



REQUEST FOR PROPOSAL

For

Business Support Services Consultant

Issued: April 24, 2026
Closing: May 8, 2026
RFP Contact: Sarah Harper
Telephone: 403-507-4805
Email: sharper@olds.ca

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1.0 General

1.1 Invitation to Submit a Proposal

Consultants are invited to submit proposals for the Business Support Services Consultant.

RFP Issued:	April 24, 2026
Site Visit/Pre-Bid Meeting	No site visit planned
Deadline for Questions:	May 1, 2026 at 16:00 MT
Deadline for Issuing Addenda	May 5, 2026
Submission Deadline (Closing Date):	May 8, 2026 at 16:00 MT
Rectification Period	(3 business days)
Anticipated Ranking of Consultants:	May 15, 2026
Contract Negotiation Period:	(7 calendar days)
Anticipated Execution of Agreement	May 25, 2026

This RFP will be conducted with the objective of maximizing benefits for the Town of Olds while offering Consultants a fair and equitable opportunity to participate. The RFP Timetable is tentative only and may be changed by the Town at any time. For greater clarity, business days mean all days that the Town Administration building is open for business.

Consultants are advised to pay careful attention to the specifications laid out in this RFP. Failure to satisfy any term or condition in this RFP may result in the proposal being deemed unacceptable. The Town of Olds reserves the right to accept or reject any and all proposals and to waive irregularities and informalities at its discretion. The Town of Olds reserves the right to accept a proposal other than the lowest price proposal without stating reasons.

This RFP does not commit the Town of Olds to award a contract or pay any costs incurred in the preparation of a proposal, or attendance at meetings with Town staff.

There will not be a bidders' meeting associated with this procurement.

1.2 Inquiries, Errors or Omissions

All inquiries must be directed to the RFP Contact in writing by May 1, 2026 at 16:00 hrs MT. Inquiries and responses will be recorded and may, in the Town's discretion, be distributed to all Consultants.

Consultants should notify the RFP contact in writing of any ambiguity, divergence, error, omission, oversight or contradiction in this RFP.

Verbal responses to inquiries are not binding on any party.

1.3 RFP Amendments

The Town of Olds reserves the right to amend the RFP documents and addenda up to 48 hours prior to the RFP Closing Date and Time. Any changes to this document will be communicated to all involved Consultants, in writing, as an addendum.

1.4 Submitting of Proposals

Consultants are requested to submit their submission in the form prescribed herein by the submission deadline to the Town of Olds contact identified below.

Consultants should submit one electronic copy (in PDF or Word format) by email to:

Sarah Harper, Grant and Procurement Administrator
Email: sharper@Olds.ca

Proposals are to be prominently marked with the RFP title (see RFP Cover) in the email subject line, with the full legal name and return address of the Consultant, and with the submission deadline in the email.

Consultants are cautioned that the RFP closing time is based on when the proposal is RECEIVED by the Town, and NOT when a proposal is submitted by the Consultant. It is the sole responsibility of the Consultant to be mindful of the length of time for the proposal to be transmitted due to file transfer size, transmission speed, etc., and the Town shall not be responsible for any delivery issues whether or not caused by the Town server. As such, Consultants are responsible for verifying that their submissions have been received at the correct location.

Any proposals received after the closing date and time will be considered disqualified.

1.5 Access to Information and Protection of Privacy

All proposals submitted become the property of the Town of Olds and are subject to Alberta's Access to Information Act (ATIA) and Protection of Privacy Act (POPA).

The Town may be required to disclose records in its custody or control in response to an access request under ATIA, subject to the mandatory and discretionary exceptions set out in the Act, including protection of third-party business information (ATIA s.18).

The Town must also manage personal information in accordance with POPA, which restricts collection, use, and disclosure of personal information and protects against disclosures harmful to personal privacy (POPA s.34).

Respondents who wish to ensure that specific parts of their proposal are protected from disclosure should clearly identify any information that:

- (a) constitutes trade secrets or commercial/financial information,
- (b) is supplied in confidence, and
- (c) the disclosure of which could reasonably be expected to cause significant harm to their competitive position.

For more information, please consult the Access to Information Act and Protection of Privacy Act, available through the Alberta King's Printer.

1.6 Cost to Submit

The Town of Olds will not be liable for any costs incurred by any Consultant in the preparation and submission of a proposal, in the facilitation of a presentation to support the proposal, or any other activities related to the creation of their proposal.

