Request for Proposals

Title: **Business Attraction Assessment and Strategy**

Reference #: CAO-2026-11-01

Closing Date: **January 8, 2027**

Closing Time: **3:00PM** Late Submissions will not be accepted.

Location: Township of Huron-Kinloss Municipal Office
21 Queen Street
Ripley, ON, N0G 2R0

Attention: **Steve Travale, Manager of Strategic Initiatives**
Email: **stravale@huronkinloss.com**

For Professional Services (Consultant)

Table of Contents

1. Introduction 4

1.1 Purpose 4

1.2 Definitions 4

2. Instructions to Proponents 7

2.1 Closing Time and Address for Proposal Delivery 7

2.2 Information Meeting 7

2.3 Number of Copies 7

2.4 Municipal Freedom of Information 7

2.5 Accessible Documents 8

2.6 Late Proposals 8

2.7 Amendments to Proposals 8

2.8 Inquiries 9

2.9 Addenda 9

2.10 Examining of Contract Documents and Site 10

2.11 Opening of Proposals 10

2.12 Status Inquiries 10

3. Proposal Submission Form and Contents 10

3.1 Package 10

3.2 Form of Proposal 10

3.3 Signature 10

4. Evaluation and Selection 11

4.1 Evaluation Team 11

4.2 Evaluation Criteria 11

(a) Quality and Completeness of Proposal 15% 11

(b) Experience, Reputation and Resources 25% 11

(c) Workplan and Timelines 30% 11

(d) Financial 30% 12

4.3 Discrepancies in Proponent's Financial Proposal 12

4.4 Litigation 12

4.5 Additional Information 12
4.6 Interviews 13
4.7 Multiple Preferred Proponents 13
4.8 Negotiation of Contract and Award 13
5. Selected Proponent Standard Terms and Conditions of Contract 14
6. Insurance 14
a) Professional Liability Insurance/Error and Omissions Insurance 14
b) Workplace Safety and Insurance 15
6.2 Termination of Contract 15
6.3 Billing and Invoices 16
7. General Conditions 16
7.1 No Township Obligation 16
7.2 Proponent's Expenses 16
7.3 No Contract 16
7.4 Conflict of Interest 17
7.5 Solicitation of Council Members, Township Staff and Township Consultants 17
7.6 Confidentiality 17
7.7 Occupational Health and Safety 17
Schedule A - Services 18
Schedule B – Form of Proposal 22
Contact Information of the Proponent 22

1. Introduction

1.1 Purpose

The purpose of this RFP is to select a service provider (or service providers) to perform the services ("Services") described in Schedule A.

1.2 Definitions

1. **"Authorized Agent"** is a representative of the Proponent who has the authority, or appears to have the authority, to enter into a Contract on behalf of the Proponent.

2. **"Award"** is the acceptance of a Proposal in accordance with this Request for Proposal, as evidenced by the Township of Huron-Kinloss written notification to the selected Proponent.

3. **"Budget"** refers to any of several documents approved by the Council from time to time, which detail the amounts of money to be spent within a fiscal period by the Township on various operating expenses or capital projects. Budgets may be approved annually, or with terms of multiple years, or during any year for one or more specific projects or programs.

4. **"Change Order"** is a written order issued from the Township of Huron-Kinloss that changes the scope or specifications of any project.

5. **"Consultant"** means person who, by virtue of professional expertise of service is contracted by the Township of Huron-Kinloss to undertake a specific task or assignment. Examples include: a planner completing a specific study; an architect or engineer drawing plans for a particular building or project; a lawyer representing the Township of Huron-Kinloss for a particular legal matter; an appraiser providing an opinion of value on an asset; etc.

6. **"Contract"** means legal agreement to be entered into by the selected Proponent and Township of Huron-Kinloss.

7. **"Council"** mean the elected representatives of the people of the Township of Huron-Kinloss with respect to municipal administration.

8. **"Evaluation Team"** means the team appointed by the Township of Huron-Kinloss.

9. **"Goods and/or Services"** means those goods and/or services set out in this Proposal sought to be procured by the Township of Huron-Kinloss as a result of this Request for

Proposal process.

10. **"Insurance Certificate"** a certified document issued by an insurance company licensed to operate by the Government of Canada or the Province of Ontario.

11. **"Mandatory Performance Specification"** means requirements that the selected Proponent is obligated to perform under the contract.

12. **"May"** used in this Request for Proposal document shall be permissive and discretionary but recommended.

