



Township of Hornepayne Request for Proposal (RFP)

Consultant Services Market Gap Analysis

RFP No. 2023.07.14

Closing: August 2, 2023

Synopsis

**Consultant Services
Market Gap Analysis
RFP No. 2023.07.14**

The Township of Hornepayne, a municipality in Northern Ontario, seeks to conduct a comprehensive market gap analysis to identify key opportunities and challenges within its local market. To ensure a thorough and expert-driven analysis, the municipality is seeking to hire a qualified consultant.

The objective of the market gap analysis is to gain a deep understanding of the current market landscape, identify gaps in products, services, infrastructure, and support systems, and explore potential opportunities for economic development and community growth. The analysis will provide essential insights to inform strategic decision-making and drive targeted initiatives for the betterment of the Township of Hornepayne.

The ideal consultant will possess a strong background in market research, economic development, and community engagement. They should have extensive experience in conducting market gap analyses, particularly in the context of small municipalities. The consultant will be expected to engage with various stakeholders, including residents, business owners, local officials, and community organizations, to gather valuable insights and perspectives.

Key deliverables of the consultant's work will include a comprehensive report outlining the findings of the market gap analysis. The report should provide a detailed overview of the current market landscape, identify specific gaps and unmet needs, analyze the competitive landscape, and highlight potential opportunities for business growth and community development.

Additionally, the consultant will be expected to provide strategic recommendations based on the analysis findings. These recommendations should be actionable, feasible, and aligned with the municipality's goals and aspirations. The consultant should also present best practices and successful case studies from similar contexts to inspire innovative approaches and solutions.

The consultant should possess excellent analytical and communication skills to effectively gather, synthesize, and present data and insights. They should be able to engage and collaborate with stakeholders from diverse backgrounds, ensuring that all voices are heard and represented in the analysis process.

Interested consultants are invited to submit proposals that include their qualifications, relevant experience, proposed methodology, timeline, and cost estimates. The municipality will evaluate the proposals based on the consultant's expertise, approach, experience, and cost-effectiveness.

By hiring a consultant to complete the market gap analysis, the Township of Hornepayne aims to gain valuable insights into its market dynamics and unlock the potential for sustainable economic development. The analysis will serve as a foundation for informed decision-making, enabling the municipality to prioritize resources, implement targeted initiatives, and foster a thriving business environment that meets the needs and aspirations of its residents and stakeholders.

Services shall be provided in accordance with applicable standards and regulations.

Proposals marked “**RFP No. 2023.07.14**” in the subject line may be electronically submitted to:

edo@hornepayne.ca

and must be received no later than:

Wednesday, August 2, 2023 at 2:00 P.M. (local time)

Proposals will be opened in accordance with the Municipality’s Procurement By-Law.

Documents relating to this Request for Proposal are available at the above address or at:
<https://www.townshipofhornepayne.ca/our-government/tenders-and-requests-for-proposals/>

Questions regarding this proposal must be directed, in writing, to the Economic Development Officer at edo@hornepayne.ca. Include “**RFP No. 2023.07.14 Market Gap Analysis**” in the email subject line.

The lowest or any proposal will not necessarily be accepted. The Township reserves the right to reject any or all proposals, to waive irregularities and informalities therein, and to award the Contract in the best interest of the Township in its sole and unfettered discretion. The accepted proposal must be approved by Council.

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1 General Information and Instructions

1.1 Definitions & Interpretation

In this Request for Proposal, unless expressly provided otherwise, the following definitions shall apply:

“Addendum” and **“Addenda”** means a written addendum or addenda issued with respect to this RFP;

“Closing or Closing Date” means the deadline by which to submit Proposals for this RFP as set out in the RFP, as may be amended by Addendum or other written notice of the Township;

“Contract” means the Contract arising upon the acceptance of a Proposal and award of the Contract by the Township in accordance with the RFP, irrespective of when notice of acceptance of a Proposal is received by a Successful Proponent;

“Evaluation Team” means a team consisting of members of Township staff and, where considered appropriate by the Township in the exercise of absolute discretion, Independent Consultants, who will perform the evaluation of each of the Proposals and make such reports and recommendations to the award of this RFP as they consider appropriate;

“Goods” means any item of tangible property, computer software, digital assets.;

The term "goods" in the context of a Market Gap Analysis RFP is generally used to encompass any tangible items or materials that will be procured as part of the Market Gap Analysis project.

