



**REQUEST FOR PROPOSAL  
Terrace Bay 2026-002 V.1  
Terrace Bay Community Improvement Plan (CIP)**

**Proposal Closing Date and Time  
March 31, 2026  
4:00pm EST**

**Submissions are to be sent electronically to:  
Stacy Moffat, Special Projects Coordinator  
[spc@terracebay.ca](mailto:spc@terracebay.ca)**

**If submitting a physical copy, they may be mailed to:  
The Corporation of the Township of Terrace Bay  
Stacy Moffat  
Special Projects Coordinator  
1 Selkirk Avenue, P.O. Box 40  
Terrace Bay, ON  
P0T 2W0**

# **1. Project Information**

## **1.1 Purpose**

The Corporation of the Township of Terrace Bay invites proposals from qualified planning and economic development consultants to develop a Community Improvement Plan (CIP) for the Township of Terrace Bay.

This project is funded in part by the Ontario Ministry of Rural Affairs through the Rural Ontario Development (ROD) Program – Community Development Stream.

The successful proponent will complete the work in accordance with the approved Project Activities set out in the ROD Contribution Agreement.

## **1.2 Project Location**

Terrace Bay, Ontario, P0T 2W0

## **1.3 Project Objectives**

The CIP will:

- Support Downtown revitalization
- Identify economic development incentives
- Recommend potential Municipal Accommodation Tax (MAT) microgrant structures
- Review business licensing purpose and incentives
- Strengthen business retention and attraction
- Provide measurable implementation strategies

## **1.4 Scope of Work**

The consultant will complete the following three core project activities:

### **Phase 1 – Background Research**

- Review existing municipal plans and policies
- Review Strategic Plan 2025–2029
- Review Five-Year Tourism Marketing Plan
- Environmental scan of downtown core
- Document economic barriers

### **Phase 2 – Stakeholder & Community Engagement**

- Meetings with:
  - Municipal staff
  - Superior Country's Terrace Bay MAT Committee
  - Aguasabon Chamber of Commerce
- Business engagement (minimum 10 businesses)
- Community consultation
- Summary of findings

### Phase 3 – CIP Development & Presentation

- Draft CIP framework
- Incentive recommendations
- MAT microgrant framework
- Implementation strategy
- Performance metrics
- Presentation to Council
- Final CIP document

#### 1.5 Deliverables

- Consultant summary report
- Draft CIP
- Final CIP (Council-ready)
- Implementation framework
- Presentation materials

All deliverables must be completed by **December 18, 2026**.

#### 1.6 Budget

Proponents must provide a detailed cost break down.

Maximum available consulting budget:  
\$17,500.00 (inclusive of all costs)

#### 1.7 Project Timeline

Milestone	Target Date
RFP Issued	Feb 25, 2026
Proposal Closure	March 31, 2026
Award	April 3 or 6, 2026
Project Start	Immediately upon contract
Project Completion	December 18, 2026

## 2. Proposal Submission

### 2.1 General

Awarding of the contract is dependent upon Council Budget approval (estimated to be by March 16<sup>th</sup> 2026).

Proposals are to be sent via email, or if providing a physical document, it must be in a sealed package, marked on the outside with the proponent's name, title of the project.

All proposal information and pricing shall be legibly written by computer, written in ink or typewriter.

The proponent is required to detail a project timeline that indicates when deliverables will be produced. Proponents are required to conform to the conditions listed above and those failing to do so, may be disqualified.

## **2.2 Submission Requirements**

- Company profile
- Relevant municipal CIP experience
- Proposed methodology
- Work plan schedule & timeline for project deliverables
- Team qualifications
- References
- Detailed fee breakdown

## **2.5 Submission General Conditions**

### *a) Disqualification*

The Township reserves the right in its sole discretion to reject any or all proposals. Failure of the Proponent to satisfy any term or condition of this RFP may result in the rejection of said Proposal. Further, any incomplete proposals, qualified proposals, proposals not properly signed/dated, proposals received after the closing date/time, proposals completed in pencil, proposals with incomplete calculations, and proposals lacking required information may be rejected as incomplete.

### *b) Examination of Documents*

Each Proponent must satisfy himself or herself by a personal study of the RFP documents, by budgetary calculations, and scope of work, respecting the conditions existing or likely to exist in connection with the proposed work. There will be no consideration of any claim, after submission of Proposals, that there is a misunderstanding with respect to the conditions imposed by this RFP. Prices must include all incidental costs and the Proponent must be satisfied as to the full requirements of the RFP.

### *c) Addenda*

If the Township determines that an amendment is required to this RFP, the Township will send an electronic copy of the written addendum to each proponent that submits a proposal.