13. **"Proposal"** is a written offer, in a specified form, received from a Proponent in response to a Request for Proposal to provide goods and services based on the approved format of the Township of Huron-Kinloss containing terms and conditions.

14. **"Proposal Package"** is the submitted package that includes the Proposal and any documents requested for evaluation.

15. **"Proponent"** is the Person who submits a Proposal.

16. **"Request for Proposal (RFP)"** means an invitation issued by the Township of Huron-Kinloss to supply a Good or Service for a fixed price where specifications may be difficult to define or are restrictive in nature.

17. **"Shall"** used in this Request for Proposal document is a mandatory requirement that if not met, will result in a Proponent's disqualification.

18. **"Should"** used in the Request for Proposal document is a permissive and discretionary request but is recommended.

19. **"Will"** used in this Request for Proposal document is a mandatory requirement.

20. **"Township"** means The Corporation of the Township of Huron-Kinloss

21. **"Township Representative"** has the meaning set out in section 2.8

22. **"Responsible Bidder"** is a contractor, business entity or individual who is fully capable to meet all of the requirements of the solicitation and subsequent contract. Must possess the full capability, including financial and technical to perform as contractually required. Must be

able to fully document the ability to provide good faith performance.

23. **"Responsive Bidder"** is a contractor, business entity or individual who has submitted a request for proposal that fully conforms in all material respects to the Request for Proposal and all of its requirements, including all form and substance.

2. Instructions to Proponents

2.1 Closing Time and Address for Proposal Delivery

The proposals must be submitted to the Township of Huron-Kinloss at the office of:

Name: **Steve Travale, Manager of Strategic Initiatives**
Address: Township of Huron-Kinloss
21 Queen Street
Ripley, Ontario
N0G 2R0

Email: **stravale@huronkinloss.com**

On or before the following date and time (the "Closing Time"):

Time: **3:00PM**

Date: **January 8, 2027**

2.2 Information Meeting

There is no information meeting scheduled for this project.

2.3 Number of Copies

The Proponent should submit one electronic copy or one hardcopy of the Proposal accompanied by a digital file containing a PDF version of the Proposal (submitted by email or USB).

2.4 Municipal Freedom of Information

The Township of Huron-Kinloss is subject to the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.M.56, as amended with respect to, and protection of, information under its custody and control. Accordingly, all documents provided to the Township in response to this RFP may be available to the public unless the party submitting the information requests that it be treated as confidential.

All information is subject to Municipal Freedom of Information and Protection of Privacy Act and may be subject to release under the Act, notwithstanding the Proponent's request to keep the information confidential.

2.5 Accessible Documents

The Vendor performing work for the Township must comply with the Accessibility for Ontarians With Disabilities Act, 2005 ("AODA"), and regulations under this Act, including Integrated Accessibility Standards, O. Reg. 191/11, as amended.

Unless the Township decides it would not be reasonably practicable, the Vendor shall ensure that any information, products, deliverables and/or communication (as defined in the Integrated Accessibility Standards Regulation) produced pursuant to a Contract shall be in conformity with World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.0 Level AA and shall be provided in accessible Word, Excel, PowerPoint, PDF, etc.

2.6 Late Proposals

Proposals received after the Closing Time will not be accepted or considered. Delays caused by any delivery, courier or mail service(s) will not be grounds for extension of the Closing Time.

2.7 Amendments to Proposals

Proposals may be revised by written amendment, delivered to the location set out in Section 2.1, at any time before the Closing Time but not after. An amendment must be signed by an authorized signatory of the Proponent in the same manner as provided by section 3.3. Faxed or emailed amendments are permitted, but such amendment may show only the change to the proposal price(s) and in no event disclose the actual proposal price(s). A Proponent bears all risk that the Township's equipment functions properly so as to facilitate timely delivery of any amendment.

2.8 Inquiries

All inquiries related to this RFP should be directed in writing to the person named below (the "Township Representative"). Information obtained from any person or source other than the Township Representative may not be relied upon.

Name: **Steve Travale, Manager of Strategic Initiatives**
Address: Township of Huron-Kinloss
21 Queen Street
Ripley, Ontario
N0G 2R0

Phone: 519-395-3735 ext. 156
Email: **stravale@huronkinloss.com**

Inquiries should be made by **January 6, 2027.** The Township of Huron-Kinloss reserves the right not to respond to inquiries made after the inquiry closing deadline. Inquiries and responses will be recorded and may be distributed to all Proponents at the discretion of the Township.

