
- Review of Waste and Recycling Management Program Report
- Review of Ice Arena Modernization and Efficiencies Report
- Review of Red Lake Fire Rescue Services

#### STUDIES:

- Alternative Infrastructure Study
- Events Centre Feasibility Study
- Trails Engineering Study
- Vacant Land-Growth Study

## PROPOSAL SUBMISSIONS

**Submission Deadline:** July 19, 2024 - 4:00 pm CST  
**Attention to:** Cathy Quesnel-Loessl, Manager  
Chukuni Communities Development Corporation  
**Email:** [cathy.quesnel@chukuni.com](mailto:cathy.quesnel@chukuni.com)

\* PDF Format Only

- a. Proposals must be submitted on time, and amendments will not be accepted after the deadline. Proponents will receive email confirmation that their proposal has been received.
- b. Proposal Evaluation: The Review Committee will evaluate proposal submissions. CCDC reserves the right to waive informalities or reject any or all proposals or accept the proposal deemed by the Review Committee as most favourable in the interests of the Corporation.

**For Submission Inclusion:**

1. Proponent Information:
  - a. Full Legal Name of Proponent
  - b. Any other relevant name under which the proponent carries on business
  - c. Street Address
  - d. City
  - e. Province
  - f. Postal Code
  - g. Phone Number
  - h. Fax Number
  - i. HST Number
  - j. RFP Contact Person & Title
  - k. RFP Contact Office Phone
  - l. RFP Contact Cell Phone
  - m. RFP Contact Email
2. List of Subcontractors: identify subcontractors who will be used to execute portions of work to conform to the requirements of the RFP.
  - a. Each subcontractor must be numbered individually and include the following information:
    - i. Company Name
    - ii. Address
    - iii. Contact Person
    - iv. Contact Number
    - v. Scope of Work to be Performed by the Subcontractor
    - vi. Qualifications and Experience of the Subcontractor
3. Three (3) Proponent References: Project and Client. Proponents are required to provide three (3) references from clients to whom you have provided services similar to the Deliverables and Scope outline in this RFP within the last three (3) years. Merit of reference responses will be based on indicated satisfaction with quality of deliverables, timeliness, and accuracy. Each reference must include the following information:
  - a. Company Name
  - b. Company Address
  - c. Contact Name
  - d. Contact Phone Number
  - e. Contact Email Address
  - f. Number of years working with the reference
  - g. Duration of Service (contract term)
  - h. Value of contract
  - i. Detailed description of Deliverables or Services rendered
4. Methods & Procedures:

Each proponent must provide a detailed breakdown of how they intend to deliver the Scope of Work.

  - a. Company Experience, Capacity and Qualifications: Submissions will be evaluated based on the Proponent's knowledge, skills, expertise, and capacity in the industry and the capacity to provide services to the Municipality's portfolio as outlined in the Scope of Work and Deliverables contained within this RFP.

- i. Provide a detailed description of the Proponent emphasizing the goods and services the Proponent has previously and/or is currently delivering, relevant to the Scope of Work and Deliverables contained within this RFP specifically to performing the Deliverables with defined timelines and deadlines.
    - b. Scope of Work and Scheduling: Submissions will be evaluated based on the Proponent's understanding of the details provided in the Scope of Work and Deliverables. Provide a list of your proposed team with the following information:
      - i. Name and title of each proposed team member including support personnel
      - ii. Roles relevant to the services requested in this RFP and experience of each team member in their assigned roles
      - iii. Duration of time to be spent by each team member in their assigned roles for the services requested in this RFP
      - iv. Reporting relationships
    - c. Communication and Quality Control: Submissions will be evaluated based on the Proponent's communication and quality control processes, supervision of the staff and sub-trades, inspection and standards of workmanship and rectification of deficiencies.
      - i. Provide a detailed description of the processes and procedures you would use for project delivery to consistently comply with RFP specifications. Your answer must include, but not be limited to consideration of the following:
        - Inspection processes
        - Supervision of in-house staff and/or sub-trades
      - ii. Describe how a reported deficiency issues is managed by the Proponent as it relates to the Deliverables and Scope identified in this RFP. The Proponent must clearly identify their protocol for identifying and responding to concerns regarding project management, targets, timelines, communication, etc. Your answer must include, but not be limited to, consideration of the following:
        - Deficiency management and rectification processes
        - Communication protocol with CCDC and Municipality of Red Lake staff
        - Previous examples of this situation can be used to illustrate how your company would manage such matters
5. Pricing:
- a. Pricing must be in Canadian dollars excluding HST but must include any and all additional costs and expenses, included but not limited to bonding, licenses, travel and sundry disbursements.
  - b. Pricing will be separated by the TWO (2) main areas of project delivery:
    - i. Community Capacity Study: Situational Analysis and Planning for Growth
    - ii. Business Gap Analysis
  - c. Total pricing for all deliverables will be identified.
  - d. No changes to pricing are permitted at any time after the Submission Deadline.

