

# TOWNSHIP OF RAMARA

# Request for Proposal



## Community Improvement Plan Strategy ADM-01-2026

Date Issued: April 1, 2026  
Deadline for Questions: 12 p.m. (noon) April 10, 2026  
Deadline for Proposals: 12 p.m. April 22, 2026

Township of Ramara  
2297 Hwy 12, PO Box 130  
Brechin, ON L0K 1B0

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# Overview

## About Ramara Township

The Township of Ramara, settled along the shores of Lake Simcoe and Lake Couchiching, is a vibrant community that values its natural beauty, rich history, and strong sense of community. Ramara offers a unique blend of rural charm and modern amenities. With a growing population, currently at 10,377, Ramara offers year-round beauty and grows immensely during the summer months due to seasonal visitors and residents. Ramara was formed in 1994 after the amalgamation of the Townships of Rama and Mara. Ramara is comprised of nine settlement areas: Atherley-Uptergrove, Brechin, Cooper's Falls, Gamebridge, Lagoon City, Longford Mills, Sebright, Udney and Washago.

## Project Time Frame

The Township of Ramara is seeking a consultant to develop a CIP aligned with municipal strategies.

## Project Scope

The Township of Ramara is seeking proposals from qualified consulting firms with experience in municipal planning and economic development to develop a comprehensive Community Improvement Plan (CIP). The strategy will include policy framework development, identification of Community Improvement Project Areas, business needs assessment, GIS-based business mapping, incentive program design, financial analysis, and implementation guidance to support revitalization, investment attraction, and economic growth across the Township.

Ramara is a geographically large township with nine settlement areas, significant waterfront tourism assets, rural and agricultural lands, and a strong base of small businesses and home-based enterprises. The Township recognizes the need for a Community Improvement Plan to:

- Support business retention, expansion, and attraction
- Revitalize key areas, including downtown Brechin and other settlement areas
- Encourage private sector investment and redevelopment of underutilized and vacant properties
- Address barriers to development, including servicing, infrastructure, and regulatory challenges
- Enhance tourism opportunities, waterfront access, and community identity
- Provide a clear, consistent framework for financial incentives and economic development tools
- Improve understanding of the local business environment through data collection and mapping
- Align economic development, land use planning, and infrastructure priorities

The CIP will build on the results of recent Township engagements, existing plans and studies and engagement, ensuring that recommendations are grounded in local conditions, community input, and realistic implementation strategies.

# SECTION 1: Instructions to Respondents

## 1.1 Context

- a. The Request for Proposal (RFP) is an invitation to suitably qualified consulting firms to submit a Proposal for the creation of Ramara’s Community Improvement Plan Strategy.
- b. The Corporation reserves the right to reject any or all quotations and the lowest or highest bid, as the case may be, will not necessarily be accepted.

## 1.2 Timeline

- a. Timeline for the RFP:

Steps in RFP process	Date	Time (if applicable)
Deadline for Questions	April 10, 2026	12 p.m.
Deadline for Addenda	April 15, 2026	12 p.m.
Deadline for Proposals	April 22, 2026	12 p.m.
Anticipated Start Date	May 2026	

## 1.3 Contact Us

- a. Questions and submissions are to be made to the Township of Ramara Clerks Department at [clerks@ramara.ca](mailto:clerks@ramara.ca) and copied to [infrastructure@ramara.ca](mailto:infrastructure@ramara.ca). All questions and inquiries related to this bid must be sent to these emails. Any information received outside of this will not be considered.
- b. This work will be completed by the Project Manager listed below.  
Melissa Gowanlock  
Manager of Communications & Community Experience  
[mgowanlock@ramara.ca](mailto:mgowanlock@ramara.ca)  
(705) 484-5374, ext. 322

## 1.4 Developing and submitting proposal

- a. Read and digest the RFP in full. Please develop a strong understanding of the requirements outlined in Section 2.
- b. If you find you have questions or anything is unclear, please ask us to explain before the Deadline for Questions and email our point of contact.
- c. Your proposal must be submitted by the deadline in a straightforward format with no more than **twenty (20)** pages excluding appendices. Format your Proposal using the evaluation elements explained in Section 4.
- d. The Bid Form will be provided in Section 7 of this document.
- e. Check that all information requested, including necessary signatures as part of Section 7, have been provided.

## 1.5 Pricing

- a. Respondents must clearly state the Total Upset Cost Limit exclusive of HST on Schedule I – Items and Prices.
- b. In addition to the Total Upset Cost Limit, Respondents will provide as part of the Financial Submission section a detailed breakdown of the fees according to the

major tasks of the work plan and include staff hourly rates, any other fees, and all disbursements required for completing the work plan assignments. Disbursements include telephone, facsimile, printing, courier, travel, meals, etc. which should be included in the Total Upset Cost Limit.

- c. The Township of Ramara will pay directly for any fees charged by approval authorities.
- d. Respondents are to consider all risks, contingencies and other circumstances relating to the delivery of the Requirements and include adequate provision in the Proposal to manage such risks and contingencies.
- e. Prices should be tendered in CAD. Unless otherwise agreed, the Township of Ramara will arrange contractual payments in CAD.
- f. If a Respondent offers a price that is substantially lower than the other Proposals (an abnormally low price), the Township of Ramara may seek to verify with the Respondent that the Respondent is capable of fully delivering the intent of the project.

