



Request for Proposals
Regional and Subregional Labour Market Plan

Request for Proposal No.: 26 - 013

Issued: May 1, 2026

Submission Deadline: May 22, 2026

TABLE OF CONTENTS

PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS	3
1.1 Invitation	3
1.2 Background.....	3
1.3 Scope of Work	4
1.4 Proposal Contents	6
1.6 RFP Contact	6
1.7 Contract for Deliverables.....	7
1.8 Submission Instructions	7
1.8.1 Proposals to be Submitted on Time	7
1.8.2 Amendment of Proposals.....	7
1.8.3 Withdrawal of Proposals	7
PART 2 – EVALUATION OF PROPOSALS	8
2.1 Stages of Evaluation	8
2.2 Stage I – Mandatory Requirements.....	8
2.3 Stage II – Rated Criteria.....	8
2.4 Selection of Top-Ranked Respondent.....	8
PART 3 – TERMS OF REFERENCE AND GOVERNING LAW	9
APPENDIX A – SUBMISSION FORM	12
.....	14
APPENDIX B – Value	15
APPENDIX C – Evaluation CRITERIA	16
A. RATED CRITERIA	16

PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation

The Cariboo Regional District is seeking proposals from Contractors to provide a Labour Market Plan for the Cariboo Regional District, with specific sections and requirements for each sub-region: North Cariboo, Central Cariboo, and South Cariboo. The background, scope of work, and proposal contents are outlined below.

1.2 Background

Located in the BC Central Interior, the Cariboo Regional District covers an area of 80,262 km² and has a population of 62,931, based on the 2021 population census. The Region covers area between 70 Mile in the south to close to Hixon in the north, from the Cariboo Mountains in the east to the Coastal Mountains in the west. The Region includes four incorporated member municipalities of Quesnel, Williams Lake, 100 Mile House and Wells, and member communities of Northern Secwepemc, Tsilhqot'In and Southern Dakelh First Nations.

The regional economy is highly dependent on the natural resource sector, with forestry as a dominating influence. Forestry and forest products manufacturing are the largest economic generators in the region, and the source of significant direct and indirect jobs. There is variation at the sub-regional level, with the Quesnel area the most dependent on forestry, and the last sawmill in 100 Mile announced its closure in 2025. Mining and agriculture are also important to the local economy, with tourism growing in importance. Impacts of climate change, including the mountain pine beetle and wildfires, as well as trade disputes have hit hard in this region. Uncertainty, compounded during the pandemic and again by tariffs, impacts businesses of all sizes, in all sectors.

The Cariboo Regional District and municipalities of Quesnel, Williams Lake and 100 Mile House collaborated on a Labour Market Study in 2019-2020. The project relied on 2016 census data, employer and job seeker surveys, a national perceptions survey of the Cariboo Chilcotin Region, key informant interviews, and education roundtables. The project was guided by a steering committee of regional economic development professionals. The result was a comprehensive regional strategy featuring 9 objectives falling under three categories: Labour Market Intelligence, Educate, Train, Retain, and Cultivate, Grow.

Since the release of the strategy in 2020, regional economic development staff have taken action. Improvements have been made to the CRD website (with a new stand-alone regional workforce attraction website currently underway), regional educator roundtables continue to be held, and regional economic development professionals continue to meet biannually.

The region is working together again to complete this project. The goal is to update the 2019 study with current data and actions which reflect the persistent supply chain disruptions ongoing trade uncertainties, and their ripple effects through the economy and workforce of each community and the region as a whole.

This update will include regional deliverables as well as sub-regional deliverables based on the priorities of each local government.

The following documents may be helpful in developing your proposal, and will be reference material for the selected proponent:

1.3 Scope of Work

This project will address current economic gaps and potential economic impacts created by tariffs, intending to support people, businesses, communities, and the workforce in the Cariboo Regional District.