Proponents finding discrepancies or omissions in the Contract or RFP or having doubts as to the meaning or intent of any provision, should immediately notify the Township Representative. If the Township determines that an amendment is required to this RFP, the Township Representative will issue an addendum in accordance with section 2.7. No oral conversation will affect or modify the terms of this RFP or may be relied upon by any Proponent.

Accessible Documentation: Should you require a copy of this document in a format compliant with the Accessibility for Ontarians with Disabilities Act (AODA), please contact the Township Representative(s) listed above.

2.9 Addenda

If the Township of Huron-Kinloss determines that an amendment is required by this RFP, the Township Representative will issue a written addendum by posting it on the Bids and Tenders page on the Township's active website at www.huronkinloss.com that will form part of this RFP. It is the responsibility of Proponents to check the Township's Website for addenda. The only way this RFP may be added to, or amended in any way, is by a formal written addendum. No other communication, whether written or oral, from any person will affect or modify the terms of this RFP or may be relied upon by any Proponent. By delivery of a Proposal, Proponent is deemed to have received, accepted and understood the entire RFP, including any and all addenda.

2.10 Examining of Contract Documents and Site

Proponents will be deemed to have carefully examined the RFP, including all attached schedules, the contract and the site (as applicable) prior to preparing and submitting a Proposal with respect to any and all facts which may influence a Proposal.

2.11 Opening of Proposals

Proposals will be opened on **January 8, 2027** at 3PM.

2.12 Status Inquiries

All inquiries related to the status of this RFP, including whether or not a Contract has been awarded, should be directed to the Township Representative.

3. Proposal Submission Form and Contents

3.1 Package

Hard copy(ies) of Proposals are to be in a sealed package, marked on the outside with the Proponent's name, title of the Project and Reference Number. Electronic submissions are also accepted.

3.2 Form of Proposal

Proponents are required to conform to the conditions listed below and those failing to do so will be disqualified for a non-compliant Proposal Form:

a) The proposal shall be completed and signed with the authorized signature of the Proponent or of a designated official of the
b) All Proposal information and pricing shall be legibly written in ink or by computer.
c) The Proponent is required to detail a project timeline that indicates when deliverables will be produced having regard to the preferred timeline set out in the Schedule to this document.

3.3 Signature

The legal name of the person or organization submitting the Proposal should be included on all forms. The proposal should be signed by a person authorized to sign on behalf of the Proponent and include the following:

(a) If the Proponent is a corporation, then the full name of the corporation should be included, together with the names of authorized signatories. The Proposal should be executed by all of the authorized signatories or by one or more of them provided that a copy of the corporate resolution authorizing those persons to execute the Proposal on behalf of the corporation is submitted.

(b) If the Proponent is a partnership or joint venture then the name of the partnership or joint venture and the name of each partner or joint venture should be included, and each partner or joint venturer should be included, and each partner or joint venturer should sign personally (or, if one or more person(s) have signing authority for the partnership or joint venture, the partnership or joint venture should provide evidence to the satisfaction of the Township that the person(s) signing have signing authority for the partnership or joint venture).

(c) If the Proponent is an individual, including sole proprietorship, the name of the individual should be included.

4. Evaluation and Selection

4.1 Evaluation Team

The evaluation of Proposals will be undertaken on behalf of the Township by the Evaluation Team. The Evaluation Team may consult with others including Township staff members, Municipal partners, third party consultants and references, as the Evaluation Team may in its discretion decide is required. The Evaluation Team will give a written recommendation for the selection of a Preferred Proponent or Preferred Proponents to the Township.

4.2 Evaluation Criteria

The Evaluation Team will compare and evaluate all proposals to determine the Proponent's strength and ability to provide the Services in order to determine the Proposal, which is most advantageous to the Township, using the following criteria:

(a) Quality and Completeness of Proposal 15%

The Evaluation Team will consider the Proposal's completeness. The presentation and ease of understanding will be evaluated. The ability to directly tie the Proposal back to the RFP's requirements will be ranked more favourably.

(b) Experience, Reputation and Resources 25%

The Evaluation Team will consider the proponents demonstrated experience on similar engagements, key personnel and references where applicable. Proponents should include the features of their services that give them a competitive advantage and include the level of staff certification.