### **1.6 Submission Information**

- a. All submissions must be received by the date and time listed in this document. Any late submissions will not be considered. Submissions can be made by physical drop off (courier or other) or email.
- b. Please send or deliver the Proposal to the following address:  
Mailing address: 2297 Hwy 12, P.O. Box 130, Brechin, Ontario L0K 1B0
- c. Proposals that are to be emailed shall be sent to [clerks@ramara.ca](mailto:clerks@ramara.ca) and copied [infrastructure@ramara.ca](mailto:infrastructure@ramara.ca). Inclusion of the proposal number from the cover letter of this document in the subject line is required.

### **1.7 RFP Overview and Conditions**

- a. The RFP is intended to solicit non-binding proposals for consideration by the Township of Ramara.
- b. By submitting a Proposal, the Respondent agrees that their offer will remain open for acceptance by the Township of Ramara for forty-five (45) days from the Deadline for Proposal.
- c. The RFP is subject to the RFP Process Conditions outlined in Section 6.

### **1.8 Changes to the RFP or RFP process**

- a. If, after publishing the RFP, any changes required about the RFP, RFP process, or the requirement to provide additional information; an addenda will be issued via the bidding system and the Township website, with the last date for Addenda to be April 15, 2026.
- b. Addenda, if required, shall hereby form part of the RFP documents.
- c. Respondents shall acknowledge receipt of any addenda by including as part of their submission, as indicated in Section 7: Bid Form.

### **1.9 Subconsultants**

- a. Respondents shall complete the “List of Subconsultants” provided in the Bid Form, showing the value of work to be sublet to each.

## SECTION 2: Requirements

### 2.1 Introduction

- a) Guided by the Township of Ramara's broader policy and strategic framework, including the 2023–2026 Strategic Plan, Economic Development Strategy, Official Plan (2025), Zoning By-law, recent economic development engagement findings, the Township is undertaking a forward-looking initiative to develop its first Community Improvement Plan (CIP). Recognizing the critical role that a CIP plays as both a strategic and statutory planning tool under Section 28 of the *Planning Act*, the Township is inviting proposals from qualified consulting firms to prepare a comprehensive and implementable CIP. This initiative will establish a cohesive framework of policies, programs, and incentives that support business growth, enhance community identity, and improve the Township's competitiveness, while reinforcing its commitment to sound municipal planning practices, service excellence, and sustainable development.
- b) The Township of Ramara is seeking a qualified consulting team that can deliver innovative, practical, and locally responsive solutions that go beyond conventional planning approaches. The CIP should reflect the Township's rural character and unique settlement pattern, while addressing real barriers to development and investment identified through recent studies, engagement, and planning processes. The selected team will be expected to develop a strategy that integrates with Ramara's planning framework, including the Official Plan, Zoning By-law, and established municipal planning practices, and aligns with economic development priorities such as business retention and expansion, tourism development, infrastructure readiness, and community revitalization. This includes direct consideration of key Township initiatives, such as recent economic development engagement findings to ensure that recommendations are grounded in current conditions, regulatory context, and realistic implementation opportunities. The Township welcomes recommendations that incorporate modern economic development tools, data-driven analysis, and clear, user-friendly program design.
- c) The Community Improvement Plan will provide implementable short-term (1–2 years), medium-term (3–5 years), and long-term (5–10 years) actions supported by financial analysis and phasing guidance. Deliverables will include the identification of Community Improvement Project Areas in accordance with the *Planning Act* and the Township's Official Plan, a detailed business needs assessment, GIS-based business mapping, and a comprehensive suite of incentive programs with clear eligibility, administration, and alignment with municipal planning tools. The CIP will also include an implementation strategy, monitoring framework, and performance metrics to track success over time. By aligning with the Township's full suite of strategic and statutory planning documents, this initiative will deliver a coordinated and forward-looking roadmap that supports revitalization, particularly in priority areas such as downtown Brechin, enhances economic opportunity, and ensures that recommendations are practical, achievable, and integrated with the Township's long-term land use planning and development framework.

## 2.2 Background

- a. The Township of Ramara is located within Simcoe County, near the City of Orillia, settled on the scenic Lakes Simcoe and Couchiching. The landscape is diverse, with a large aggregate sector, a strong agricultural base, and several distinct settlement areas scattered throughout the Township's geographic boundaries. These varied land uses not only coexist but collectively contribute to the economic, social, and environmental fabric of the community. Each sector supports and balances the others; agriculture and aggregates underpin local industry and employment, while settlement areas provide essential services, housing, and community life. Recognizing this interdependence, the Township aims for the Community Improvement Plan to be holistic in scope, ensuring that its strategies are inclusive, sustainable, and beneficial to all members of the community, regardless of sector or location.
- b. The settlement areas include: Atherley-Uptergrove, Brechin, Lagoon City, Gamebridge, Longford Mills, Sebright, Udney, Cooper's Falls, and Washago. Other communities include Joyland Beach, Val Harbour, Bayshore Village and Ramona.
- c. The Township of Ramara's demographics as reported in the 2021 Census are as follows:
  - Permanent residential population – 10,377
  - Private dwelling numbers – 4,410
  - Single-detached houses – 4,025
  - Population 65 years and over – 2,880
  - Population 0 to 14 years – 1,185
  - Median income of a household in 2020 – \$85,000