1.7 Negotiations and Contract

Consultants are advised that the Town intends to enter into negotiations with the selected Consultant.

Notwithstanding the foregoing, the Town of Olds may, prior to and after contract award, negotiate changes to the scope of work, the specifications or any conditions with one or more of the Consultants without having any duty or obligation to advise any other Consultant or to allow them to vary their proposal compensation as a result of such changes and the Town shall have no liability to any other Consultant as a result of such negotiations or modifications.

1.8 Termination of Negotiations and/or RFP Process

The Town of Olds reserves the right to terminate contract negotiations with any Consultant and to enter into contract negotiations with any other Consultant if, in the opinion of the Town of Olds, at any time, the contract negotiations with the initially selected Consultant will not be satisfactorily concluded in the best interests of the Town of Olds.

1.9 Period of Commitment

Proposals shall be final and binding for 90 days from this RFP's closing date and time and may not be altered by subsequent offerings, discussions, or commitments unless the Consultant is requested to do so by the evaluation team.

1.10 Cost

The contract includes:

- A fixed professional fee of **\$90,000 per year for a two-year term (total contract value \$180,000), plus applicable GST**; and
- A travel allowance of up to **\$3,000 per year**, reimbursed separately.

Consultants are not required to submit a bid price but must provide a detailed breakdown of how the fixed fee will be allocated across project tasks.

1.11 Irrevocability of Proposals

Consultants may amend or withdraw their proposal prior to this RFP's closing date and time by submitting a clear and detailed written notice to the RFP Contact. All proposals become irrevocable after this RFP's closing date and time.

1.12 Proposal Rejection

The evaluation team may reject any or all proposals.

2.0 INFORMATION

2.1 Background

The Town of Olds, located in the heart of Mountain View County along Alberta's QEII corridor, serves as a major regional hub for over 40,000 residents in surrounding communities. With a current population of 9,209, Olds continues to experience growth and economic stability due to its strategic location between the cities of Red Deer and Calgary.

Olds is known for its vibrant community spirit and high quality of life, offering a mix of urban amenities and small-town charm. The town boasts safe and welcoming neighborhoods, extensive parks, and a comprehensive path and trail system. These features reflect the values and interests of its residents, who take pride in fostering a supportive, inclusive community.

The Town of Olds provides a broad range of municipal services, including:

- Administration and Finance: Ensuring sound governance and fiscal management
- Public Works: Maintaining vital infrastructure, roads, and facilities
- Recreation: Offering programs, services, and amenities that promote active living
- Utilities: Delivering essential water, wastewater, and waste management services

As Olds continues to grow and evolve, the town remains committed to sustainable development and community engagement, making it an attractive place to live, work, and invest.

2.2 Scope of Work

Please see Schedule A.

3.0 EVALUATION CRITERIA

The Town of Olds reserves the right to accept or reject any and all proposals. The Town reserves the right to accept a submission other than the lowest price submission without stating reasons. By the act of submitting a response to this

RFP, the Consultant waives any rights to contest in any legal proceeding or against the right of the Town of Olds to award the work to any Consultant in its sole discretion.

The first stage will consist of a review of all submissions to ensure that each submission was received on time, that the certification is properly completed and signed, and the submission is sufficiently responsive to the RFP.

Following the initial evaluation of the proposals, the second stage will consist of a comprehensive evaluation of the RFP based on the criteria listed below. The Consultant may be contacted at that time to provide further information or address any questions or issues that may have arisen while evaluating the Consultant’s proposal.

The Town of Olds will evaluate proposals based on overall value, demonstrated expertise, and the Consultant’s ability to successfully deliver the Scope of Work.

This procurement is based on a **fixed contract value of \$90,000 per year for a two-year term (total contract value \$180,000), plus applicable GST**. As such, proposals will be evaluated primarily on qualifications, methodology, and demonstrated ability to deliver results.

Proposals that do not clearly demonstrate a sustainable two-year delivery model may receive a lower score under Methodology and Work Plan.

Evaluation Category	Weighting
Project Understanding & Alignment with Objectives	20
Proposed Methodology & Delivery Approach	30
Project Team Qualifications & Experience	25
Work Plan and Project Schedule	10
Measurement, Reporting & Data Management	10
Regional Collaboration & Stakeholder Engagement	5
TOTAL	100

Proposals will be evaluated and ranked according to the outline below. Evaluations will be based on a scale of 0 to 10. The score of each criterion will be determined by multiplying the criteria weight by the rating. The sum of all scores will be the total score. The Town reserves the right to reject any proposal that receives a rating of four (4) or less on any criterion.