(c) Workplan and Timelines 30%

The Proposal should include narrative that illustrates an understanding of the Township's requirements and Services. The Evaluation Team will consider the general approach and methodology that the Proponent would take in performing the services. The Proposal narrative should include how the Proponent will complete the scope of Services, manage the

Services, and accomplish the required objectives with the Township's schedule as well as include a description of the standards to be met and evaluated in the deliverable. Proponents shall provide a schedule of activities and associated costs over the proposed period of the engagement.

(d) Financial **30%**

The total proposed pricing shall be inclusive, including but not limited to, mileage, disbursements, and travel time along with all works as described within the RFP document. HST must be shown separately where applicable.

The Evaluation Team will not be limited to the criteria referred to above, and the Evaluation Team may consider other criteria that the team identifies as relevant during the evaluation process. The Evaluation Team may apply the evaluation criteria on a comparative basis, evaluating the Proposals by comparing one Proponent's Proposal to another Proponent's Proposal. All criteria considered will be applied evenly and fairly to all Proposals. The evaluation is for internal use only.

4.3 Discrepancies in Proponent's Financial Proposal

If there are any obvious discrepancies, errors or omissions in the Proponent's financial proposal, the Township of Huron-Kinloss shall be entitled to make obvious corrections, but only if, and to the extent, the corrections are apparent from the Proposal as submitted.

4.4 Litigation

In addition to any other provision of this RFP, the Township of Huron-Kinloss may, in its absolute discretion, reject a Proposal if the Proponent, or any officer or director of the Proponent submitting the Proposal, is or has been engaged directly or indirectly in legal action against the Township of Huron-Kinloss, its elected or appointed officers, representatives or employees in relation to any matter.

In determining whether or not to reject a Proposal under this section, the Township of Huron-Kinloss will consider whether the litigation is likely to affect the Proponent's ability to work with the Township of Huron-Kinloss, its consultants and representatives and whether the Township of Huron-Kinloss will incur increased staffing and legal costs in the administration of the Contract if it is awarded to the Proponent.

4.5 Additional Information

The Evaluation Team may, at its discretion, request clarifications or additional information from a Proponent with respect to any Proposal, and the Evaluation Team may make such requests to only selected Proponents. The Evaluation Team may consider such clarifications or additional information in evaluating a Proposal.

4.6 Interviews

The Evaluation Team may, at its discretion, invite some or all of the Proponents to appear before the Evaluation Team to provide clarifications of their Proposals. In such event, the Evaluation Team will be entitled to consider the answers received in evaluating Proposals.

4.7 Multiple Preferred Proponents

The Township of Huron-Kinloss reserves the right and discretion to divide up the Services; either by scope, geographic area, or other basis as the Township of Huron-Kinloss may decide and select one or more Preferred Proponents to enter into discussions with the Township for one or more Contracts to perform a portion or portions of the Services. If the Township of Huron-Kinloss exercises its discretion to divide up the Services, the Township will do so reasonably having regard for the RFP and the basis of Proposals.

In addition to any other provision of this RFP, Proposals maybe evaluated on the basis of advantages and disadvantages to the Township of Huron-Kinloss that might result or be achieved from the Township of Huron-Kinloss dividing up the Services and entering into one or more Contracts with one or more Proponents.

4.8 Negotiation of Contract and Award

If the Township of Huron-Kinloss selects a Preferred Proponent or Preferred Proponents, then it may:

(a) Enter into a Contract with the Preferred Proponent(s); or
(b) Enter into discussions with the Preferred Proponent(s) to attempt to finalize the terms of the Contract(s), including financial terms, and such discussions may include:
    i. Clarification of any outstanding issues arising from the Preferred Proponent's Proposal;
    ii. Negotiation of amendments to proposed work plan and/or scope of the Proposal of the Preferred Proponent
    iii. Negotiation of amendments to the Preferred Proponent's price and/or scope of Services if:
        1. The Preferred Proponent's financial proposal exceeds the Township's approved budget, or
        2. The Township of Huron-Kinloss reasonably concludes the Preferred Proponent's financial proposal includes a price that is unbalanced, or
        3. A knowledgeable third party would judge that the Preferred Proponent's price materially exceeds a fair market price for services similar to the Services offered by the Preferred Proponent as described in the Preferred Proponent's Proposal; or

iv. If at any time the Township of Huron-Kinloss reasonably forms the opinion that a mutually acceptable agreement is not likely reached within a reasonable time, give the Preferred Proponent(s) written notice to terminate discussions, in which event the Township may then either open discussions with another Proponent or terminate this RFP and retain or obtain the Services in some other manner.

