



**Request for Proposals:**

**Strategic Planning and Governance Workshop**

The Real Estate Council of British Columbia invites interested and qualified parties to submit proposals to conduct strategic planning, including a workshop on regulatory governance, for the Council.

Please send PROPOSALS/DOCUMENTATION to:

Attn: Marilee Peters, Communications Officer  
Real Estate Council of British Columbia  
900-750 West Pender Street  
Vancouver, BC V6C 2T8

Or mpeters@recbc.ca

Until 4:30 pm on: June 22, 2017

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## **SECTION 1: OVERVIEW**

The purpose of this Request for Proposals (RFP) is to solicit proposals from qualified proponents for the development and implementation of a phased approach to strategic planning for the Real Estate Council of BC.

The Council wishes to undertake a strategic planning session, incorporating a workshop on regulatory governance frameworks and issues, in October 2017. The Council requires consultants to conduct stakeholder research in advance of the workshops, plan and facilitate the workshops, and develop a strategic plan based on the outcomes of the workshops.

This RFP outlines the basic requirements for the project; however, proponents are encouraged to provide alternatives and suggest options to satisfy the Council's needs.

Proposals for conducting the scope of work requested in this RFP will be considered from single consultants, consultant groups, or partnerships of consultants.

### **ABOUT THE REAL ESTATE COUNCIL OF BC**

The Real Estate Council of British Columbia (the Council) is a regulatory agency established by the provincial government in 1958. Its mandate is to protect the public interest by enforcing the licensing and licensee conduct requirements of the *Real Estate Services Act*. The Council is responsible for licensing individuals and brokerages engaged in real estate sales, rental and strata property management. The Council also enforces entry qualifications, investigates complaints against licensees and imposes disciplinary sanctions under the Act.

See more at [www.recbc.ca/about/overview.html](http://www.recbc.ca/about/overview.html)

## **SECTION 2: GENERAL TERMS AND CONDITIONS**

1. All information will be forwarded to the Council's Communications Officer. It shall be the proponent's responsibility to clarify any details or questions before submitting a proposal.
2. Any additional information that results in substantial change to the original specifications will be forwarded to the proponents. The Council will have the right to extend the RFP closing date if circumstances so demand.
3. The Council reserves the right to negotiate with a proponent. Negotiations may take place with selected proponents without the obligation to recall proposals or provide an opportunity for the other proponents to quote on the same changes.
4. The Council may establish a short list of proponents. Those proponents not selected will be notified by email.
5. The proponent(s) may be requested to make a presentation to the Council during the selection process. This will not in any way indicate that any proposal has been accepted or rejected.
6. Proponent responses will be evaluated based on adherence to specifications, quality of product/service, total cost, proponent history, references supplied by proponents and other

criteria as established by the Council (also refer to Section 5: Evaluation, Contract Award and Conditions).

7. The RFP documentation and proponent's response/proposal will become an integral part of any agreement.
8. An appropriate penalty may apply in the event of failure by the successful proponent to provide timely and effective service or failure by the successful proponent to deliver the service/goods on or before the agreed date. This penalty will be discussed and established prior to any final contract commitment.
9. The proposal and accompanying documentation submitted by proponents are the property of the Council and will not be returned. The Council will not assume any responsibility for costs incurred by the proponent in the preparation of this RFP or any subsequent presentations.
10. Where applicable, all employees of the successful proponent must comply with the Worker's Compensation Act of British Columbia and must comply with the Council's security procedures while on Council premises.
11. Information pertaining to the Council obtained by the proponent as a result of participation in relation to this RFP and to any subsequent contract or purchase order is strictly confidential and shall not be disclosed by the proponent except as authorized in advance by Council in writing. Breach of confidentiality may result in disqualification of the proponent.
12. Proposals submitted must describe the necessary equipment and services for the requirements described. While subcontracting will be considered, overall co-ordination and ultimate responsibility must be assumed by the proponent submitting the proposal.
13. The proponent shall provide, with the response, a detailed Plan of Action that shall be taken to represent guaranteed performance parameters and will be utilized to compare expected performance of competing bids.

### **SECTION 3: SCOPE OF SERVICES**

#### **BACKGROUND**

The Real Estate Council of BC completed a 3-year strategic plan in June 2015. In February 2016, in response to heightened public concern about the conduct of some real estate licensees, the Council initiated a review of the regulatory regime by an Independent Advisory Group (IAG). The IAG submitted a final report in June 2016 with 28 recommendations for enhancing consumer protection. In July 2016 the provincial government passed several amendments to the *Real Estate Services Act*, changing the governance structure of the Council.

The IAG Final Report is available here:

[https://www.recbc.ca/wp-content/uploads/IAGReport\\_June2016.pdf](https://www.recbc.ca/wp-content/uploads/IAGReport_June2016.pdf)

An overview of the recent legislative changes is available here:

<https://news.gov.bc.ca/factsheets/enhancing-consumer-protection-in-real-estate>

Now, governed by new, publicly-appointed Council members, the Council is engaged in implementing the recommendations of the IAG, and modernizing operations to increase transparency and strengthen public accountability. As part of this transformation, the Council is developing more accessible, consumer-focused communications as recommended by the IAG and seeking to review its brand to ensure it is positioned to engage effectively with members of the public and real estate licensees.