6. Timeline:
  - a. Timeline will be separated by TWO (2) main areas of project delivery, and they must be delivered in the sequence identified below:
    - i. Community Capacity Study: Situational Analysis and Planning for Growth
    - ii. Business Gap Analysis
  - b. Total months required to complete each deliverable will be identified.
7. Material Disclosures – Attestation of Agreement Required
  - a. Insurance Coverage Requirements: Upon award of the Agreement, the successful Proponent shall, at its own expense, obtain and maintain the required insurance throughout the term of the Agreement. Such insurance shall remain in full force and effect for the term of the Agreement. The successful Proponent must produce, upon request by CCDC, confirmation of insurance. Failure to comply may result in Agreement termination.
    - i. General Liability Insurance: The limits of this insurance shall be for an amount not less than \$2,000,000. General Liability Insurance shall be in the name of the Proponent, CCDC, and the Municipality of Red Lake and its subsidiaries shall be named as an additional insured under such policy. The Party responsible for a specific claim under this policy shall be responsible for the deductible.
  - b. Workplace Safety and Insurance Board (WSIB): Upon award of the Agreement, it is the responsibility of the successful Proponent to ensure CCDC is provided a valid Certificate of Clearance or valid independent operator number including proof of personal coverage as indicated below:
    - i. WSIB Clearance Certificate: Upon award of the Agreement, the successful Proponent agrees to maintain its WSIB account in good standing throughout the term of the Agreement. CCDC will require the successful Proponent to produce a valid Clearance Certificate from WSIB upon expiration during the term of the Agreement and prior to any payment under the Agreement. If the successful proponent does not produce confirmation pursuant to this section as applicable, CCDC in its own discretion may terminate the Agreement immediately.

## **SCOPE OF WORK - DELIVERABLES**

Description of Deliverables: This RFP is an invitation to submit Proposals for the provision of Deliverables as described below.

### **COMMUNITY CAPACITY STUDY**

A comprehensive Community Capacity Study will provide the Municipality of Red Lake with a long-term guide for the procurement of resources and investments required for municipal infrastructure, which shall be aligned with the Strategic Plan and services and facilities necessary (ex. assets) to accommodate forecasted growth in the community and region. Multiple stakeholders will be engaged to best understand community needs for expansion of services and facilities.

Through the formulation of the Community Capacity Study, the Municipality of Red Lake will seek to gain a better understanding of the following areas:

1. The Municipality's intended "level of service" provision as the community grows in the future.
2. The capacity of existing vacant lands in Red Lake and the level of servicing needed to accommodate future growth and development of different land uses.
3. Municipality owned lands, the development potential and suitability to accommodate future development and facilities identified to meet growth demands.
4. Identification and analysis of Red Lake's trade area region and inventory and analysis of existing commercial and retail supply and demand in Red Lake and establishing target business types for Red Lake to pursue as investment opportunities.
5. Capacity and condition of key municipal infrastructure and facilities, including upgrades necessary to maintain appropriate service levels as per future growth projections.
6. Existing "social" and "soft" services and assets and providers in the community and their facility and infrastructure needs related to meeting future demand.
  - a. Including youth and senior specific assets and services as they pertain to each demographic.
  - b. Forecasting demographic and cultural changes as they pertain to the delivery of social and soft services available in Red Lake.
7. Opportunities to meet the service needs of external communities, including potential partnerships and cost-sharing opportunities.
8. Specific projects required to meet current and future community needs, including their relative costs, funding opportunities available and key partnerships.

The study will be divided into two areas:

**Phase 1: Situational Analysis**

**Phase 2: Planning for Growth**

**Phase 1: Situational Analysis**

Phase 1 will focus on understanding the current context of Red Lake in relation to existing work completed by the Municipality, its current physical and social assets, position as a trade centre and inventory of local businesses of interest, Municipality owned vacant lands and relative condition of Municipality assets. This phase will provide the Municipality a comprehensive understanding of where the community is at in its current state, which shall service to assist with identifying deficiencies (i.e. gaps to be filled) in meeting current and future community needs.