5. Selected Proponent Standard Terms and Conditions of Contract

The Performance Standard Terms and Conditions form a part of each Proposal and shall apply to the Selected Proponent's contact for the award. The Standard Terms and Conditions are meant to supplement but not supersede the terms and conditions of any competitive request for Proposal document, contract or agreement. In the event of a conflict or inconsistency, the terms and conditions in this section of the Request for Proposal will govern.

6. Insurance

The Selected Proponent shall submit the required insurance certificate within seven days of notification for the award.

a) Professional Liability Insurance/Error and Omissions Insurance

Without restricting the generality of the Indemnification provisions, the Services Provider shall, during the term of this Agreement, provide, maintain and pay for:

(a) Commercial General Liability Insurance with limits of not less than $5,000,000.00 inclusive per occurrence for bodily injury, death and damage to property including loss of use thereof. Such insurance coverage shall be in the name of the Services Provider and shall name the Township of Huron-Kinloss as an additional insured thereunder.

The Commercial General Liability insurance shall include coverage for:

-premised and operations liability
-products or completed operations liability
-blanket Agreement liability
-cross liability
-severability of interest clause
-contingent employers' liability
-personal injury liability
-owner's and Services provider's protective coverage
-liability with respect to non-owned licensed motor vehicles

(b) Automobile Liability Insurance for owned/leased licensed vehicles with limits of not less than $2,000,000.00 inclusive per occurrence for bodily injury, death and damage to property; and

(c) Professional Liability Insurance with a policy limit for each single claim of not less than $2,000,000.00.

(1) The Services Provider shall provide the Corporation with proof, in a form satisfactory to the Corporation, of the insurance required under this section prior to the commencement of work.

(2) If the Corporation requests to have the amount of coverage increased or to obtain other special insurance for the Services for the Project, then the Services Provider shall endeavor forthwith to obtain such increased or special insurance at the Corporation's expense.

(3) All the above insurance policies shall contain an endorsement to provide all Named Insureds and Additional Insureds with thirty (30) days prior written notice of cancellation in whole or in part.

b) Workplace Safety and Insurance

The Proponent certifies that it is in full compliance with the Workplace Safety and Insurance Act. A copy of a Clearance Certificate from the Workplace Safety and Insurance Board must be submitted by the Proponent upon notification of the award of the contract and prior to commencing work.

6.2 Termination of Contract

Subject to the provisions below, the Contract may be terminated by the Township of Huron-Kinloss upon thirty (30) days advance written notice to the Consultant. If any work or service hereunder is in progress, and not completed as of the date of termination, then the Contract may be extended upon written approval of the Township until said work or services are completed and accepted.

(a) Termination for Convenience – The Township of Huron-Kinloss may terminate this Contract for convenience at any time in which case the parties shall negotiate reasonable termination costs.
(b) Termination for Cause – In the event of Termination for Cause, the thirty (30) days advance notice is waived, and the Consultant shall not be entitled to termination costs.
(c) Termination Due to Unavailability of Funds in Succeeding Fiscal Years – If funds are not appropriated or otherwise made available to support continuation of the

performance of this Contract, in a subsequent fiscal year, then the Contact shall be cancelled and, to extent permitted by law, the Selected Proponent shall be reimbursed for the reasonable value of any non-recurring costs incurred but not amortized in the price of supplies or services delivered under the Contract.

6.3 Billing and Invoices

All payments will be made within 30 days from receipt of an approved invoice. Where there is a question of non-performance involved, payment in whole or in part against which charge back any adjustments required, will be withheld.

The Township of Huron-Kinloss has implemented electronic payments for our Vendors. Payment schedules may be negotiated with the contractor. The preferred method of payment will be Electronic Transfer (EFT) directly into the Vendor's bank account. The successful Proponent shall complete the EFT Form after notification of contract award.

7. General Conditions

7.1 No Township Obligation

This RFP is not a tender and does not commit the Township of Huron-Kinloss in any way to select a Preferred Proponent, or to proceed to negotiations for a Contract, or to award any Contract, and the Township of Huron-Kinloss reserves the right to at any time reject all Proposals, and to terminate this RFP process.