## 2.3 Scope of Work

### a. Project Goals

The Township of Ramara's goals for the Community Improvement Plan (CIP) are to:

- Establish a comprehensive policy and incentive framework to support economic development, revitalization, and investment attraction across the Township.
- Identify and designate Community Improvement Project Areas (CIPAs), including priority areas such as downtown Brechin and other key settlement areas.
- Support business retention, expansion, and attraction, with a focus on small businesses, tourism, on-farm diversified uses and rural economic diversification.
- Encourage private sector investment and redevelopment of underutilized, vacant, or constrained properties.
- Address barriers to development, including infrastructure limitations, servicing constraints, and regulatory challenges.
- Align economic development priorities with the Township's Official Plan, Zoning By-law, and broader municipal planning framework.
- Develop a suite of financial and non-financial incentive programs that are practical, transparent, and easy to administer.

- Improve understanding of the local business environment through data collection, mapping, and stakeholder engagement.
- Support community revitalization, placemaking, and enhanced economic activity in key areas throughout the Township.

#### b. Review and Analysis

The consultant is required to conduct a comprehensive review of all relevant background materials, including municipal policies, planning documents, and recent studies. This includes, but is not limited to, the Township’s Official Plan, Zoning By-law, Strategic Plan, Economic Development Strategy, and findings from recent economic development engagements. The review will also include an assessment of local economic conditions, business composition, infrastructure capacity, and development trends to identify opportunities and constraints. The consultant will engage with staff, Council, the public, and key stakeholders to gather input, validate findings, and identify priorities, challenges, and opportunities that will inform the development of the CIP.

#### c. Strategic Direction

The Community Improvement Plan will serve as a roadmap to guide economic development, revitalization, and investment across the Township. The consultant will be responsible for developing a comprehensive CIP framework that includes clearly defined Community Improvement Project Areas, policy direction, and a suite of incentive programs aligned with local needs and opportunities.

The strategy will identify priority areas for revitalization and investment and will establish a clear approach to addressing barriers to development. In addition, the CIP should identify opportunities to strengthen tourism, support local businesses, improve community aesthetics, and enhance the overall economic competitiveness of the Township.

The strategy should also incorporate data-driven insights, mapping, and practical implementation tools to ensure that the CIP is actionable, measurable, and aligned with the Township’s planning framework and long-term growth objectives.

#### d. Project Tasks

To achieve the objectives of the Township, the consultant’s work is expected to include, but not be limited to, the following tasks:

- Conduct a comprehensive review of relevant municipal documents, policies, and studies.
- Undertake a business needs assessment, including surveys, interviews, and focus groups (targeting approximately 40–60 businesses).
- Develop a GIS-based business directory and mapping of economic activity and opportunity areas.
- Consult with staff, Council, the public, and key stakeholders, including the Chippewas of Rama First Nation, to gather input on priorities, challenges, and opportunities.
- Identify and map Community Improvement Project Areas (CIPAs), with clear rationale and alignment with the *Planning Act*.

- Identify and analyze barriers to development, including infrastructure, servicing, regulatory, and market constraints, and provide recommendations to address them.
- Assess and recommend the most appropriate Community Improvement Plan approach for the Township, including whether a single program, a focused set of programs, or a broader suite of incentive tools is warranted based on local conditions, market demand, and administrative capacity.
- Develop recommended incentive program(s) or tools, which may include financial and/or non-financial measures (e.g., grants, rebates, partnerships, or policy-based tools), supported by clear rationale and alignment with identified priorities.
- Define eligibility criteria, application processes, and administrative procedures for any recommended program(s), ensuring they are practical, scalable, and aligned with municipal capacity.
- Prepare implementation strategies with short-, medium-, and long-term actions, including phasing and prioritization.
- Provide high-level financial analysis, including estimated program costs, funding scenarios, and long-term sustainability considerations.
- Identify potential funding sources, partnerships, or grant opportunities to support implementation.

#### e. Deliverables

The consultant is expected to deliver the following:

- A Community Improvement Plan and Implementation Strategy, including an executive summary.
- Identification and mapping of Community Improvement Project Areas in GIS-compatible formats.
- A Business Needs Assessment report summarizing engagement findings, key insights, and identified barriers and opportunities.
- A recommended Community Improvement Plan approach, including clear rationale for the proposed structure (e.g., single program, targeted set of programs, or broader suite of incentives), based on local conditions, market demand, and municipal capacity.
- Detailed program framework(s) for any recommended incentive program(s), including program descriptions, eligibility criteria, application processes, and administrative requirements.
- An implementation plan with phasing, timelines, roles and responsibilities, and performance metrics.
- High-level cost estimates and financial analysis, including projected program uptake, funding considerations, and long-term sustainability.
- A monitoring and reporting framework, including key performance indicators and tools for tracking outcomes over time.
- A final presentation to Council summarizing findings, recommendations, and next steps.

## 2.4 Proposal Requirements

Proposals will provide at least three (3) references from comparable projects, including contact information and examples of past Community Improvement Plans or similar municipal economic development or planning projects.