The final project will include:

- An update of the Community Profile section (section 5) of the 2019 Technical Document, comparing census data from 2016, 2021, and 2026 for the following geographies:
 - Cariboo Regional District
 - Quesnel
 - North Cariboo
 - Williams Lake
 - Central Cariboo
 - 100 Mile House
 - South Cariboo
 - BC
- An update of the Labour Supply & Demand section of the 2019 Technical Document comparing labour market data from 2016, 2021, and 2026 for the following geographies:
 - Cariboo Regional District
 - North Cariboo
 - Central Cariboo
 - South Cariboo
 - BC
- An update of the Education Pipeline & Graduation Rates section of the 2019 Technical Document comparing the data from the 2019 document to the most recent data for:
 - SD 27 and SD 28
 - College of New Caledonia, University of Northern British Columbia, and Thompson Rivers University – where possible, data from campuses in the region should be used.
- A strategy which clearly
 - Outlines three – five regional objectives and two - three sub-regional objectives per sub-region.
 - Provides two – five actions per objective which can be implemented in the next one – five years.
 - Each action should identify a lead organization who has committed to the action, proposed budget, estimated resources, and potential partners
 - Builds on work already completed in the region
 - Satisfies the priorities outlined by each local government
 - Actions may be funded by a future funding opportunity through Northern Development Initiative Trust
- North Cariboo Priorities:
 - Conduct structured interviews with 15-20 key employers to gather qualitative and quantitative information on current and projected workforce needs, skills gaps, training requirements and associated challenges.

- Analyze employer input to identify clear, specific training priorities in both content and model (entry-level, upskilling, reskilling, certification, diploma, micro-credential), including the scale, timing, and urgency of demand, to directly inform program planning and investment decisions made by local training providers.
- Identify common and overlapping training needs across employers and sectors to determine opportunities for shared programming, cohort-based delivery, or other delivery models.
- Identify local barriers to accessing training (cost, scheduling, prerequisites, awareness, travel distance, timing, etc. and propose practical strategies to reduce or overcome these barriers.
- Assess opportunities for partnerships between the college, employers, local government, Indigenous organizations, and others and produce a clear set of recommended actions outlining roles, responsibilities and next steps for training providers, employers and partners to support program viability, sustainability, and workforce outcomes in the North Cariboo.
- Central Cariboo Priorities:
 - Understand the impact changing immigration regulations on local employers and identify actions to fill these gaps. Data collection may include an employer survey or targeted interviews.
 - Identify priorities for training to be provided locally to meet the needs of major employers in light of TRU Campus planned closure in 2028
 - Identify threats to local labour market with loss of campus
 - Identify gaps and training needs of SD27 graduates in literacy and numeracy to enable them to be successful in entering the workforce and/or post-secondary education.
- South Cariboo Priorities:
 - Deepen the understanding of the local labour market following the mill closure, focusing on employment gaps and targeted recruitment actions to follow the loss of major industry.
 - Identify priorities for training to be provided in the District of 100 Mile House to meet the needs of the community and employers and how the TRU Campus planned closure in 2028 will impact 100 Mile House.
 - Explore opportunities for seniors (early retirees/new residents) to fill some employment gaps.
 - Utilize community surveys to collect data and to understand “dormant” skills which may be in the community amongst new residents/recent retirees.
- Cariboo Regional District Priorities:
 - This section should provide a broad regional overview and address the needs of smaller and more rural communities across the region.
 - The regional section will focus on tourism and related industries that support and benefit from tourism, identifying labour market opportunities and strategies to strengthen this important part of the regional economy. This work may include employer interviews or surveys across the region.
 - The regional section will assess the education and training pipeline across the Cariboo, including how students leaving local campuses for larger centres affects long-term workforce retention. It should identify programs, credentials, and delivery models that could be expanded or introduced locally to increase enrolment, retain youth, attract new residents, and fill critical labour shortages.
 - The regional section will explore opportunities for economic diversification and sector transition, including forestry transformation, value-added wood

manufacturing, circular economy enterprises, clean technology, and other emerging industries that build resilience and create new employment opportunities.

- The final document will include an overview which will apply to all local governments in the region, and a section for each local government that can stand alone as a guide for the sub-region (or the region as a whole).
- The total project budget will be no more than \$200,000 including all travel, meeting costs, and other incidental expenses.
- The final project must be presented to each local government, highlighting that government’s priorities.
- The final report will be provided to Northern Development Initiative Trust who will create a region-wide synthesis report.