### *d) Proposal Withdrawal or Replacement*

Any Proposal may be withdrawn prior to the scheduled time for Proposal Closing by submitting written notice to the RFP contact. Replacement Proposals are welcome until the Proposal Closing.

### *e) Amendments to Proposals*

Proposals may be amended in writing and delivered to the closing location before the closing time. Such amendments should be signed by the authorized signatory of the Proponent and hand delivered to the signatory of the RFP.

*f) Clarification of Submissions by the Municipality*

To assist in the examination, evaluation and comparison of submissions, the Municipality may, at its discretion, ask the proponent for clarification of its proposal. The request for clarification and the response shall be in writing and no change in substance of the submission shall be sought, offered, or permitted.

### **3. Submission Instructions**

#### **3.1 Address for Submission of Proposals**

Stacy Moffat  
1 Selkirk Avenue  
PO Box 40  
Terrace Bay ON  
P0T 2W0  
807-228-2470

#### **3.2 Key Dates**

Proposal submission: March 31, 2026 4:00PM EST  
Project completion: December 18, 2026

#### **3.3 Inquiries**

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

Name: Stacy Moffat  
Email: [spc@terracebay.ca](mailto:spc@terracebay.ca)  
Phone: 807-228-2470

The Township reserves the right not to respond to inquiries made after the date mentioned in the previous schedule. Inquiries and responses will be recorded and may be distributed to all proponents in the form of addenda at the discretion of the Township.

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

#### **3.4 Opening of Proposals**

The Township intends to open and evaluate Proposals internally. There will not be a public opening.

### **4. Evaluation & Selection**

#### 4.1 Evaluation Team

The evaluation of Proposals will be undertaken on behalf of the Township by the Evaluation Team. The staff-based Evaluation Team may consult with others including Township staff members, 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 Representative.

#### 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:

<b>Criterion</b>	<b>Weight</b>
Experience with Municipal CIPs	25%
Methodology & Work Plan	25%
Cost	40%
Quality of Proposal	10%
<b>TOTAL</b>	<b>100%</b>

All Proposals will be evaluated by Terrace Bay in its sole discretion. 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.

#### 4.3 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.

#### 4.4 Interviews

The Evaluation Team may, at its discretion, invite some or all 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.

#### 4.5 Multiple Preferred Proponents

The Township reserves the right and discretion to divide up the Services; either by scope, geographic area, or other basis as the Township 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 exercises its discretion to divide up the Services, the Township will do so reasonably having regard for the Proposal and the basis of Proposals.

In addition to any other provision of this Proposal, Proposals may be evaluated based on advantages and disadvantages to the Township that might result or be achieved from the Township dividing up the Services and entering into one or more Contracts with one or more Proponents.

#### **4.6 Negotiation of Contract and Award**

If the Township 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:
    - The Preferred Proponent's financial Proposal exceeds the Township's approved budget, or
    - The Township reasonably concludes the Preferred Proponent's financial Proposal includes a price that is unbalanced, or
    - A knowledgeable third party would judge that the Preferred Proponent's price materially exceeds a fair market price for services like the Services offered by the Preferred Proponent as described in the Preferred Proponent's Proposal; or
  - iv. If at any time the Township reasonably forms the opinion that a mutually acceptable agreement is not likely to be 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 Proposal and retain or obtain the Services in some other manner.
- c) The Corporation of the Township of Terrace Bay reserves the right to accept or reject any or all proposals. There shall be no obligation of Terrace Bay to proceed with work set out in a Proposal, if accepted, until an Agreement is executed by the Township and the Successful Proponent. Any proposals prepared in response to this RFP shall be prepared at the cost of the proponent.

### **5. Selected Proponent Standard Terms and Conditions of Contract**

#### **5.1 Indemnification and Insurance**

The successful Proponent shall indemnify, defend and save harmless the Township of Terrace Bay from and against any and all liability, claims, damages, losses, expenses, actions and suits whatsoever, including injury or death of others or any employee of the Proponent arising out of or in connection with the performance of the Services. This indemnification shall survive the termination or expiry of the Contract.

The successful Proponent shall provide and maintain, at its own expense and for the duration of the Contract, the following insurance coverage:

#### **Commercial General Liability Insurance**

- Minimum limit of \$2,000,000 per occurrence for bodily injury, death and property damage including loss of use thereof;
- The Township of Terrace Bay and His Majesty the King in Right of Ontario as represented by the Minister of Rural Affairs shall be named as Additional Insured;
- Coverage shall include contractual liability;
- The policy shall provide thirty (30) days written notice of cancellation or material change.

### **Professional Liability (Errors and Omissions) Insurance**

- Minimum limit of \$2,000,000 per claim;
- Coverage shall be maintained for the duration of the Contract.

### **Automobile Liability Insurance**

- Minimum limit of \$2,000,000 per occurrence for owned and non-owned vehicles.