Proponents are expected to address the following project components in their proposal:

### a. Background Review

- Demonstrate an understanding of Ramara's unique geography, rural context, settlement structure, tourism economy, and local business environment.
- Demonstrate familiarity with the Township's planning framework, including the Official Plan, Zoning By-law, and relevant municipal planning practices.
- Identify key gaps, challenges, and opportunities related to economic development, investment attraction, and community revitalization.

### b. Consultation Plan

- Provide a detailed consultation plan outlining how input will be obtained from Township staff, Council, stakeholders, and residents.
- Outline methods for business engagement and community consultation (e.g., interviews, workshops, surveys, focus groups, or alternative approaches), ensuring a broad and representative range of input.
- Demonstrate an approach that aligns with the Township's commitment to community connection, transparency, and service excellence.

### c. Strategy Development

- Propose an approach to developing the Community Improvement Plan, including identification of Community Improvement Project Areas and overall policy direction.
- Outline how the consultant will assess and determine the most appropriate CIP structure, including whether a single program, a targeted set of programs, or a broader suite of incentive tools is recommended.
- Describe how the proposed approach will address key priorities such as business retention and expansion, on-farm diversified and agritourism opportunities, tourism development, downtown revitalization, and infrastructure-related barriers to development.
- Recommend approaches for implementation, phasing, and ensuring the CIP is practical, achievable, and aligned with municipal capacity.

### d. Economic Development and Program Approach

- Demonstrate how the proposed CIP will support economic development, investment attraction, and community revitalization.
- Outline an approach to developing recommended incentive program(s) or tools, including financial and/or non-financial measures, based on identified needs and opportunities.

- Describe how the consultant will ensure that any recommended programs are user-friendly, transparent, and administratively feasible for the Township.
- Identify how success will be measured, including proposed performance metrics and monitoring approaches.

## 2.5 Reporting and Schedule

The schedule below is tentative and may be refined in consultation with the successful proponent. The Township’s objective is to present the final Community Improvement Plan to Council no later than December 2026.

Phase	Description	Deliverable	Deadline
1	Project Initiation & Background Review	Project kickoff, review of documents, and preliminary findings shared with staff	May – June 2026
2	Business Needs Assessment & Engagement	Business engagement, community member and partner consultation, (including potential open house(s)) and summary of findings	July – September 2026
3	Draft CIP Development	Draft Community Improvement Plan and implementation framework	November 2026
4	Council Presentation	Final presentation of the Community Improvement Plan Strategy to Council and Public Meeting	Late November / Early December 2026

Deliverables must be provided in accessible formats, including:

- 2 printed draft copies
- 2 printed final copies
- One electronic copy of both draft and final documents in a format acceptable to the Township.
- All documents must be received in an accessible format and should not be password protected.

## 2.6 Management of Process

The Township of Ramara will provide the successful bidder with copies of background and planning reports, arrange meeting venues, and provide contact information for interested parties, coordinate invitations to meetings and other related advertising of the project in local and social media.

The Consultant will be expected to maintain regular contact with the Project Lead and to attend meetings as required in order to complete the project. The Consultant must

propose a reporting and meeting schedule as part of their submission, to the satisfaction of the Township. At a minimum, this schedule should include:

- An initiation meeting to review the proposed procedure, budget, and timelines.
- Interviews and/or meetings with relevant Township staff and project teams.
- Regular progress updates to the Project Lead (e.g., bi-weekly by phone, email, or teleconference).
- Presentation of the Final Community Improvement Plan Strategy to Council.

The Township reserves the right to request additional meetings or updates as necessary to ensure effective communication and project delivery. The consultant should be prepared to make additional adjustments to the final strategy based on Council feedback.

## **SECTION 3: Conditions**

### **3.1 Definitions and Order of Precedence**

The Order of Precedence shall be:

- Form of Agreement
- Addenda to the Request for Proposal (RFP)
- Request for Proposal (RFP)
- Amendments to the Proposal submission document(s) from the Consultant
- Proposal submission document(s) from the Consultant

### **3.2 Staff and Methods**

- a. The Consultant shall perform the services under this agreement with the degree of care, skill and diligence normally provided in the performance of such services as contemplated by the agreement at the time such services are rendered.
- b. The Consultant shall employ only competent staff who will be under the supervision of a senior member of the project team. The Consultant shall obtain the prior agreement of the Township of Ramara before making any changes to the staff list after commencement of the project.
- c. The Township of Ramara reserves the right to determine non-performance or poor quality of work the opinion of the Township of Ramara in this regard shall be final in all instances.

### **3.3 Drawings and/or Documents**

Drawings and/or documents or copies thereof required for the Project shall be exchanged between the parties on a reciprocal basis. Documents prepared by the Consultant for the Client may be used by the Client, for the project herein described, including “record” drawings and/or documents. Subject to Article 1.5, the Client has ownership of the drawings and/or documents and the Client indemnifies the Consultant for unauthorized use of the documents and deliverables.

### **3.4 Intellectual Property**

The Township shall be granted a permanent, exclusive, royalty-free license to utilize any concept, product, or process that is patentable, capable of trademark, or otherwise

generated by or resulting from the services provided by the Consultant in connection with the Project.