#### **PURPOSE**

The Council wishes to review its governance framework and priorities, and to create an actionable three-year strategic plan to align with the implementation of the IAG recommendations. We are seeking a professional qualified consultant or consultants to work with us to create a plan through a comprehensive, data-driven, participatory planning process, and to lead planning workshops that will help the Council to develop well-defined goals, messages, and a roadmap to the future.

#### **DELIVERABLES**

The consultant will, at a minimum, accomplish the following:

- Conduct a review of the Council's governance framework, practices and performance, including benchmarking and gap analysis, and make recommendations on opportunities to strengthen the current governance structures and processes,
- Design and execute a strategic visioning and planning process to culminate in a governance training session and strategic planning retreat,
- Develop a governance road map and objectives,
- Develop an actionable three-year strategic plan, and
- Develop recommendations to support the strategic plan's implementation, including a recommended implementation budget.

It is anticipated that these deliverables will require activities such as:

- Focus groups, interviews, or other methods of collecting input from audience members, stakeholders and partners,
- Environmental scans and/or collection of relevant research, strategic planning and best practices by other regulatory agencies,
- Planning and facilitation of two workshops: governance review (half-day workshop) and strategic vision and plan, including goals, objectives, strategies, tactics (full-day workshop), and
- Documenting workshop results and developing written plans.

#### **OVERALL TIMEFRAME AND DURATION**

The project activities will begin in July 2017, and all deliverables must be completed by December 2017.

#### **Workshop Dates:**

- Sunday, October 15, 2017 (PM) Governance
- Monday, October 16 (Full day) Strategic Planning

## **CONSULTANT QUALIFICATIONS**

To accomplish the scope requested, the consultant or consultants will need to possess the following qualifications:

- Understanding of regulatory governance and best practices for governance, experience in assessing governance practices and leading governance training workshops,
- Experience successfully developing strategic plans with regulatory or public bodies,
- Strong facilitation skills, and
- Experience at gathering input and utilizing data to inform the strategic planning process.

## **SECTION 4: INFORMATION REQUESTED**

Proposals must include the following:

### **General Information**

The Council understands that the scope of work requested may be conducted by a single consultant, a consultant group, or by a partnership of consultants. The proposal should provide the name, title, address, telephone number, and email address for each person engaged in scope activities. Further, if a consultant group or partnership of consultants is proposed, the proposal should indicate the individual who will serve as the “point” person for the purposes of this RFP and the engagement.

### **Consultant Qualifications and Roles**

The proposal must describe the consultant’s qualifications to conduct the activities, including his/her expertise, knowledge and experience. Include examples of experience conducting similar or related work (i.e., working with other regulatory bodies or public agencies to create a strategic vision and strategic plan).

If a consultant group or partnership of consultants is proposed to conduct the RFP scope of work, the proposal must indicate which activities each consultant will conduct as well as information about their level of expertise, knowledge and experience to conduct those specific activities.

### **Work Plan**

The proposal should contain a detailed description of the activities to be conducted by the consultant or consultants in order to complete the requested scope of work, including:

- the specific activities to be conducted at each stage,
- a timeline for the activities at each stage,
- milestones and deliverables tied to those activities, and
- proposed costs for each stage.

### **References**

Include at least three references of individuals who can speak to their experience with the consultant or consultants in conducting projects of similar scope. For each reference include the individual’s name, address, telephone number and email address.

### **Previous Work Product**

Include at least two examples of work products similar to the scope of work requested within this RFP (e.g., strategic plan), redacted as necessary.

## **SECTION 5: EVALUATION, CONTRACT AWARD AND CONDITIONS**

1. Please provide the Council with a written proposal addressing all specifications and requirements as outlined in this RFP.
2. The Council will review the written proposals, identify proponents with whom it wishes to have further discussions, and then if necessary will interview the short-listed proponents.
3. Evaluation criteria includes the following (criteria are not listed in any particular order):
  - Completeness of the proposal
  - Experience of consultants in relation to proposed scope of work
  - Value-added services
  - Ability to meet proposed timelines
  - Pricing, commitment, and terms
  - Customer service commitment
  - Proponent references
4. The preferred proponent shall be required to negotiate a contractual agreement. The Council may, at its sole discretion, terminate negotiations with any proponent and negotiate with another proponent of their choice with no liability on the part of the Council to any proponent.
5. The service must conform to the specifications stated in the proposal.

## **SECTION 6: PRICING AND TERMS**

The Council will consider proposals up to a maximum cost of \$40,000, plus expenses.

Please quote in Canadian currency and include the proposed cost broken down by major activity. Include hourly rates and estimated number of hours for each individual that will work on the project.

## **SECTION 7: KEY DATES**

### **June 22, 2017 (4:30pm)**

Request for proposal submission closing date.

### **June 29, 2016**

Proponent presentations, if required by Council.

### **July 6, 2017**

Decision and communication regarding successful proponent.