Rating	Description
10	Exceeds expectations; Consultant clearly understands the requirement, excellent probability of success.
8	Somewhat exceeds expectations; Consultant has a very good understanding of the requirement, very good probability of success.
6	Meets expectations; Consultant has a good understanding of the requirements, good probability of success.
4	Somewhat meets expectations; minor weakness or deficiencies, Consultant understands the requirement, fair probability of success.

2	Does not meet expectations or demonstrate understanding of the requirements, low probability of success.
0	Lack of response or complete misunderstanding of the requirements, no probability of success.

Consultants are expected to demonstrate a clear and sustainable approach to delivering services over the full two-year contract term. Proposals that do not clearly address continuity of service, resource allocation across both years, or long-term delivery capacity may receive lower scores under the Methodology, Work Plan, and Project Team criteria. Upon completion of stage two, a short list of Consultants will be invited to participate in the third stage if the Town of Olds decides to proceed beyond the RFP stage, if required.

The third stage of the evaluation will consist of oral presentations to Town of Olds staff. Consultants invited to participate in the third stage are to ensure that the individual identified as the project leader in their RFP submission will be available during the interview portion of the evaluation in addition to any other key personnel that the Consultant wishes to include.

3.1 FIXED FEE AND TRAVEL ALLOWANCE REQUIREMENT

The contract for this project includes:

- A fixed professional fee of **\$90,000 CAD per year for a two (2) year term (total \$180,000), plus GST**; and
- A travel allowance of up to **\$3,000 per year (maximum \$6,000 total)** for eligible project-related travel expenses.

Travel costs:

- Are **not included** in the fixed fee;
- Must be **pre-approved** by the Town of Olds;
- Will be reimbursed based on actual costs incurred, up to the maximum annual allowance;
- Must comply with applicable travel and expense guidelines.

Consultants must demonstrate how the Scope of Work will be delivered within the fixed annual fee. Travel costs will not be evaluated as part of the scoring process.

Consultants must:

- Confirm acceptance of the fixed fee structure;
- Provide a breakdown of how the proposed work will be delivered within this budget;
- Demonstrate that sufficient resources and capacity are allocated to successfully deliver the Scope of Work.
- Submit receipts and supporting documentation for all expense claims.

Proposals that do not clearly demonstrate the ability to deliver within the fixed fee may be scored lower.

Travel costs will not be evaluated as part of the scoring process. Travel is a reimbursable expense subject to the limits outlined in this RFP.

4.0 PROPOSAL CONTENT

Proposals should be organized in the following format using the section titles and sequence listed below, to facilitate evaluation and to ensure each proposal receives full consideration.

4.1 Proposal Submission Letter or covering letter

Must be dated and signed by an official authorized to negotiate, make commitments, and provide any clarifications on behalf of the Consultant.

4.2 Executive Summary touching on pertinent points in the proposal you wish to highlight, including an overview of the project schedule and costs.

4.3 Consultant Profile

The proposal must include:

- A **brief** introduction of the Consultant, identifying the members of the project team and project lead (if applicable);
- Project team members identified are to remain on the project until completion. Any changes in project team members will be subject to Town of Olds approval, and the Consultant shall ensure such changes do not negatively impact the quality of the deliverables and project timelines;
- A contact for any questions or clarifications arising from the proposal. Contact information should include name, title, address, email, and phone number;
- Contact information for the Consultant's head offices and applicable service centres; and
- Details of any subcontracting arrangements proposed by the Consultant.

4.4 Project Understanding, Concept and Proposed Methodology

This section should specifically address the Consultant's understanding of the Town's needs and provide details of the Consultant's methodology to the scope of work including all items listed in Schedule A. The Consultant should outline their project vision, processes and systems used for planning, scheduling, and budgeting to meet the obligations and requirements under this schedule are also met.

This section must address the work, effort, and team member participation role in delivering the work. The proposed methodology should also identify any potential options, or changes to the outlined approach that could be advantageous to the Town. Any such optional work should be identified specifically or outlined in a separate section.

4.5 Project Work Plan

A work plan and project schedule for completing the scope of work for this RFP in accordance with the timelines identified in Schedule A.