**Situational Analysis Activities and Desired Outcomes**

1. *Project Start Up and Background Review*
  - a. Start up meeting to confirm project expectations, deliverables, timelines and available information.
  - b. Background review of relevant documents, reports, engineering studies and other materials to understand the community's context.
2. *Asset Inventory and Growth/Land Needs Projections*
  - a. Develop an "Asset Inventory" that lists all physical and social assets (ex. infrastructure, facilities, and services) in Red Lake to be assessed through the study.
  - b. Complete 20-year population projections and related land need projections for different uses (ex. residential, commercial, industrial, institutional and recreation).

3. *Red Lake Retail Trade Area Demand, Supply, and Commercial Gaps Analysis*
  - a. Determination of Red Lake’s “trade area” – with special consideration given to major development projects – and analysis of the extent, nature, and retail-commercial potential of the Red Lake retail market over time, and particularly how the potential relates to current market offerings/inventory.
  - b. See “Business Gap Analysis” within this proposal for more details on this task.
4. *Vacant Land Analysis*
  - a. Analysis of all private and Municipality-owned vacant lands within Red Lake, including existing site conditions and servicing infrastructure, development potential and suitability to accommodate infrastructure and facilities needed to meet current and future community needs.
  - b. Recommendations based on vacant lands analysis and land need projections (Task 2 above).
  - c. Workshop(s) with Municipality and CCDC to review Municipality owned lands and identify specific Municipality infrastructure and facility needs that could be accommodated on Municipality lands and which ones are surplus and may be disposed.
  - d. Development of “Vacant Land Profile Sheets” for Municipality lands and strategy for their disposition.
5. *Red Lake Infrastructure, Facility, and Services Analysis*
  - a. High-level condition assessment of identified Municipality infrastructure and facility assets and services including their existing condition/deficiencies, current capacity and ability to meet future growth needs (ex. how much capacity does each asset have to accommodate needs associated with growth).
  - b. Workshop(s) with Municipality and CCDC to “review asset and service condition assessments”.
  - c. Workshop(s) with groups and organizations responsible for the provision of social and cultural services to determine existing conditions and capacity in meeting future growth.

## **Phase 2: Planning for Growth**

Phase 2 will focus on using the results of Phase 1 to establish baseline service levels to maintain the present and future, conducting preliminary infrastructure planning and cost estimates for developing Municipality land, private lands, and potential acquisition of crown lands for development purposes and understanding their relative market values. It will also result in a list of capital and service projects required for implementation to meet current and future demands in the Municipality. This phase will provide the Municipality with a detailed guide on the projects, services, and actions it needs to take to ensure a high-quality of life in the community and ensure the needs an increasing population and visitors to the community are met, with relative costs and the partnerships required to implement them.

## **Planning for Growth Activities and Desired Outcomes**

1. *Establishing “Service Baseline” and Gap Analysis*
  - a. Researching “service benchmarks” of comparable communities and best practices (ex. what are appropriate municipal levels of service to maintain for Red Lake in the future?)



- b. Workshop(s) with Municipality and CCDC to determine appropriate levels of service to maintain as the community grows.
  - c. Gap analysis to identify where infrastructure, facilities and services in Red Lake are insufficient to accommodate the needs of anticipated growth. This will compare existing infrastructure, facilities and services versus the assumed level of service and future needs associated with growth.
    - i. Specific consideration should be given to the Kenora District Services Board to compare existing service levels to the future service level needs associated with growth, ex. future emergency medical/land ambulance service demands
2. *Red Lake Land Development Analysis*
- a. Identification of potential subdivision locations near existing infrastructure – to be determined in conjunction with the Municipality – this must include Municipality owned land, private land, potential sites identified on existing mining claims (ie. obtaining surface rights), and potential sites identified on existing Crown land. Development of conceptual subdivision and servicing (ex. roads, water, sewer and drainage) plans for key selected lands with Class D cost estimates (final project costs) to determine the relative costs of acquiring and servicing lands to improve sale potential. This includes phasing plans for each development area.
  - b. Market analysis of vacant serviced lands for different industrial and commercial classes in Northwestern Ontario region to determine typical market rates for services/industrial/commercial land.
  - c. Financial analysis with revenue projections to determine cost-viability of acquiring and developing lands with servicing infrastructure.
3. *Project Identification*
- a. Development of a capital plan, outlining all Municipality infrastructure, facility and community amenity projects required to address identified gaps in meeting current and future community demands. This will include identifying roles and responsibilities of key organizations who will have responsibilities moving future projects forward and providing additional services. This will include cost estimates based on available information, high-level engineering cost estimates (linear or Class D estimates) and cost comparisons on similar projects.
  - b. Development of a service plan outlining the social and cultural infrastructure and services required to meet current and future community demands. This will include identifying roles and responsibilities of key organizations who will have responsibilities in moving future projects forward and providing additional services.
4. *Stakeholder Engagement*
- a. Engagement with local stakeholders (ex. service providers), the community, including business and industry, and partner communities to review work done to date and gather input – this will include a presentation open to the general public.
5. *Develop Report and Recommendations*
- a. Develop final report that summarizes the results of all project tasks completed, list of proposed projects, estimated costs and timeline for their implementation.
  - b. Identify potential funding sources for supporting the implementation of the proposed projects.