7.2 Proponent's Expenses

Proponents are solely responsible for their own expenses in preparing, and submitting Proposals, and for any meetings, negotiations, or discussions with the Township of Huron-Kinloss or its representatives and consultants, relating to or arising from this RFP. The Township of Huron-Kinloss and its representatives, agents, consultants, and advisors will not be liable to any Proponent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by the Proponent in preparing and submitting a Proposal, or participating in negotiations for a Contract, or other activity related to or arising out of this RFP.

7.3 No Contract

By submitting a Proposal and participating in the process as outlined in this RFP, Proponents expressly agree that no contract of any kind is formed under, or arises from, this RFP, prior to the signing of a formal written Contract.

7.4 Conflict of Interest

A Proponent shall disclose in its Proposal any actual or potential conflicts of interest and existing business relationships it may have with the Township of Huron-Kinloss, its elected or appointed officials or employees. The Township of Huron-Kinloss may rely on such disclosure.

7.5 Solicitation of Council Members, Township Staff and Township Consultants

Proponents and their agents will not contact any member of the Huron-Kinloss Council, Township of Huron-Kinloss staff or Township of Huron-Kinloss consultants with respect to this RFP, other than the Township Representative names in section 2.8, at any time prior to the award of a contract or cancellation of this RFP.

7.6 Confidentiality

All submissions become the property of the Township of Huron-Kinloss and will not be returned to the Proponent. All submissions will be held in confidence by the Township unless otherwise required by law. Proponents should be aware that the Township of Huron-Kinloss is a "public body" defined by and subject to the Freedom of Information and Protection of Privacy Act of Ontario.

7.7 Occupational Health and Safety

The proponent has read and agrees to comply with the Township of Huron-Kinloss' Corporate Statement regarding Occupational Health and Safety while conducting any meetings, inspections, etc. required to administer this proposal or a resulting policy.

Schedule A - Services

Background

The Township of Huron-Kinloss was formed in 1999, amalgamating the former Townships of Huron and Kinloss and the Village of Lucknow. Located in the southwest corner of the County of Bruce, the Township of Huron-Kinloss has a population of over 7,700 and covers 440 square kilometres. The staff complement is 41 full-time employees and 33 part-time and seasonal employees. There are 7 elected council members and several volunteers appointed to various committees and boards to help carry out the Township's goals and objectives.

Bruce Power, one of the largest nuclear generating stations in the world, located in the adjacent Municipality of Kincardine, has developed a Regional Municipal Readiness Assessment Fund to support municipalities in preparing for the potential impacts and opportunities associated with the proposed Bruce C Nuclear Project.

The Township applied for and received this funding for three separate projects. Given Huron-Kinloss' proximity to the Bruce site, the construction and future operation of Bruce C are expected to generate significant short- and long-term growth pressures, including increased population, workforce activity, housing demand, and demand for local goods and services.

Objective

The purpose of this RFP is to secure a consultant that will develop a **Business Attraction Assessment and Strategy** for the Township of Huron-Kinloss in consultation with an internal project team and community stakeholders.

The **Business Attraction Assessment and Strategy** should:

(a) Complete an updated retail and service gap analysis that reflects anticipated population, workforce, and business growth related to Bruce C
(b) Identify priority business sectors and investment opportunities, including supply chain businesses, construction-support services, retail, personal services, accommodations, food services, professional services, and other community-supporting industries
(c) Review existing municipal incentive programs and investment attraction tools and recommend improvements or new programs
(d) Develop strategic recommendations to maximize vacant commercial spaces in downtowns and settlement areas
(e) Identify opportunities, constraints, and next steps related to outstanding industrial lands at an investment-readiness level
(f) Prepare targeted business attraction messaging and an initial lead generation framework supported by local data

(g) Provide Council and staff with a practical implementation roadmap to guide future decision-making, investment attraction, land use planning, and economic development priorities

The Proponent will be responsible for developing a clear scope of services with deliverables and milestone deadlines. The scope of the Project Work is to include:

(a) Project initiation and background review, including confirmation of scope, workplan, timelines, and data needs
(b) Review of existing Township and regional economic development documents, and a review of master plans to ensure alignment with current and proposed infrastructure and opportunities/constraints to growth
(c) Market, demographic, workforce, housing, commercial, and employment land analysis to assess Bruce C-related business demand
(d) Updated retail and service gap analysis to identify current and future gaps in retail, services, hospitality, trades, professional services, and community-supporting businesses
(e) Supply chain and business opportunity assessment to identify sectors that may benefit from construction, operation, and supporting activity related to Bruce C
(f) Strategic assessment of vacant commercial spaces and outstanding industrial lands, including opportunities, constraints, and recommended next steps
(g) Review of municipal incentive programs and investment attraction tools, including recommendations for improvements or new programs
(h) Stakeholder engagement with local businesses, landowners, developers, regional economic development partners, and relevant industry representatives
(i) Preparation of a business attraction strategy, implementation roadmap, targeted investment messaging, and an initial lead generation framework
(j) Presentation of findings and recommendations to Council