4.6 Related Experience and References

The Consultant shall include a list of three (3) recent and relevant projects (within the last three years) with their RFP package. Each of the references shall include a contact person complete with title, **email address** and phone number. The references will reflect similar work that has been provided. Preference will be given to companies with experience working with municipalities with similar demographics and requirements to the Town of Olds.

4.7 Alberta Worker's Compensation Board (WCB)

A current Alberta WCB Clearance Letter should be included in the proposal as evidence of such coverage and confirmation that the Consultant's account is in good standing. If the Consultant does not have such coverage in place, the Consultant will be required to obtain it within 10 days upon receiving notice of the intent to award.

4.8 Proof of Insurability

Consultants shall provide proof of general comprehensive liability insurability, from a licensed insurer, in the amount of a minimum of \$2,000,000 with the municipality as an additional named insured.

4.9 Costs

Consultants must provide a detailed breakdown of how the **fixed professional fee of \$90,000 per year for a two-year term (total contract value \$180,000), plus applicable GST** will be allocated across project objectives.

Itemize separately any additional services being recommended to the Town of Olds in addition to the project scope.

Consultants should clearly indicate:

- Annual resource allocation;
- Level of effort across project phases;
- How resources will be sustained over the two-year term.

Travel costs must not be included in this breakdown and will be reimbursed separately.

5.0 Awarding of Contract

This RFP should not be construed as a contract to purchase goods and services. Only written notice, to the Consultant of acceptance of the proposal by the Town of Olds, and the subsequent full execution of a written agreement, shall constitute a contract for the provision of Business Support Services Consultant.

The Town of Olds reserves the right to accept or reject, in whole or in part, all proposals received. The lowest or any proposal will not necessarily be accepted, as various criteria are used in the evaluation process.

No act of the Town of Olds, other than a notice in writing signed by the Chief Administrative Officer, or his designate, shall constitute an acceptance of a proposal.

The Town of Olds reserves the right to reject any or all proposals. Without limiting the generality of the foregoing, The Town of Olds may reject any proposal which:

- Is incomplete, obscure, irregular, or unrealistic;
- Omits or fails to include any or more items in the proposal offer for which a price is required by the RFP;
- Fails to complete the information required by the RFP to be furnished with the proposal or fails to complete the information required whether the same purports to be completed or not;
- Fails to be submitted before the deadline.

Further, a proposal may be rejected on the basis of:

- The Consultant's past performance, if applicable, with the Town of Olds;
- Financial constraints;
- Unreasonable or unacceptable completion schedules; and
- Failure to comply with federal, provincial, and municipal legislation.

The Town of Olds has the right, in the interest of the Town, to waive any informality, insufficiency or irregularity in any proposal responses received, and to accept the proposal that is deemed most favourable to the interests of the Town of Olds.

6.0 Limitation of Liability

Notwithstanding any other provision, by submitting a proposal, each Consultant agrees that any claim that the Consultant may have against the Town of Olds and its employees, agents, consultants and elected officials (collectively the "Town Parties") for damages, losses, or expenses or for any other legal relief, arising, directly or indirectly, under or in relation to this Request for Proposals process (whether in contract, tort, or other legal theory) is limited to an amount equal to the Consultant's actual and reasonable costs in preparing its proposal to a maximum of \$2,500.00. For clarity, each Consultant specifically waives as against the Town Parties any claim for loss of profit or anticipated profit, loss of opportunity, loss of reputation, consequential or indirect losses or for judicial review or injunctive relief.

SCHEDULE A

THE DELIVERABLES

All deliverables outlined in this Schedule must be completed within the fixed professional fee. Travel costs are reimbursable separately and do not constitute additional scope.

1. PURPOSE

The Town of Olds, on behalf of the Central Alberta First (CAF) Partnership, is seeking to retain a qualified Business Support Services Consultant to support the implementation of the Central Alberta First BREWD Regional Strategy Project – Phase 2.

This project is focused on delivering coordinated, regional business support services across participating municipalities.

The Consultant will be responsible for leading the delivery of key project objectives, including:

- Objective #1 - Workplace culture and business skills development;
- Objective #2 - AI awareness and digital readiness programming;
- Objective #3 - Regional investment readiness and capital access initiatives;
- Objective #4 - Delivery of regional business advisory and resource centre services; and
- Objective #5 - Support for regional economic engagement initiatives, including the Economic Growth Forum.