### **3.5 Changes and Alterations and Additional Services**

Subject to the Consultant's consent, the Client may, in writing, at any time following the execution of the Agreement or the commencement of the Services, modify, extend, increase, or otherwise alter the Services outlined in the Agreement. If such modifications require additional staff or Services, the Consultant shall be compensated based on the agreed rates and pricing structure outlined in the Proposal or as otherwise mutually agreed upon in writing. Additionally, the Consultant shall be entitled to reimbursement for reasonable expenses and disbursements related to the additional Services, as mutually agreed upon in writing between the parties.

### **3.6 Insurance**

- a. Throughout the Contract period, the Consultant is required to maintain and uphold:
  - A comprehensive public liability and property damage insurance policy, deemed acceptable by the Township, providing coverage for any single accident up to a minimum limit of Two Million Dollars (\$2,000,000.00), exclusive of interest and costs. This coverage extends to bodily injury, death of one or more persons, and loss or damage to property. The policy must designate the Township of Ramara as an additional insured, safeguarding the Township against all claims for damage, injury, including death, to any person or persons, and for damage to any property of the Township or any other public or private property resulting from or arising out of any act or omission on the part of the Consultant or any of their servants or agents during the execution of the Contract.
  - A professional liability insurance or other errors and omissions insurance policy, covering claims and expenses for liability arising from negligence in the provision of services, with coverage of no less than Two Million Dollars (\$2,000,000.00).
  - A standard motor vehicle liability insurance policy, covering motor vehicles owned, leased, or operated by or on behalf of the Consultant in connection with the Services provided or to be provided under this Agreement, with coverage of not less than Two Million Dollars (\$2,000,000).
- b. Upon acceptance of the Proposal, the Consultant must provide the Township with a certified copy of the policy or certificate thereof, including the Township of Ramara as an "Additional Named Insured."
- c. The policy must include a Cross Liability clause or endorsement, and an endorsement stating that the policy or policies will not be altered, cancelled, or allowed to lapse without 30 days' prior written notice to the Township of Ramara.

### **3.7 Indemnity**

The Consultant agrees to indemnify and hold the Township harmless from all claims and liabilities arising from personal injury, death, or property damage resulting from any act or

omission on the part of the Consultant, including those of their servants or agents, during the execution of the Contract. This indemnification encompasses the cost of defending against such claims and is without limitation.

### **3.8 Workplace Safety and Insurance Board (WSIB)**

- a. The Consultant must provide the Township of Ramara with documentation from the Workplace Safety and Insurance Board, confirming compliance with all dues and assessments payable under the Workplace Safety and Insurance Act pertaining to their employees or operations.
- b. Workplace Safety and Insurance Board coverage is mandatory, irrespective of whether the Consultant is the sole owner or operator.

### **3.9 Occupational Health and Safety Act**

The Consultant will be required to sign a copy of the Township of Ramara Contractor's Liability form.

### **3.10 Accessibility**

The Consultant shall comply with the Customer Service Standard under the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11) made under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). Applicable policies and proof of employee training shall be provided upon request.

### **3.11 Payment Terms**

- a. Invoices should be issued on a milestone basis as determined by the reporting schedule in Section 2.5. Each invoice submitted by the Consultant to the Township of Ramara under this Agreement must include the following details:
  - The Consultant's name and address;
  - Invoice date and the period during which the Services were provided;
  - Identification of the Agreement under which the Services were rendered;
  - Description of the supplied services;
  - Amount payable for the services, with a statement specifying that payment is due upon receipt;
  - The name, title, telephone number, and mailing address of the designated recipient for payment; and
  - Any additional information deemed necessary.
- b. The Client shall compensate the Consultant based on the fees and charges for services as outlined in the proposal or as otherwise mutually agreed.
- c. All fees, regardless of their basis, shall exclude HST, and HST will be added to each invoice.
- d. All fees and charges are payable in Canadian funds unless stated otherwise.
- e. Invoices are due and payable by the Client upon receipt and, in any event, no later than 30 days after receiving the invoice, without any hold-backs.

## SECTION 4: Evaluation

### 4.1 Evaluation Model

- a. The Technical segment of the proposal should be presented in a clear format, with the following elements distinctly outlined to streamline the evaluation:
  - Creative and innovative approach to the project: 10%
  - Team experience, qualifications, and successful completion of similar projects: 20%
  - Demonstrated understanding of the project, scope of work, goals/objectives: 20%
- b. The scoring system will utilize "points" assigned to each criterion component based on the degree to which the proposed solution meets specified requirements, as follows:
  - 5 points: Fully Meets
  - 4 points: Meets, with minor gaps (no compromise required)
  - 3 points: Meets, with moderate gaps (some compromise required)
  - 2 points: Partially meets (significant gaps, compromise required)
  - 1 point: Does not meet
- c. The pricing is to be submitted on Schedule I – Items and Prices. The total lump sum of the proposal is to include all costs associated with the project for the deliverables, as described. The Pricing is worth 50%. The points will be awarded based on the lowest compliant price received for the Required Works only. Each bidder will receive a percentage of the total possible points allocated using the following formula:

$$\text{lowest price} \div \text{respondent's price} \times \text{weighting} = \text{respondent's pricing points}$$

Additionally, the provisional items are to include the hourly rate for the entire team as one price, and the price for an additional Council meeting, if required. These costs are not considered as part of the scoring.