1.4 Proposal Contents

Contractors must include:

- Company background and relevant experience
- Project team and experience
- Workplan and Methodology
- Schedule and milestones
- Communication plan with each subregional and regional partner
- References (preferably local governments)
- Project budget
- Proof of insurance and WCB
- At least three examples of relevant projects (project descriptions with links to final reports, where possible).
- Appendix A - Submission Form

1.5 RFP and Project Timeline

Activity	Date
Issue Request for Proposals	May 1, 2026
Submission Deadline	May 22, 2026
Award Contract	June 5, 2026
Final Report Submitted	August 25, 2027

1.6 RFP Contact

For the purposes of this procurement process, the “RFP Contact” shall be:

Beth Holden,
Regional Economic & Community Development Officer
bholden@cariboord.ca
250-392-3351

Respondents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials or other representatives of the Region, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the respondent and the rejection of the respondent's response.

1.7 Contract for Deliverables

It is the intention of the Region to enter into a contract only one (1) legal entity. The term of the contract is for project completion and final document submission on or before August 25, 2027.

1.8 Submission Instructions

Proposals can be sent on the prescribed forms via email to Beth Holden, Regional Economic & Community Development Officer at bholden@cariboord.ca.

1.8.1 Proposals to be Submitted on Time

Proposals must be submitted at the location set out above on or before the Submission Deadline. Subject to the process described below, proposals submitted after the Submission Deadline will be rejected.

A proponent may, at its option and with a valid reason, request an extension of the Proposal Submission via email to the RFP Contact no less than Forty Eight (48) hours prior to the Submission Deadline. The RFP Contact may (at his/her discretion) grant an extension. Should the Proposal Submission extension be granted, the RFP Contact will communicate the extension to all proponents in the form of an addenda. If the Proposal Extension is not granted, proposals must be submitted according to the original Submission Deadline. **Under no circumstances will an extension to the Proposal Submission be granted if any Proposal Submissions' have been received prior to the request for extension.**

1.8.2 Amendment of Proposals

Proponents may amend their proposals prior to the Submission Deadline by submitting the amendment via email marked with the RFP title and number and the full legal name and return address of the proponent to the location set out above. Any amendment should clearly indicate which part of the proposal the amendment is intended to amend or replace.

1.8.3 Withdrawal of Proposals

At any time throughout the RFP process until the execution of a written agreement for provision of the Deliverables, a proponent may withdraw a submitted proposal. To withdraw a proposal, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the proponent. The Region is under no obligation to return withdrawn proposals.

[End of Part 1]

PART 2 – EVALUATION OF PROPOSALS

2.1 Stages of Evaluation

The Region will conduct the evaluation of proposals in the following two stages:

2.2 Stage I – Mandatory Requirements

Stage I will consist of a review to determine which proposals satisfy all of the mandatory requirements. Those proposals that satisfy the mandatory requirements will proceed to Stage II. Subject to the Terms of Reference and Governing Law, those proposals that do not satisfy the mandatory requirements as of the Submission Deadline will be disqualified and will not be evaluated further. The mandatory requirements for this RFP are as follows:

(a) Submission Form

Each proposal must include a Submission Form (Appendix A) completed and signed by an authorized representative of the respondent.

(c) Other Mandatory Criteria

Contractors must include:

- Company background and relevant experience
- Project team and experience
- Workplan and Methodology
- Schedule and milestones
- Communication plan with each subregional and regional partner – four in total
- References (preferably municipalities)
- Project budget
- Proof of insurance and WCB
- At least three examples of relevant projects (project descriptions with links to final reports, where possible).

2.3 Stage II – Rated Criteria

Stage II will consist of a scoring of proposals on the basis of the rated criteria as set out in the Evaluation Criteria (Appendix C).