The purpose of this engagement is to strengthen business retention and expansion, improve competitiveness, enhance investment readiness, and increase access to coordinated business supports across Central Alberta.

IMPORTANT NOTE: The Business Support Services Consultant will work with the Digital Marketing Consultant to ensure successful delivery of all objectives. The Business Support Services Consultant is the lead implementer for Objectives 1, 2, 3, 4, and 5. They deliver training, workshops, business advisory support, resource development, and operational guidance. The Digital Marketing Consultant will drive business participation, awareness, branding, and communication. Strong promotional capacity is essential to engage 100+ businesses, support event attendance, and ensure equitable regional participation.

All work must align with the approved NRED project proposal, including defined outputs, outcomes, and reporting requirements.

2. SCOPE OF WORK

OBJECTIVE OUTPUT AND OUTCOMES	TARGET / RESULT	DESCRIPTION	REQUIRED MEASUREMENTS
Objective #1 Workplace Culture Enhancement Training - OUTPUT	- 5-7 webinar training sessions delivered- 100+ businesses trained- Tools, templates, and employer resources developed	- Training sessions are the core delivery mechanism for improving business skills, leadership capacity, and workplace practices. Increasing access to high-quality training helps businesses adopt better management processes, improve retention, and strengthen competitiveness. -The breadth of business participation demonstrates regional reach and ensures training benefits are	- Attendance logs, session records, registration reports, and facilitator documentation will be tracked and compiled after each session. -Registration data, participant sign-in records, and post session reconciliation to

		widely distributed. This measure shows how effectively the project engages businesses and responds to needs identified by over 700 BREWD participants. -Resources extend the impact of training by giving businesses practical tools they can use independently to implement changes. They ensure long-term benefits beyond individual sessions and help standardize best practices across the region.	ensure accurate unique business counts. -Internal project tracking, version control logs, and documented distribution through websites, email lists, resource centres, and partner networks.
Objective #1 Workplace Culture Enhancement Training – OUTCOME	-70% of participating businesses reporting improved team performance, communication or retention. -70% of businesses adopting new organizational or HR practices. -Increased leadership and management capacity among local businesses.	- Improved business competency is a key driver of productivity, retention, and stability. Businesses identified these gaps in BREWD; measuring learning gains demonstrates whether training is addressing those needs effectively. -Actual adoption of new practices demonstrates real behavioral change and economic impact. Implementation is directly linked to improved employee retention, better operations, and long-term competitiveness. - Businesses in BREWD strongly emphasized retention challenges. Measuring improvements in team stability demonstrates whether the project is helping address a major regional constraint on growth	- Post-training surveys, follow-up questionnaires, and self-reported skill assessments. -Follow-up surveys (30–90 days post training), interviews, and business feedback through resource centres. -Follow-up surveys, business self-reporting, and aggregated data collected through resource centre interactions or BR&E follow-ups.
Objective #2 Awareness Workshop Series – OUTPUT	- 8 (4 per year) AI Awareness workshops delivered. - 24 businesses / per session in attendance - AI Curriculum (worksheets, exercises, templates) designed for SMEs	- Businesses identified technology adoption and digital readiness as major barriers in the BREWD survey. Delivering workshops directly supports businesses in understanding AI opportunities, risks, and practical applications that can improve productivity, efficiency, and competitiveness. - High participation ensures broad regional reach and reflects business interest in digital transformation. This measure demonstrates responsiveness to the strong demand identified in BREWD for clearer and more accessible technology guidance. - Businesses requested practical, easy-to-use materials to support technology decisions. Resource tools extend the impact of workshops, supporting long-	- Session records, registration lists, attendance logs, facilitator documentation, and internal event tracking. -Registration data, unique business counts, sign-in sheets, and post session reporting. -Internal project tracking, resource inventory lists, download metrics (if online), email distribution logs, and partner dissemination tracking.