Proponents may include value-added enhancements that complement the Community Improvement Plan Strategy and provide additional economic development, implementation, or operational benefit to the Township. Examples of value-add options may include:

- Development of a CIP implementation toolkit, including application forms, program guidelines, and internal procedures.
- Creation of a GIS-based or interactive mapping tool to support the business directory, investment attraction, and Community Improvement Project Areas.
- Preparation of marketing and communications materials to promote CIP programs to businesses, property owners, and investors.
- Support for initial program rollout, including staff training or program launch assistance.

- Development of performance tracking tools, dashboards, or reporting templates to monitor program uptake and outcomes.
- Additional economic analysis or targeted strategies for priority areas (e.g., downtown Brechin, waterfront areas, or key corridors).
- Identification of funding opportunities, partnerships, or grant programs to support implementation of CIP initiatives.

d. The successful Respondent will be chosen based on the highest score.

#### 4.2 Proposal Content

- a. Creative and innovative approach to the project: 10%
  - i. Demonstrate creativity, originality, and forward-thinking. The evaluation will consider the uniqueness of the proposed approach, the practicality of the innovations, and the degree to which these ideas enhance project outcomes.
- b. Team experience, qualifications, and successful completion of similar projects: 20%
  - i. Company Background - Provide a detailed outline of your company background, main discipline(s), secondary discipline(s) if applicable, and at a minimum include the number of employees and years in business
  - ii. Ability and Experience – Narrative:
    - Provide a detailed outline of relevant experience and how the experience relates to the work detailed in the Deliverables within this RFP. The experience narrative should tie directly into the Relevant Project Examples that are provided in the submission;
    - Articulate key lessons learned on prior projects and how your company would apply those to this project and why;
    - Provide what your firms competitive edge is over others; and
    - In review of the RFP, outline any critical factors that will enable this project to be successful if your company is selected and why.
  - iii. Relevant Project Examples - Provide details of a minimum of three (3) project examples of relevant ability and experience. Two (2) of the project examples must be from separate clients other than the Township that are completed and demonstrate a similar scope as specified in the Deliverables from within the previous three (3) year period from the issuance of this RFP document. Where the respondent has provided previous service to the Township, the respondent **must** include that project example for their third reference.
  - iv. References - References should be the same as provided in the relevant project examples in item iii. above. The Respondent will request each of their references to answer a prescribed set of questions relating to the project as detailed on the reference check form uploaded to the bidding system. Evaluation will be based on averaging the scores provided back from the references.

- c. Demonstrated understanding of the project, scope of work, goals/objectives: 20%  
Provide in detail, your company's understanding of the project, project objectives, identified or anticipated challenges, risks, and areas of opportunities.

## **SECTION 5: Form of Contract**

### **5.1 Proposed Contract**

- a. The provided Contract outlines the arrangement that the Township aims to establish for the procurement and delivery of the Requirements through the engagement of the Consultant. Both the Request for Proposal (RFP) and the Consultant's Proposal, accepted by the Township, will be integral components of the Agreement.
- b. The Form of Contract will be issued with the Successful Respondent and there is no need to include with the bid submission.

**FORM OF AGREEMENT  
AGREEMENT FOR THE PREPARATION OF A COMMUNITY  
IMPROVEMENT PLAN STRATEGY THE TOWNSHIP OF RAMARA**

THIS AGREEMENT (the “Agreement”), is effective as of XXXXX  
BETWEEN:

**THE CORPORATION OF THE TOWNSHIP OF RAMARA** (the “Township”)  
AND:  
XXXXXXX (the “Proponent”)

WHEREAS:

- A. The Township issued **RFP ADM-01-2026** for the preparation of a Community Improvement Plan Strategy for the Township of Ramara.
- B. The Proponent was the successful respondent and has agreed to provide the Deliverables in accordance with the submitted Proposal Documents.

NOW THEREFORE, in consideration of their respective agreements set out below, the parties covenant and agree as follows

That, the Proponent for and in consideration of the payment specified in his Proposal Documents for the Deliverables, hereby agrees to furnish all necessary plant, labour and materials, except as otherwise specified, and to complete the said Deliverables in strict accordance with the Proposal Documents, all which are to be read herewith and form part of this present Agreement as fully and completely to all intents and purposes as though all the stipulations thereof have been embodied therein.

The Proponent further agrees that he will deliver the whole of the deliverables complete in accordance with the Agreement.

IN CONSIDERATION WHEREOF, the Township agrees to pay the Proponent for the Deliverables as stipulated in the Proposals Documents. Payment terms to be as stipulated in the RFP.

THIS AGREEMENT SHALL, ensure to the benefit of and be binding upon the heirs, executors, administrators, and assigns of the Supplier and on the heirs and successors of the Township.

IN WITNESS WHEREOF the parties hereto have executed the Agreement effective as of the date first written above.

THE CORPORATION OF THE TOWNSHIP OF RAMARA  
[INSERT LEGAL NAME OF PROPONENT]

PER \_\_\_\_\_

NAME:

TITLE:

PER \_\_\_\_\_

NAME:

TITLE:

PER \_\_\_\_\_

NAME:

TITLE:

I/We have authority to bind the corporation

PER \_\_\_\_\_

NAME:

TITLE:

I/We have authority to bind the corporation

- a. The successful Respondent will be required to prepare and enter into a Consulting Services Agreement. The Consulting Services Agreement will be prepared by the successful Respondents and approved by the Township of Ramara.