Deliverables

The goal for the consultant is to develop, design and produce a **Business Attraction Assessment and Strategy** within the upset limit of **$75,000.** The following are key deliverables which should be outlined in the proposal:

(a) Project Initiation and Work Plan with Timeline/Work Back Schedule
(b) Business Attraction Assessment and Strategy report which contains:
    a. Updated retail and service gap analysis
    b. Bruce C-related business opportunity and sector profile assessment
    c. Incentive program review and recommendations
    d. Strategic vacant commercial space and industrial land opportunity assessment

e. Recommendations for maximizing vacant commercial spaces and advancing industrial land investment readiness
f. Stakeholder engagement summary
g. Implementation roadmap with clearly defined and measurable short-, medium-, and long-term actions
h. Initial investment attraction messaging and marketing content
i. Lead generation framework identifying target sectors, priority audiences, and future outreach steps

(c) Public Facing Presentation available and delivered to:
a. Council
b. Community/Businesses

Prior to engaging any consultant or other third party in respect of any Deliverables, the Township, will use commercially reasonable efforts to obtain, and grant to Bruce Power, a licence from each such consultant or other third party in respect of any Deliverables to be prepared by that consultant or third party, including the right to sublicense or transfer that licence to the IESO without the further consent of that consultant or third party. Proponents shall accommodate this requirement in their proposals and in any agreements with their own sub-consultants or third parties.

On site meetings expectations

Some on site meetings may be required when community engagement work occurs.

Timeline

The deadline for RFP submissions is **January 8, 2027** at 3PM.

The submissions will be reviewed and scored using a scoring matrix by the Township Representative, (also serving as the Project Lead) **and the Project Team**.

The consulting firm will be awarded the project by **January 22, 2027**. An agreement outlining the project deliverables will be provided on **January 26, 2027,** and the deadline to return the signed agreement will be **January 29, 2027**. If there is an award notification delay, it is understood that the consulting firm may have to adjust the workplan, but in any event the project must be completed by **November 30, 2027**.

ITEMS TO BE ADDRESSED IN THE PROPOSAL

Methodology

A detailed description of the key elements of the approach that will be employed by the

consultant in undertaking the service review. The consultant shall also outline any municipal resources that may be required to complete the study.

Work plan/schedule

A specific timetable and work plan for the various phases of the project and a deadline for the submission of any reports. The proposed work schedule shall be based upon elapsed time in weeks including the tentative completion date for each phase. The consultant should address the completion of the entire exercise by the end of **November 2027.**

Costs

Total Project Cost (including disbursements and H.S.T.) to include all matters itemized in Schedule A and to cover all disbursements and all items listed below:

- the preparation of the report identified in Schedule A;
- attendance at all meetings/workshops throughout the process;
- provision of the final Report Document(s);
- provision of all originals of reports and presentation materials to the Project Lead;
- per diem or hourly rates for all proposed project staff together with the approximate time to be spent by each staff member on the project.

All sub-consultants and their fees must be identified, and costs included in the upset limit.

All sub-consultants or other third party engaged by the Proponent in respect of the Deliverables will be subject to the licence requirement described under Deliverables, and any associated costs must be included in the upset limit.

Confidentiality

The successful proponent must demonstrate experience and controls in place to deal with confidential information. The successful proponent will potentially have access to sensitive data and must demonstrate how confidentiality will be maintained.

Schedule B – Form of Proposal

(Return all of Schedule B with the Proposal Package Submission)

Contact Information of the Proponent

Legal Name of the Proponent or Individual

Mailing & Courier Delivery Address with Postal Code

Telephone Number | Fax Number

H.S.T. Number

For Any Questions Regarding the Proposal, Name the Contact Person and Their Title

Contact's email address

	+	=
Bid Price Before tax	HST	Total Bid Price Including HST

Authorized Signature | Name (Please print)

Submission Label- Please Complete and attach to submission

FROM:

_____
_____
_____
_____

(Please complete above)