		term adoption of AI and digital technologies even after training has ended.	
Objective #2 Awareness Workshop Series - OUTCOME	<ul style="list-style-type: none"> - 70% of participants reporting improved understanding of AI concepts and opportunities. - 70% of participating businesses exploring and adopting AI tools, or advancing digital strategies. - 65% reporting increased productivity capacity, improved processes, or streamlined workflows due to digital adoption. 	<ul style="list-style-type: none"> - Improved knowledge is the foundational outcome of awareness training. Businesses that better understand digital tools are more likely to adopt productivity enhancing technologies that improve competitiveness. - AI readiness is only meaningful if businesses take action. Measuring adoption or initiation of digital projects shows whether workshops translate into behavioral and operational changes that support innovation. - Digital transformation is strongly linked to competitiveness, cost savings, and long-term business resilience. Tracking improvements helps demonstrate the project's economic value and alignment with regional growth goals. 	<ul style="list-style-type: none"> - Post-training surveys, knowledge self-assessments, and facilitator evaluations. - Follow-up surveys (30–90 days post session), business interviews, and data collected through resource centres or advisors. - Follow-up surveys, business case examples collected by the project team, and reported improvements via resource centre engagement or follow-ups.
Objective #3 Regional Investment Council Workshops – OUTPUT	<ul style="list-style-type: none"> - Form 1 regional investment Council to meet quarterly- 2 public capital readiness workshops per year – 24 businesses participating per session. - development of capital-readiness tools and financial literacy resources 	<ul style="list-style-type: none"> - a regional investment Council will bring expertise and a accessible programs for specialized business investment opportunities. - Municipalities and businesses identified inconsistent investment messaging, limited understanding of investment requirements, and lack of coordinated tools as barriers to attracting and supporting private investment. Delivering these workshops supports the development of shared regional investment practices. - Broad participation reflects strong cross-regional engagement and collaboration. It ensures consistency in how communities and businesses approach investment attraction and expansion, which is essential to improving the region's investment competitiveness. - standardized tools help reduce investor confusion and ensure consistent messaging across the region. These materials directly support investment attraction and align local efforts under a unified regional approach. 	<ul style="list-style-type: none"> - Meeting attendance, workshop attendance and participation., client engagements and referrals - Workshop agendas, attendance logs, registration lists, facilitator records, and session evaluations. - Registration data, sign-in sheets, and cross-referenced lists of unique participants. - Resource development logs, document version control, distribution metrics, and partner reporting on usage.

<p>Objective #3 Regional Investment Council Workshops - OUTCOME</p>	<ul style="list-style-type: none"> - 70% of participating businesses reporting improved clarity and alignment in investment-focused communication. - 70% of business participants reporting increased preparedness to attract or support investment - improved investor interest, such as inquiries, follow-ups, or requests for information. 	<ul style="list-style-type: none"> - Investors expect consistent, professional, and coordinated information. Improved alignment increases credibility and reduces barriers that can deter investment. - The core purpose of this objective is to strengthen investment readiness. Increased preparedness among participants indicates the workshops effectively address knowledge gaps and operational barriers. - A region that speaks with a unified voice and demonstrates readiness is more appealing to investors. Tracking investor engagement provides direct evidence of improved attractiveness. 	<ul style="list-style-type: none"> - Participant surveys, workshop evaluations, and documented changes to investment materials. - Pre/post surveys, readiness self-assessment tools, follow-up questionnaires (30–90 days), and advisor observations. - Tracking inbound inquiries, partner follow-up, communications records.
<p>Objective #4 Regional Business Resource Centres – OUTPUT</p>	<ul style="list-style-type: none"> - 300 business support and advisory interactions. - 150 businesses served / year through one-on one and virtual advisory services - 50 documented referrals to partners with 60% referral uptake 	<ul style="list-style-type: none"> - These interactions represent direct service delivery—helping businesses connect to programs, training, financing, supply-chain opportunities, and support providers. This output shows the volume and value of the centres’ daily work. - Businesses identified duplication and inconsistent service access as major regional issues. Tracking referral activity demonstrates how the project improves alignment and reduces fragmentation across partner organizations. - Businesses reported in BREWD that they struggle to find the right support at the right time. Measuring the number of businesses served demonstrates the reach and accessibility of the resource centres and their ability to address this identified gap. 	<ul style="list-style-type: none"> - Session logs, advisor reports, referral documentation, appointment calendars- Client intake forms, advisor logs, resource centre tracking spreadsheets, and monthly summary reports. - Partner referral tracking sheets, client follow-ups
<p>Objective #4 Regional Business Resource Centres - OUTCOME</p>	<p>Business Resource Centres- 75% report increased clarity on finding or accessing programs/services.- 60% receive follow-up support.- 100+ businesses receive planning , strategy, or growth advisory services. 40+ businesses receive financial literacy , cashflow management, or capital-readiness support.- 15 new</p>	<ul style="list-style-type: none"> - BREWD showed that businesses experience confusion about where to go for help. Increased clarity reflects improved navigation, reduced duplication, and higher quality support. - Effective resource centres increase business engagement with supports that drive growth, retention, and expansion. This is a key indicator of improved ecosystem functionality and regional competitiveness.- Strategic planning support is a key driver of business stability and expansion, directly improving BR&E outcomes.- Businesses reported financial skills gaps in BREWD. 	<ul style="list-style-type: none"> - Business satisfaction surveys, follow-up questionnaires, service centre feedback forms. - Comparison of pre/post resource centre participation data, referral tracking, and follow-up surveys. - Advisor logs, business planning session records, and follow-up reporting. - Tracking of financial support sessions, workshop