## SECTION 6: RFP Process Conditions

### 6.1 Issues and Complaints

- a. A Respondent has the right, in good faith, to bring forth any concerns or complaints about the RFP or the RFP process at any stage.
- b. The Township is committed to promptly and impartially considering and responding to any issues or complaints raised by the Respondent. Both the Township and the Respondent mutually agree to act in good faith and make reasonable efforts to resolve any concerns or complaints related to the RFP.

### 6.2 Point of Contact

- a. For all inquiries related to the RFP, please direct them via email to [clerks@ramara.ca](mailto:clerks@ramara.ca) copying [infrastructure@ramara.ca](mailto:infrastructure@ramara.ca). Respondents are strictly prohibited from directly or indirectly approaching any representative of the Township or any other individual to seek information regarding any aspect of the RFP.
- b. Only authorized communications via issued addenda communicated to Bidders will constitute official statements by the Township. Statements made by any other person are not binding on the Township.
- c. The Township reserves the right to change the Project Manager at any time, and notification of such changes will be provided through addenda.
- d. If a Respondent currently holds an existing contract with the Township, normal business communications will continue. However, Respondents must refrain from using these routine contacts to lobby the Township, solicit information, or discuss aspects of the RFP.

### 6.3 Conflict of Interest

- a. Respondents must immediately inform the Township should a Conflict of Interest arise during the RFP process. A material Conflict of Interest may result in the Respondent being disqualified from participating further in the RFP process.

### 6.4 Ethics

- a. Respondents are strictly prohibited from attempting to influence or offering any form of personal inducement, reward, or benefit to any representative of the Township in connection with the RFP.
- b. Engaging in collusive, deceptive, or improper conduct during the preparation of their Proposal or in any discussions or negotiations with the Township is strictly forbidden for Respondents.
- c. Participation in such unethical behavior will lead to the disqualification of the Respondent from further involvement in the RFP process.
- d. The Township reserves the discretion to report any suspected collusive or anti-competitive conduct by Respondents to the appropriate authority, providing them with all pertinent information.

## **6.5 Confidential Information**

- a. Both the Township and Respondent commit to taking reasonable measures to safeguard Confidential Information.
- b. The Township and Respondent may disclose Confidential Information to individuals directly engaged in the RFP process on their behalf, including officers, employees, consultants, contractors, professional advisors, evaluation panel members, partners, principals, or directors, solely for the purpose of participating in the RFP.

## **6.6 Municipal Freedom of Information and Protection of Privacy Act**

- a. Respondents are cautioned that the Township operates under Ontario's Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA"), and information provided to the Township in response to the RFP may be subject to disclosure under MFIPPA. Respondents should clearly identify any information in their Proposal or accompanying documentation submitted in confidence, for which confidentiality is sought, and are encouraged to seek guidance from their legal advisors on the appropriate means of identification.
- b. The Township will make reasonable efforts to protect confidential information, while taking into account its disclosure obligations under MFIPPA or any other legal disclosure requirements imposed by law or by the directive of a court or tribunal.
- c. Respondents are informed that their Proposal may, as necessary, be disclosed on a confidential basis to advisors engaged by the Township to provide counsel or assistance in the RFP process, including the evaluation of the Proposal.

## **6.7 Elimination**

- a. Irregularities in bids will be addressed in accordance with the provisions outlined in the Purchasing By-Law, which can be accessed at [www.ramara.ca](http://www.ramara.ca). Please refer to Schedule C - Bid Irregularities.
- b. The Township reserves the right to disqualify a Respondent from participating in the RFP if the Township possesses evidence of any of the following, and deems it significant to the RFP:
  - The Respondent has provided false information.
  - There is professional misconduct or an act or omission by the Respondent that adversely reflects on their integrity.
  - A performance issue exists in a historical or ongoing contract delivered by the Respondent.
  - The Respondent is undergoing bankruptcy, receivership, or liquidation.

## **6.8 Reserved Rights and Privilege Clause**

- a. The Township retains the authority to approve or decline any or all Proposals, either in whole or in part.
- b. The Township retains the discretion to abstain from accepting or awarding a Contract to any Respondent, including its sub-contractor(s), engaged in litigation with the Township.

- c. The Township maintains the right to terminate the RFP process at any phase and/or initiate a new RFP for identical or similar deliverables.
- d. The Township holds the prerogative to introduce any substantial changes to the RFP, such as alterations to the timeline, Requirements, or Evaluation Approach, provided Respondents are afforded a reasonable period to respond to the modification.
- e. The Township reserves the right to overlook formalities and consider Proposals that substantially adhere to the RFP requirements, given that, in the Township's judgment, the non-compliance does not materially impact the Proposal.
- f. These reserved rights are supplementary to any explicitly stated rights and any other rights that may be inferred based on the circumstances.

### **6.9 Interpretation and Governing Law**

- a. The RFP Process Conditions are designed for broad and independent interpretation, with no specific provision aimed at restricting the scope of any other provision.
- b. The RFP Process Conditions are not exhaustive and should not be interpreted as an attempt to curtail the pre-existing rights of the Township.
- c. The RFP process is subject to governance and interpretation in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

### **6.10 Disclaimer**

- a. The Township shall not assume any liability, whether in contract, tort, equity, or any other manner, for any direct or indirect damage, loss, or cost incurred by any Respondent or any other individual concerning the RFP process. This includes, but is not limited to, matters related to the award of a contract, failure to award a contract, or failure to honor a Proposal submitted in response to this RFP.
- b. Nothing stated or implied in the RFP, RFP process, or any other communication from the Township to any Respondent should be construed as legal, financial, or other advice.