Any deductibles shall be the sole responsibility of the Proponent.

Prior to execution of the Contract, the successful Proponent shall provide a Certificate of Insurance confirming the required coverage. If coverage expires during the term of the Contract, the Proponent shall provide renewed Certificates of Insurance no later than thirty (30) days prior to expiry.

## **5.2 Confidentiality**

Material provided to Proponent by the Township must be kept confidential (unless already identified as public documents) including records and information relating to this work. All correspondence, documentation, and information provided by the Township to the Proponent in connection with this RFP, or the acceptance of any proposal, remains the property of the Township. All documents shall be subject to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Any documents and information provided to the Proponent by the Township shall not be used for any purpose other than for replying to this RFP, and for fulfillment of any related commitments.

## **5.3 Conflict of Interest**

In its Proposal, the Proponent shall disclose to the Township any potential conflict of interest that might compromise the performance of the work. If such a conflict of interest does exist, the Township may, at its discretion, refuse to consider the Proposal. If, during the Proposal evaluation process or the negotiation of the Agreement, the Proponent is retained by another client giving rise to a potential conflict of interest, then the Proponent will so inform the Township. If the Township requests, the Proponent will refuse the new assignment or take such steps as are necessary to remove the conflict of interest.

## **5.4 Costs Incurred by Proponents**

All costs and expenses incurred in the preparation and submission of proposals shall be borne by the Proponent. No payment will be made for any proposals received, or for any other effort required of or made by the Proponent prior to the commencement of work defined by the proposal approved by the Township. There shall be no direct payment for the preparation and submission of Proposals, or to attend interviews in response to this Request for Proposal. Every effort will be made to accommodate interviews by conference call and/or Skype where appropriate to minimize any related costs to the Proponent.

## **5.5 Errors and/or Omissions**

It is understood and acknowledged that while the RFP includes specific requirements, a complete review and recommendation is required. Minor items not herein specified, but obviously required, shall be provided as if specified. The Proponent shall satisfy themselves fully as to the extent of the work required and shall provide all services required to complete the intent of the project. Any misinterpretation of requirements within this RFP shall not relieve a proponent of the responsibility of providing the required services if a Proposal is accepted and provide a contract executed between the Proponent and the Township.

## **5.6 Influence**

Proponents and their agents will not contact any member of the Township Council or Township Staff with respect to this RFP, other than the Township Representatives as named within this document. Any person, company, corporation, or organization that attempts to influence the outcome of any Township purchasing or hiring process shall be disqualified, and the person, company, corporation, or organization may be subject to exclusion or suspension from this or other works with the Township.

## **5.7 Non-Collusion**

A Proponent shall not discuss or communicate, directly or indirectly, with any other Proponent or their agent or representative about the preparation of the Proposals. Each Proponent shall attest that its participation in the RFP process is conducted without any collusion or fraud. If the Township discovers there has been a breach of this requirement at any time, the Township may not consider a proposal or execute an agreement with the successful proponent, if any.

## **5.8 Assignment of Agreement**

It is mutually agreed and understood that the Proponent shall not assign, transfer, convey, sublet or otherwise dispose of the contract, if one is awarded, or his right, title or interest therein, or his power to execute such contract, to any other person, firm, company or corporation without the previous written consent of the Municipality.

## **5.9 Ownership of Proposals and Freedom of Information**

All proposals submitted to the Township become the property of the Township and as such are subject to disclosure under Ontario's Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). By submitting a proposal, the proponent agrees to public disclosure of its contents as required under this Act. The Proponent's name at a minimum shall be made public on request. Any information the Proponent considers "personal information" because of its proprietary nature should be marked as "confidential" and will be subject to appropriate consideration as defined within the Act.

## **5.10 Accessibility**

The Township of Terrace Bay is committed to the accessibility principles of preventing and removing barriers in accessing goods and services for people with disabilities and is bound by the Standards under the Accessibility for Ontarians with Disabilities Act, 2005 as may be amended from time to time. Regulations enacted under the Act apply to every designated public-sector organization and other third parties that provide goods and services to the members of the public. The consultant/contractor, and all

sub-contractors hired by the consultant/contractor in the completion of its work, will meet or exceed compliance with all applicable regulations under the Accessibility for Ontarians with Disabilities Act, 2005 as may be amended from time to time. It is the consultant/contractor's responsibility to ensure they are fully aware of and meet all requirements under the Act. A Declaration of Accessibility Compliance will be required by the successful bidder.

#### **5.11 Provincial Communications Requirement**

The successful Proponent acknowledges that this project is funded in part by the Ontario Ministry of Rural Affairs under the Rural Ontario Development Program. All public-facing materials, reports, engagement documents, and communications related to this project are subject to review and approval by the Ministry in accordance with the Contribution Agreement prior to public release.