	<p>business starts and 10 business expansions.</p> <ul style="list-style-type: none"> - 30+ jobs created or retained 	<p>Improving financial literacy increases viability, resilience, and investment readiness.</p> <ul style="list-style-type: none"> - Business creation and expansion are direct indicators of economic growth. These outcomes show the project’s impact on entrepreneurship and BR&E.- Job creation and preservation are core indicators of economic development and the ultimate benefit of stronger businesses. 	<p>attendance, advisor notes, and participant surveys.</p> <ul style="list-style-type: none"> - Business self-reporting, municipal business license data, follow-up surveys, and advisor verification. - Business surveys, follow-up interviews, BR&E tracking, and employer reporting.
<p>Objective #5 Annual Regional Economic Growth Forum - OUTPUT</p>	<ul style="list-style-type: none"> - 1-2 Forums delivered (2026 / 2027)- 150+ attendees - 6+ sessions, keynote presentations, panels, sector spotlights during the forum.- 10+ Partner organizations and sponsors engaged. 	<ul style="list-style-type: none"> - A regional forum creates a central platform for business engagement, project reporting, knowledge sharing, and strengthening cross sector connections. It demonstrates tangible regional coordination under the CAF Partnership. - High attendance indicates strong regional engagement and validates the forum as a meaningful convening mechanism. It also reflects interest in regional economic conditions and supports collaboration. - A diverse range of sessions ensures wide reaching value—supporting businesses, investment readiness, workforce development, and supply-chain awareness. - Partner engagement reduces costs, strengthens cross-regional collaboration, and increases the forum’s credibility and reach. 	<ul style="list-style-type: none"> - execution reports, program schedules, and confirmation of venues. - Registration records, attendance lists, ticketing data. - Event program documentation, speaker confirmations, and session deliverable tracking. - Sponsorship agreements, exhibitor lists, partnership contracts, and CAF coordination documentation.
<p>Objective #5 Annual Regional Economic Growth Forum – OUTCOME</p>	<ul style="list-style-type: none"> - 70 % of participants reporting improved understanding of regional priorities, challenges, and shared opportunities. - 70% of participants reporting increased awareness of regional supports, programs, and opportunities.- Presentation and sharing of BREWD findings, updates, and project progress to forum attendees. 	<ul style="list-style-type: none"> - The BREWD Strategy calls for regional coordination. The forum advances alignment across municipalities, businesses, service providers, and post secondaries. - Businesses indicated through BREWD that they often do not know where to find support. The forum addresses this gap at scale. - The BREWD Strategy emphasizes transparent reporting back to businesses. This strengthens trust and maintains engagement for future BREWD cycles. 	<ul style="list-style-type: none"> - Post-event surveys, participant feedback, and partner evaluation forms. - Post-event evaluations, knowledge self-assessment questions, and resource distribution tracking. - Forum agenda verification, presentation materials, and post event reporting.

3. METHODOLOGY

Consultants are required to clearly describe their proposed methodology for delivering the Scope of Work outlined in Section 2. This section will be used to evaluate the Consultant’s understanding of the project, ability to deliver multi-faceted programming, and approach to achieving the required outcomes.

Consultants must address the following:

3.1 Project Delivery Approach

- Overall approach to delivering a multi-objective, regionally coordinated business support program;
- Strategies to ensure consistent service delivery across multiple municipalities;
- Approach to integrating training, advisory services, and events into a cohesive delivery model.

3.2 Business Engagement Strategy

- Methods for engaging small and medium-sized enterprises (SMEs) across the region;
- Strategies to achieve participation targets and sustained engagement;
- Approach to inclusive and equitable access across communities and sectors.