2.4 Selection of Top-Ranked Respondent

Subject to the Terms of Reference and Governing Law, the top-ranked respondent as established under the evaluation will be selected to enter into a contract for the provision of the Deliverables based on the terms set out in Appendix A. The respondent selected pursuant to this RFP process will be informed in writing. Respondents not selected will also be informed in writing. The selected respondent will be expected to enter into a contract within the timeframe specified in the selection notice. Failure to do so may, among other things, result in the disqualification of the respondent and the selection of another respondent or the cancellation of the RFP.

[End of Part 2]

PART 3 – TERMS OF REFERENCE AND GOVERNING LAW

In responding to this RFP, each respondent must submit a completed and signed Submission Form (Appendix B) that, among other things, acknowledges its acceptance of the following RFP Terms of Reference and Governing Law:

- (a) This RFP process is not intended to create a formal, legally binding bidding process and shall not give rise to the legal rights or duties applied to a formal Contract A binding bidding process or any other legal obligations arising out of any tendering process contract or collateral contract, and instead shall be governed by the common law applicable to direct commercial negotiations.
- (b) No legal obligation regarding the procurement of any good or service shall be created until the Region and the selected respondent have entered into a written contract for the Deliverables.
- (c) Neither party shall have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract or a decision of the respondent to withdraw its proposal.
- (d) The Region may cancel this RFP process at any time.
- (e) Procurements falling within the scope of Chapter 5 of the Agreement on Internal Trade and/or the New West Partnership Trade Agreement are subject to those trade agreements but that the rights and obligations of the parties will be governed by the specific terms of this RFP.
- (f) The respondent consents to the collection and use by the Region of the information as contemplated under this RFP for the uses contemplated under this RFP.
- (g) The respondent will bear its own costs associated with, or incurred in, the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.
- (h) Respondents may direct questions or seek additional information in writing by e-mail to the RFP Contact on or before the Deadline for Questions. The Region is under no obligation to provide additional information but may do so at its sole discretion. It is the responsibility of the respondent to seek clarification from the RFP Contact on any matter it considers to be unclear. The Region is not responsible for any misunderstanding on the part of the respondent concerning this RFP or its process.
- (i) This RFP may be amended only by addendum issued in accordance with this section. If the Region, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all respondents by addendum. Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Respondents are responsible for obtaining all addenda issued by the Region. In the Submission Form (Appendix B), respondents should confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

- (j) When evaluating proposals, the Region may request further information from the respondents or third parties in order to verify, clarify or supplement the information provided in the respondent's proposal, and the Region may revisit and re-evaluate the respondent's proposal or ranking on the basis of any such information.
- (k) The Region may consider the respondent's past performance on previous contracts or any other information considered relevant by the Region when determining the acceptability of a respondent.
- (l) The Region may disqualify a respondent for any conduct, situation or circumstance that constitutes a Conflict of Interest, as solely determined by the Region. "Conflict of Interest" shall have the meaning ascribed to it in the Submission Form (Appendix B).
- (m) Respondents shall not engage in any illegal business practices, including such activities as bid-rigging, price-fixing, bribery, fraud or collusion. Respondents shall not engage in any unethical conduct, including lobbying or other inappropriate communications; offering gifts to elected officials, employees, officers or other representatives of the Region; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process.
- (n) The Region may elect not to consider a respondent who engages in conduct prohibited by this RFP or whose proposal contains misrepresentations or any other inaccurate, misleading or incomplete information.
- (o) The Region may prohibit a respondent from participating in a procurement process based on poor past performance or inappropriate conduct in a prior procurement process, including but not limited to (i) illegal and unethical conduct; (ii) the submission of proposals containing misrepresentations or any other inaccurate, misleading or incomplete information, (iii) the refusal of the respondent to honour submitted pricing or other commitments, or (iv) any conduct, situation or circumstance determined by the Region, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.
- (p) Respondents may request a debriefing after receipt of a notification of the final outcome of the procurement process. All requests must be made in writing to the RFP Contact and must be made within thirty (30) days of such notification. The intent of the debriefing information session is to aid the respondent in presenting a better submission in response to subsequent procurement opportunities. Any debriefing provided **is not** for the purpose of providing an opportunity to challenge the procurement process or its outcome.
- (q) If a respondent wishes to challenge the outcome of the RFP process, it should provide written notice to the RFP Contact within thirty (30) days of notification of the outcome of the procurement process, and the Region will respond in accordingly.
- (r) The Region makes no guarantee of the value or volume of work to be assigned to the successful respondent. The contract with the selected respondent will not be an exclusive contract for the provision of the described Deliverables. The Region may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

- (s) These terms (i) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision); (ii) are non-exhaustive and shall not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and (iii) are to be governed by and construed in accordance with the laws of the province of British Columbia and the federal laws of Canada applicable therein.

