

Request for Proposals (RFP)	
Scope of Service	Fort McMurray Wood Buffalo Economic Development & Tourism Strategic Plan
RFP #	2026RFP001
RFP Issued by	Fort McMurray Wood Buffalo Economic Development & Tourism (FMWBEDT)
RFP Issue Date	February 19, 2026
Estimated RFP Schedule	<p>The following timeline outlines the anticipated schedule for the RFP (subject to change):</p> <ul style="list-style-type: none"> • Deadline to ask Questions – February 25, 2026 at 4pm MST • Deadline for Issuing Addenda – February 27, 2026 at 4:30pm MST • Submission Deadline – March 4, 2026 at 4pm MST • Anticipated Evaluation of Proponents – March 5, 2026 • Preferred Proponent Notification Date – March 6, 2026
Closing Date and Time	Proposals must be received before 16:00 hours (4:00 pm) Mountain Standard Time on March 4, 2026. Any late proposals will not be accepted. NO EXCEPTIONS WILL BE MADE.
Contact Information and Questions	<p>All enquiries related to this RFP including any requests for information, questions, and clarification, are to be directed to the following email address:</p> <p>corporateservices@fmwb.ca with the subject line reading: '2026RFP001 FMWBEDT Strategic Plan: QUESTION'</p>
Delivery of Proposals	Submissions are to be emailed to: corporateservices@fmwb.ca with the subject line '2026RFP001 FMWBEDT Strategic Plan: SUBMISSION'
Anticipated Start Date of Project	March 6, 2026

1. Required Scope of Work

Fort McMurray Wood Buffalo Economic Development and Tourism (FMWBEDT) is seeking proposals from a qualified consultant or consulting team to develop a comprehensive, actionable **Regional Economic Development and Tourism Strategic Plan** for Fort McMurray Wood Buffalo (FMWB) covering the period 2026-2031.

The strategy must reflect the region’s evolving economic landscape, strengthen long-term diversification efforts, enhance tourism competitiveness, and establish measurable performance outcomes aligned with municipal and provincial priorities.

The resulting plan must be practical, implementation-ready, and grounded in data-driven analysis and meaningful stakeholder engagement.

In 2025, FMWBEDT experienced a complete change in leadership with the establishment of a new Board of Directors. FMWBEDT Leadership is now ready to build on the previous years’ foundation and create a focused regional economic development and tourism strategy that will set the future direction for the organization.

The proponent will work with the Board of Directors and FMWBEDT team to develop a comprehensive 5-year Economic Development & Tourism Strategic Plan that will:

- Establish a clear and unified long-term vision for economic development and tourism.
- Identify strategic priorities that support economic diversification and resilience.
- Strengthen business retention, expansion, and investment attraction efforts.
- Advance destination development and sustainable tourism growth.
- Align workforce and population growth strategies with economic needs.
- Enhance collaboration with Indigenous communities and rural stakeholders.
- Define measurable performance indicators and reporting frameworks.
- Deliver a phased implementation roadmap with timelines, resource implications, and accountability measures.

	Deliverable	Description of Services Required
A.	Work Plan (March 2026)	<p>Project Initiation & Background Review (March 2026)</p> <ul style="list-style-type: none"> • Conduct project kickoff with FMWBEDT team. • Review existing strategy, studies, reports, performance metrics, business plans and relevant municipal and provincial plans. • Conduct one-on-one interviews with the Board of Directors to assess priorities. • Assess progress against the previous five-year strategy. • Conduct a SWOT analysis of the organization. • Develop Engagement plan • Develop communications strategy and key messaging.
B.	Engagement Report (April 2026)	<p>Stakeholder Engagement (March-April 2026)</p> <p>Execute a robust engagement process, including engagement with the following:</p> <ul style="list-style-type: none"> • FMWBEDT team members • Municipal Council representatives • Selected municipal department leads <p>Engagement report and presentation summarizing key themes, priorities, gaps, and challenges.</p>
C.	Strategic Framework Session (March – April)	<p>Conduct a robust, in-person workshop with the Board of Directors and senior leadership team to develop a strategic framework including:</p> <ul style="list-style-type: none"> • Vision, mission and guiding principles