3.3 Training and Advisory Delivery

- Approach to designing and delivering workshops, webinars, and one-on-one advisory services;
- Methods for developing practical tools, templates, and business resources;

3.4 Regional Coordination and Partnerships

- Approach to working with the Digital Marketing and Promotions consultant;
- Approach to working with the CAF Partnership, including municipalities, post-secondary institutions, financial institutions, and service providers;
- Strategies to avoid duplication of services and enhance alignment across partners;
- Experience working in multi-stakeholder environments.

3.5 Measurement and Reporting

- Approach to tracking outputs, outcomes, and performance metrics as defined in Schedule A;
- Data collection methods (e.g., attendance tracking, surveys, follow-ups);
- Ability to support reporting requirements aligned with outputs.

3.6 Continuous Improvement

- Approach to evaluating program effectiveness and adapting delivery based on feedback and performance data;
- Methods for incorporating lessons learned throughout the project lifecycle.

Consultants must demonstrate how their methodology supports effective delivery over a two-year period, including continuity, scalability, and sustained business engagement.

4. RESPONSIBILITIES AND COMMITMENTS

4.1 Consultant Responsibilities

The Consultant shall ensure continuity of key personnel throughout the duration of the contract. Any proposed changes must be approved by the Town of Olds.

The Consultant will be responsible for:

- Delivering all services and activities outlined in the Scope of Work (Section 2);

- Providing qualified personnel with the necessary expertise to deliver training, advisory services, and program coordination;
- Developing and implementing program materials, tools, and resources required to support delivery;
- Coordinating and delivering workshops, training sessions, advisory services, and related activities;
- Maintaining accurate and complete records of all activities, including participant data, engagement metrics, and outcomes;
- Tracking and reporting on all required outputs and outcomes as outlined in Schedule A;
- Providing regular progress updates and formal reporting as required by the Town of Olds and aligned with funding reporting requirements;
- Participating in meetings with the CAF Partnership, including Steering Committee meetings, as required;
- Coordinating with other contracted service providers (e.g., marketing consultant and CAF administrative coordinator) to ensure alignment and effective delivery;
- Identifying risks and proposing mitigation strategies throughout the project lifecycle.

4.2 Town of Olds / CAF Partnership Responsibilities

The Town of Olds and CAF Partnership will:

- Provide overall governance and project oversight through the CAF Steering Committee;
- Facilitate access to regional partners, networks, and stakeholders;
- Support coordination and alignment across participating municipalities;
- Provide access to facilities and venues where applicable;
- Support promotional efforts in coordination with the marketing consultant;
- Review and approve key deliverables and reports;
- Ensure alignment with funding requirements and project objectives.

4.3 Shared Responsibilities

Both the Consultant and the Town/CAF Partnership will:

- Ensure alignment with the BREWD Regional Strategy and funding requirements;
- Maintain a coordinated, regional approach to service delivery;
- Work collaboratively to reduce duplication and maximize impact;
- Ensure accuracy, integrity, and timeliness of data and reporting;
- Support continuous improvement and adaptive program delivery.

5. PROJECT SCHEDULE

The Consultant will be expected to complete all work in alignment with the overall project timeline as established under the grant-funded project.

5.1 Project Timeline

- **Project Start Date:** June 1, 2026
- **Project Completion Date:** June 1, 2028

5.2 Phases of Work

The project is anticipated to be delivered in the following phases:

Phase 1 – Mobilization and Planning

- Contract execution and onboarding;
- Finalization of detailed work plan and schedule;
- Coordination with CAF partners and project stakeholders;
- Establishment of reporting and tracking systems.

Phase 2 – Program Delivery

- Delivery of all training, workshops, advisory services, and engagement activities;
- Implementation of business resource centre services;
- Ongoing coordination with partners and service providers;
- Continuous monitoring of outputs and outcomes.

Phase 3 – Reporting and Close-Out

- Completion of all required reporting;
- Submission of final summary report and performance outcomes;
- Documentation of lessons learned and recommendations for future phases.

5.3 Work Plan Requirement

Consultants must provide a detailed project work plan and schedule as part of their submission (refer to Section 4.5 of the RFP). The work plan must:

- Align with the timelines outlined above;
- Clearly identify key milestones, deliverables, and dependencies;
- Demonstrate the Consultant’s ability to meet all project requirements within the specified timeframe.