- c. Develop materials and exhibits for presentation to the Municipality and CCDC.

## **BUSINESS GAP ANALYSIS**

The Municipality of Red Lake's role as a retail and service centre extends well beyond its municipal boundaries to include unincorporated areas and First Nations communities, such as Pikangikum with a population of 3200+ residents, that connect using ice roads when viable or fly-in, fly-out transport of goods and access to services. Therefore, Red Lake's functional retail market population is far greater than its immediate census sub-division population of approximately 4100 residents. The Municipality of Red Lake needs to gain understanding of Red Lake's transient retail market to estimate potential more accurately.

To better understand the extent, nature, and retail-commercial potential of the Red Lake retail market over time, and particularly how that potential relates to current market offerings/inventory (ex. identification of retail and related business gaps), the Municipality finds it important to complete a Business Gap Analysis.

### **Situational Analysis Activities and Desired Outcomes**

The following list includes but is not limited to the Municipality's aspirations for the project activities to be incorporated into the Business Gap Analysis.

1. Retail Trade Area Delineation
  - a. Review and discussion of historical regional trade area geography and changes over time.
  - b. Cellular/mobile data analysis for Red Lake core area – tracking historical cell phone data to determine points of origin for unique visitors to Red Lake.
  - c. Refinement and rationalization of initial regional trade area boundaries to include Ear Falls and outlying First Nations communities accessible by methods alternative to the provincial highway network (ex. ice roads and fly-in, fly-out).
2. Retail Trade Area Demographic Analysis
  - a. Detailed demographic analysis for defined Red Lake trade areas, including Census data from 2011 / 2021 and inter-Census data estimates for 2023 (ex. Environics).
  - b. Household spending comparisons defined for Red Lake trade areas, relative to Ontario.
  - c. Highlighting key inputs for trade area retail demand analysis (see item 4).
3. Competitive Retail-Commercial Supply Analysis
  - a. Municipality of Red Lake Retail-Commercial Inventory - # businesses by NAICS1 category, focused on:
    - i. Retail businesses
    - ii. Restaurant businesses
    - iii. Hotel/accommodations
    - iv. Other service-commercial businesses
  - b. Highlight and summarize retail-commercial businesses of relevance within the larger region (ex. Regional Service Trade Area – Remote First Nation Communities, Ear Falls, Fly-in/Fly-out contactors at mines).

- c. Identify initial retail-commercial gaps for key retail, restaurant, hotel and other businesses.
- 4. Retail Trade Area Demand Analysis
  - a. Retail/Restaurant/Service Commercial Demand Analysis
    - i. Quantify current and future annual resident retail expenditures by category for the trade areas defined in Item 1. \*To include estimated impacts of First Nation communities once all-season road access is available, Kinross Great Bear Project, West Red Lake Gold, and Frontier Lithium PAK project).
    - ii. Based on the competitive supply review completed in Item 3, determine realistic, achievable market shares (% of total annual spending potential) for the Municipality of Red Lake (ex. the % of trade area spending potential that should be captured within Municipal limits).
    - iii. Project optimal net annual sales volumes by category.
    - iv. Netting out estimated performance for existing Red Lake inventory, convert potential sales volumes into warranted new retail and restaurant floor area.
    - v. Estimate required increase in service-commercial floor area.
- 5. Establish Priority Categories and Target Business Types
  - a. Summarize analysis completed in Item 4 by outlining top categories of retail potential.
  - b. Interview commercial brokers to explore likely areas of market interest.
  - c. Outline top target retail, restaurant, and hotel/service businesses – those that could/should be pursued over the short to medium-term.
- 6. Stakeholder Engagement
  - a. Engagement with local stakeholders (ex. service providers), the community and partner communities to review work done to date and to gather input – this will include a presentation open to the general public.
- 7. Develop Report and Recommendations
  - a. Develop final report that summarizes the results of all project tasks completed, list of proposed projects, estimated costs and timeline for their implementation.
  - b. Identify potential funding sources for supporting the implementation of the proposed projects.
  - c. Develop materials and exhibits for presentation to Municipality, CCDC, and the general public.

Deliverables Start Date:

Upon completion of signed Agreement to provide services.

Deliverables End Date:

One (1) year following date of signed Agreement to provide services.