[End of Part 3]

APPENDIX A – SUBMISSION FORM

1. Respondent Information

Please fill out the following form, naming one person to be the respondent's contact for the RFP process and for any clarifications or communication that might be necessary.	
Full Legal Name of Respondent:	
Any Other Relevant Name under which Respondent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Fax Number:	
Company Website (if any):	
Respondent Contact Name and Title:	
Respondent Contact Phone:	
Respondent Contact Email:	

2. Acknowledgement of Terms of Reference and Governing Law

The respondent acknowledges that this RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Contract A bidding process contract) and that no legal relationship or obligation regarding the procurement of any good or service shall be created between the Region and the respondent unless and until the Region and the respondent enter into a written contract for the Deliverables.

3. Ability to Provide Deliverables

The respondent has carefully examined this RFP and has a clear and comprehensive knowledge of the Deliverables required. The respondent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in the Value Form (Appendix B).

4. Non-Binding Pricing

The respondent confirms that the pricing information provided in the Value Form (Appendix B) is accurate. The respondent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

5. Addenda

The respondent is deemed to have read and accepted all addenda issued by the Region prior to the Deadline for Issuing Addenda. The onus is on respondents to make any necessary amendments to their proposals based on the addenda. The respondent is requested to confirm that it has received all addenda by listing the addenda numbers, or if no addenda were issued by writing the word "None", on the following line: _____. Respondents who fail to complete this section will be deemed to have received all posted addenda.

6. Prohibited Conduct

The respondent declares that it has not engaged in any conduct prohibited by this RFP.

7. Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the bidding process, the respondent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, information of the Region in the preparation of its proposal that is not available to other respondents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or
- (b) in relation to the performance of its contractual obligations contemplated in the contract that is the subject of this procurement, the respondent's other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

For the purposes of section (a)(i) above, respondents should disclose the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the response; **AND** (b) were employees of the Region within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the respondent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

- The respondent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the respondent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the respondent declares an actual or potential Conflict of Interest by marking the box above, the respondent must set out below details of the actual or potential Conflict of Interest:

8. Confidential Information of Respondent

A respondent should identify any information in its response or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the Region. The confidentiality of such information will be maintained by the Region, except as otherwise required by law or by order of a court or tribunal. The respondent agrees that their proposal will, as necessary, be disclosed on a confidential basis to the Region’s advisers retained to advise or assist with this RFP process, including with respect to the evaluation of this proposal. If a respondent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

Signature of Witness

Signature of Respondent Representative

Name of Witness

Name of Respondent Representative

Title of Respondent Representative

Date

I have the authority to bind the respondent.

APPENDIX B – VALUE

1. Instructions on How to Complete a Value Submission

- (a) Non-binding rates shall be provided in Canadian funds, inclusive of all applicable duties and taxes except for **applicable sales taxes**, which should be itemized separately.
- (b) Fees proposed by the respondent shall be all-inclusive and shall include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery to the Region, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.
- (c) **Rates must be \$200,000 or less to be considered.** With the budget breakdown as follows:
 - a. \$50,000 allocated to each subregion and the remaining \$50,000 allocated to the region as a whole.

APPENDIX C – EVALUATION CRITERIA

A. RATED CRITERIA

As per the pricing instructions, criteria will be rated and scored as below.

Stage II will consist of an evaluation of the proposal to determine the high score based on the following criteria:

Rated Criteria Category	Weighting (Points)
Pricing	
Relevant Experience	25 points
Work Plan and Methodology	20 points
Schedule and Completion Date	10 Points
Pricing	30 Points
Value-added Service/Warranty	10 Points
References and Past Performance	5 Points