“Independent Consultant” means any consultant, other than the Successful Proponent, retained by the Township to advise or perform services on the behalf of the Township with respect to the Work;

“Law” means all statutes, laws, by-laws, regulations, requirements, ordinances, notices, rulings, orders, directives, policies and controls of the municipal, provincial, and federal governments and any other lawful authority and all court orders, judgments, and declarations of a court of competent jurisdiction;

“Municipality” means the Township of Hornepayne and includes its designated employees, officials, and agents;

“Project Manager” means the person designated under the successful award of this RFP who will manage the delivery and performance of the Work to which this Contract relates and to oversee the Township’s obligations under this RFP;

“Proponent” means any person submitting a Proposal in response to this RFP;

“Proposal” means a Proposal made by a Proponent in response to this RFP;

“Services” means a service of any description required in order to complete the Work, whether commercial, industrial, trade, or otherwise, and includes all professional, technical, and artistic services, and the transporting, acquiring, supplying, storing, and otherwise dealing in Goods;

“Sub-Contractor” is a person or entity having a direct Contract with the Successful Proponent to perform a part or parts of the Services or to supply Goods or Services with respect to the Work, upon the prior approval of the Township;

“**Successful Proponent**” means the Proponent whose Proposal is selected and is awarded the Contract for this RFP by the Township;

“**Township**” means the Township of Hornepayne and includes its designated employees, officials, and agents;

“**Total Contract Price**” means the fully inclusive, all-in total Contract price, constituting the sum of all costs quoted by a Proponent in its Proposal with respect to the Work,

- (i) including the purchase price for all materials, labour costs, service costs, but
- (ii) excluding any options or alternatives requested in the Contract Documents that the Township elects not to purchase; and,
- (iii) excluding Harmonized Sales Tax (HST) or other applicable sales taxes, imposed under the Laws of Ontario and the Laws of Canada applicable therein;

“**Work**” means everything to be done, supplied, or provided by the Successful Proponent under the Contract as applicable.

1.2 Availability of Document

Documents relating to this Request for Proposal are available at the Hornepayne Municipal Office, 68 Front Street, Hornepayne, ON P0M 1Z0 or at:

<https://www.townshipofhornepayne.ca/our-government/tenders-and-requests-for-proposals/>

1.3 Proponents to Investigate

Proponents shall not rely solely on information provided by the Township but shall satisfy themselves as to the accuracy of the information and accept full responsibility for design of the works.

It is the Proponent’s responsibility to become familiar with and comply with the Township’s Procurement By-Law:

<https://www.townshipofhornepayne.ca/media/2iqoiafr/procurement-by-law-no-1636.pdf>

1.4 Inquiries and Addenda

Questions regarding this proposal must be directed, in writing, to the Economic Development Officer at edo@hornepayne.ca. Please include “**RFP No. 2023.07.14 Market Gap Analysis**” in the subject line of the email.

During the Request for Proposals period, Proponents may be advised by Addenda of required additions to, deletions from, or alterations in the Terms of Reference Documents, including any change to the proposed Closing date and/or time (as applicable). All such changes shall become an integral part of the Terms of Reference Documents and shall be allowed for in arriving at the Total Contract Price.

It is the sole responsibility of all Proponents to check the municipal website and ensure that it has received any and all Addenda issued by the Township. **All Addenda received during the request for proposals period shall be acknowledged in the Form of Proposal.**

1.5 The Township of Hornepayne's Rights in Respect of the RFP

All proposals provided, and all entries, shall be in ink or typewritten. Proposals which are incomplete, conditional, or obscure or which contain additions not called for, erasures, alterations, or irregularities of any kind, or in which any of the prices are obviously unbalanced, may be rejected as informal.

The lowest or any proposal will not necessarily be accepted. The Township reserves the right to reject any or all proposals, to waive irregularities and informalities therein, and to award the Contract in the best interest of the Township in its sole and unfettered discretion. The accepted proposal must be approved by Council.

The Township reserves the right to;

- (i) Contact a Proponent for clarification of any portion of the Proponent's proposal;
- (ii) Disqualify proposals not submitted in strict accordance with the terms and conditions of the Terms of Reference;
- (iii) Cancel the RFP, at any time, without liability whatsoever to any Proponent;
- (iv) Reject any or all of the Proposals;
- (v) Accept any or all of the Proposals;
- (vi) If only one Proposal is received, elect to accept, or reject it;
- (vii) Not accept the lowest fixed fee amount;
- (viii) Alter the schedule; RFP process, procedures or objective of the project or any other aspect of the RFP, as it may determine, in its sole and absolute discretion; or,
- (ix) Negotiate with one or more Proponents to reach a final agreement for the services.