## **SECTION 7: Bid Form**

### **BID FORM**

**THE CORPORATION OF THE TOWNSHIP OF RAMARA**

**2026 COMMUNITY IMPROVEMENT PLAN STRATEGY**

**DOCUMENTS TO BE ENCLOSED WITH THIS FORM INCLUDING BUT NOT LIMITED TO:**

- **Tender Bid Package (Pages 1 – 30)**
- **Addenda Issued (if applicable)**
- **Bidder Information Form**
- **Schedule I – Items and Prices**
- **Proposal (no more than 20 pages)**
- **Sub-Contractors Information Form**
- **Schedule II – Ability and Experience Form**
- **Declaration of Accessibility Compliance Form**
- **WSIB Clearance Certificate**
- **Additional Information Bidder believes relevant to the Tender or scope of work**

## BIDDER INFORMATION FORM

**BIDDERS MUST COMPLETE THIS FORM AND INCLUDE WITH THEIR SUBMISSION  
PLEASE ENSURE ALL INFORMATION IS LEGIBLE.**

<b>Company Name</b>	
<b>Bidder's Main Contact Individual</b>	
<b>Address (Including postal code)</b>	
<b>Office Phone #</b>	
<b>Toll Free#</b>	
<b>Cellular#</b>	
<b>Fax#</b>	
<b>E-Mail Address</b>	
<b>Website</b>	
<b>HST Account #</b>	

**I CERTIFY THAT ALL PRICES IN SCHEDULE I CONSTITUTE THE OFFICIAL BID SUBMISSION AND PRICING.**

**NAME:**

\_\_\_\_\_ (PRINT)

**AUTHORIZED SIGNATURE:**

\_\_\_\_\_

**DATE:**

\_\_\_\_\_

**SCHEDULE I – ITEMS AND PRICES**

Any modifications of this form will result in the bid being disqualified. This Bid Form must be completed in full.

**Required Works**

Item	Description	Unit	Bid Price
1	Community Improvement Plan Strategy	Lump Sum	\$ _____
		<i>Subtotal</i>	\$ _____
		<i>HST</i>	\$ _____
		<i>Total</i>	\$ _____

**Provisional Items**

2	Hourly Rate	Per Hour	\$ _____
3	Additional Council Presentation	Lump Sum	\$ _____

**Value Add Items (optional)**

			\$ _____
			\$ _____
			\$ _____
			\$ _____

Initials: \_\_\_\_\_ Date: \_\_\_\_\_

**The Corporation of the Township of Ramara reserves the right to accept or reject all or part of any Bid and reserves the right to accept other than the lowest Bid and to cancel this Call for Bid at any time.**

**SUB-CONTRACTORS INFORMATION FORM**

(To be completed for all sub-contractors representing a portion of this Bid Submission)

<b>Sub-Trade</b>	<b>Proposed Sub-Contractor</b>	<b>Address / Phone #</b>	<b>Approximate Value of Sublet Work</b>

**SCHEDULE II – ABILITY AND EXPERIENCE FORM**

The Bidder shall provide below three (3) separate References, **not including the Township of Ramara**, having purchased a similar size and design of goods and/or services as specified herein for a previous three (3) year period from the issuance of this document.

<b>REFERENCE #1</b>	
Customer	
Contact Name & Phone Number	
Date of Purchase	
Description of Goods or Services Provided	
<b>REFERENCE #2</b>	
Customer	
Contact Name & Phone Number	
Date of Purchase	
Description of Goods or Services Provided	
<b>REFERENCE #3</b>	
Customer	
Contact Name & Phone Number	
Date of Purchase	
Description of Goods or Services Provided	

**REFERENCE RELEASE FORM**

I \_\_\_\_\_ (authorised signatory for the submitting firm) authorize the Township to contact the person and/or organization listed on the ABILITY & EXPERIENCE FORM, for the purpose of obtaining information relating to the bidder.

The Township reserves the right to call references if in its sole discretion finds a need to do so. The Township reserves the right to check other references other than listed herein.

**DECLARATION OF ACCESSIBILITY COMPLIANCE FORM**

Company Name: \_\_\_\_\_  
Print Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

I acknowledge that I am required to comply with the Customer Service Standard under the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11) made under the Accessibility for Ontarians with Disabilities Act, 2005. I confirm that my employees, agents, volunteers and representatives who are required to receive training under the Act have completed the required. I will provide to The Corporation of the Township of Ramara any further documentation that confirms this training upon its request.

I will indemnify the Corporation of the Township of Ramara from and against any costs, expenses, fines, penalties, damages or losses that may arise or may be incurred as a result of my failure to comply with these requirements.

I declare that I have read, understood and will meet all enacted accessibility standards as amended from time to time.

I further declare that if applicable I will undertake to ensure any sub-contractors hired by

\_\_\_\_\_  
(insert company name)

for the completion of work contracted by the Township will also comply with the above requirements.

\_\_\_\_\_  
Authorized Signature  
I have authority to bind the Corporation

\_\_\_\_\_  
Date