	2026)	<ul style="list-style-type: none"> • Strategic priorities • Actionable goals (short, medium, long-term) • Defined responsibilities within the regional ecosystem <p>Analyze findings and prepare a report/presentation for Leadership to present to Council outlining preliminary strategy direction (April 21, 2026)</p>
D.	Implementation & Performance Framework (April - May 2026)	<p>Develop a detailed implementation roadmap including:</p> <ul style="list-style-type: none"> • Priority goals (short, medium, long-term) • Clear timelines • Resource implications and budget considerations • Risk identification and budget considerations • Key performance indicators and dashboard recommendations • Annual business plan framework • Annual reporting framework aligned with Municipal funding expectations • Templates for business plans, KPI tracking, and reporting
E.	Strategy Document (May 2026)	<p>Final Strategy Document (May 2026)</p> <p>Produce a professional 5-year strategy document suitable for:</p> <ul style="list-style-type: none"> • Board adoption • Council Presentation • Public Release <p>The proponent will produce:</p> <ul style="list-style-type: none"> • Final Strategy (PDF and editable format) • Presentation deck suitable for Council, the Board, and the public • Executive summary version for public
F.	Check-in's	<p>Check-in:</p> <ul style="list-style-type: none"> • Provide FMWBEDT Project Lead with bi-weekly check-in's • Provide FMWBEDT Project Lead with updates suitable for the Board of Directors and Council • Check-in with the Board of Directors on April 13 • Material preparation for April 21 check-in with Council

Proponents that do not demonstrate a strong understanding of the 'Required Scope of Work' criteria may be disqualified, and the proposal may not be evaluated further.

Please note **ONLY** elements as outlined in section 2.1 to 2.3 (Evaluation Criteria – see below) will be evaluated and are being requested.

Limit your proposal to a **maximum of 10 pages** (including title page and references). Proposals over the allotted amount will be disqualified.

2. Evaluation Criteria

Responses will be evaluated as identified below:

Item	Evaluation Criteria	Weight
2.1	Financial Criteria	45%
2.2	Required Scope of Work Criteria	50%
2.3	Value Add	5%

	Total:	100%
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See below for a breakdown of each criteria and the corresponding evaluation weight.

2.1 Financial Criteria: 45% Weighted

ID	Area	Mandatory Elements
1	Financial	<p>Budget:</p> <ul style="list-style-type: none"> \$65,000 is the maximum amount allotted GST must be itemized separately Detailed budget that corresponds to the deliverables outlined in 'Section 1. Required Scope of Work' Pricing is to be broken down including professional fees, travel, engagement costs, and contingencies Include rates for any additional work/change orders that may arise within the scope of this RFP
2	Financial	<ul style="list-style-type: none"> Indicate how your company/firm keeps project(s) on-budget

2.2

Service/Technical Criteria: 50% Weighted

ID	Area	Mandatory Elements
1	Experience	<p>Company Overview:</p> <ul style="list-style-type: none"> Provide an organizational overview, including key personnel bios and roles. Include partners or sub-contractors Demonstrate experience in developing economic development and tourism strategies for municipalities or regional Part 9 corporations Demonstrate knowledge of municipal governance and funding environments Provide two relevant project references
2	Experience	<p>Project Methodology:</p> <ul style="list-style-type: none"> Provide a description of the approach and methodology taken to perform the project indicated in this document
3	Experience	<p>Scope of Work/Deliverables:</p> <ul style="list-style-type: none"> Demonstrate your understanding of the project Demonstrate experience with Board facilitation Demonstrate experience with stakeholder and Indigenous engagement Demonstrate knowledge and understanding of regional context Demonstrate ability to deliver measurable outcomes
4	Experience	<p>Anticipated Challenges:</p> <ul style="list-style-type: none"> Describe any difficulties or challenges that are anticipated and how your firm will manage them
5	Experience	<p>FMWBEDT Support</p> <ul style="list-style-type: none"> Indicate how your company/firm keeps project(s) on track. The type of assistance that will be required by the Proponent from the FMWBEDT staff

2.3 Delivery Timeline: 5% Weighted

ID	Area	Mandatory Elements
1	Value Add	<ul style="list-style-type: none"> How your company/firm contributes positively to the economic development of Fort McMurray Wood Buffalo?