This RFP does not constitute an offer of any nature or kind whatsoever by the Township to the Proponent. The Township does not bind itself to accept any Proposals and may proceed as it determines, in its sole discretion, following receipt of the Proposals. The Township reserves the right to accept any proposal in whole or in part or to discuss with any Proponent, different or additional terms to those envisaged in this RFP or in such Proponents proposal.

This RFP and/or the Proposal in response to the RFP will not constitute a binding Contract but will only form the basis for the finalization of the terms upon which the Township and the chosen Proponent will enter into a Contract (the "Contract") and does not mean that the Proposal is necessarily totally acceptable in the form submitted.

1.6 Limitations

The Township shall not be bound by any oral representation or communication whatsoever, including but not limited to any instruction, amendment or clarification of these Instructions to Proponents or any of the Contract Documents, or any information, advice, inference or suggestion, from any person (including but not limited to an elected official, employee, agent, Independent Consultant or representative of the Township) concerning a Proponent's

submissions, the RFP, the Contract Documents, the proposed Contract or any other matter concerning the RFP or Work.

In addition, the Township shall not be bound by any written representation whatsoever concerning a Proponent's submissions, the RFP, the Contract Documents, or any other matter concerning the RFP or Work, unless executed by the person designated and authorized in accordance with the Contract Documents or in accordance with a direction or authorization of Municipal Council.

1.7 Negotiations

The Township may award the Contract on the basis of initial offers received, without discussion. Therefore, each initial offer shall contain the Proponent's best terms/information, including all required documentation as listed.

The Township reserves the right to enter into negotiations with the selected Proponent. If the Township and the selected Proponent cannot negotiate a successful Contract, the Township may terminate the negotiations and begin negotiations with the next selected Proponent. This process will continue until a Contract has been executed or all Proponents have been rejected. No Proponent shall have any rights against the Township arising from negotiations.

1.8 Errors and Omission

It is understood and acknowledged that while the RFP includes specific requirements, a complete review is required. Minor items not herein specified but obviously required shall be provided as if specified. The Proponents 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 the bidder of the responsibility of providing the services.

The Proponent shall examine the Terms of Reference Documents as soon as possible. Any errors, omissions or conflicts discovered shall be reported to the Economic Development Officer immediately.

Verbal instruction and/or communications will not be accepted. Refer to Section *1.4 Inquiries and Addenda*.

1.9 Conflict Resolution

In the event of conflict between any of the provisions of the Contract Documents, the provision most favourable to the Township, in the Township's determination, shall prevail and apply.

1.10 Proposal Withdrawal and Award

Proponents may notify the EDO via email (edo@hornepayne.ca) if they wish to amend or withdraw their proposal prior to Closing. Request to amend or withdraw a proposal will be officially acknowledged via email by the EDO. The last proposal received shall invalidate all previous proposals received from the same Proponent.

No Contract will be awarded until after the proposal has been approved by Council.

Council reserves the right to:

- (i) reject any recommendation;
- (ii) reject any or all Proposals;
- (iii) accept any Proposal deemed to be in the best interest of the Township;
- (iv) disqualify Proposals not submitted in strict accordance with the Terms of Reference documents.

Proponents are informed that it is a condition of the Terms of Reference Documents that each Proposal shall remain in force from the Closing Date of the Request for Proposal until sixty (60) calendar days thereafter unless the Proponent has been formally rejected.

Once the Contract has been awarded, only the Total Contract Price of the Proposals will be disclosed.

Official Notification will only be given to the Successful Proponent; however, anyone can obtain the Total Contract Price for all Proponents upon request. In addition, the Total Contract Price for all Proponents will be outlined in a Council Resolution.

A Proposal shall be irrevocable for a period of sixty (60) calendar days following the Closing date of the RFP.

1.11 Proponent's Cost

All costs and expenses incurred by a Proponent related to the preparation or presentation of its proposals shall be borne by the Proponent. The Township is not liable to pay such costs and expenses or to reimburse or to compensate a Proponent under any circumstances.

1.12 Delays

The Township shall not be responsible for any delays or costs to the Proponents associated with any reviews or the approval process.

1.13 Tax Management (HST)

As it is the responsibility of the Proponent to determine levy and collection of the Harmonized Sales Tax (HST), or any other Value Added Taxes, amounts bid shall show, separately, the HST or Value Added Taxes amount, or alternatively cite the basis of exemption in lieu thereof.

1.14 Billing Summaries / Payment

Payment shall be in accordance with the Contract, as agreed to by both parties.

The Proponent shall provide a breakdown, before its first invoice, detailing all work. The breakdown shall be approved by the Economic Development Officer. Every invoice shall include the current monthly amount, the actual to date, percent (%) complete, and the total amount to complete for each item in the breakdown. All extra work shall be indicated/invoiced separately.

Invoices shall be submitted monthly, and all payments will be net thirty (30) days.

Any work performed, as an extra, shall have received prior approval by the Contract Administrator in writing. A copy of the written approval shall accompany the invoice. The conditions for invoicing and payment shall be incorporated into any contract that may be prepared as part of the process. Each invoice shall reference the project number assigned to the project.

1.15 Ownership of Documents, Use of Designs, etc.

Digital Assets, drawings, reports, plans, specifications, and other documents:

- (i) Provided by the Township to a Proponent shall remain the property of the Township and shall be returned by the Proponent to the Township upon demand by the Township; and/or,
- (ii) Prepared by the Proponent as part of its Proposal (including the full proposal submission), or under Contract, shall become the property of the Township and may be disposed of the Township as it considers fit.

1.16 Municipal Freedom of Information Protection and Privacy Act

The Township is governed by the Municipal Freedom of Information and Protection of Privacy Act; therefore, Proponents must accept that proposal contents can be made public as a condition of the Request for Proposal process. As a result, Proponents are advised to identify, in their Proposal, any scientific, technical, commercial, proprietary, or similar confidential information, the disclosure of which could cause them injury.

Any information in the Proponents' submissions that is not specifically identified as confidential will be treated as public information. The Township will use its best efforts not to disclose any information so marked but shall not be liable in any manner to a Proponent or any other person where information is disclosed by virtue of the Privacy Commissioner, a court of competent jurisdiction or otherwise as required by Law. The Township further makes no representations or warranties that the identification of a document as confidential will prevent its release under the provisions of MFIPPA or otherwise under Law. Complete proposals are not to be identified as Confidential.

NOTE: Materials supplied in response to the RFP become a record of the Township and are subject to the Municipal Freedom of Information and Protection of Privacy Act. The Township takes the position that such materials are not supplied in confidence and form part of the records made generally available upon request to the public. If you have any questions with regard to this policy, please contact the CAO/Clerk.

1.17 Conflict of Interest Statement

In their Proposals, the Proponents 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.

Prior to the award of the Contract, no Proponent shall contact any elected official of the Township or member of the Municipal staff or independent Consultant retained by the Township with respect to its Proposal, the RFP, or the proposed Contract.

Except with the prior express written consent of the Township, no Proponent shall act on behalf of the Township with respect to any matter, issue or in connection with any property in which the Proponent or any director, officer, employee, or Sub-contractor of the Proponent has a direct or indirect pecuniary interest, including any contingent interest.

Proponents are cautioned that the acceptance of their Proposal may preclude them from participating as a Proponent in subsequent projects where a Conflict of Interest may arise. The Proponent for this project may participate in subsequent/other Township projects provided the Proponent has satisfied pre-qualification requirements of the Township, if any, and in the opinion of the Township, no Conflict of Interest would adversely affect the performance and successful completion of a Contract by the Proponent.

1.18 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 reserves the right to disqualify the Proposal or terminate any ensuing Contract.

1.19 Insurance and Indemnification

The Successful Proponent shall not commence work until such time that evidence of insurance has been filed with, and approved by, the EDO. The Successful Proponent shall further ensure that evidence of the continuance of said insurance is filed at each policy renewal date for the duration of the Contract.

The Successful Proponent shall indemnify the Township, its Councillors, and its employees from damages and liabilities which may arise, directly as a result of the negligent, or wrongful acts, or omissions, of the Successful Proponent (if any), its employees and/or agents in the performance of any of its obligations under the Contract, whether or not such claims are initiated by third parties or arise between the parties.

1.20 Workplace Safety & Insurance Board

WSIB Registration and coverage shall be in accordance with the applicable regulatory requirements for the Successful Proponent and any worker that may be dispatched to undertake work on Township property, appropriate to the type and quantity of work proposed to be provided.

The Successful Proponent shall furnish a valid WSIB Clearance Certificate from the Workplace Safety and Insurance Board prior to commencement of Contract. The successful Proponent further agrees to maintain a good standing with the WSIB throughout the term of the Contract. The Successful Proponent may be required to produce a valid Certificate of Clearance from time to time during the Contract.

1.21 Failure to Provide

If the Successful Proponent, for any reason, defaults or fails to provide valid proof of insurance and/or WSIB, the Township reserves the right to accept any other Proposal, cancel this RFP and issue a new RFP, or carry out the work in any way as the Township may, at its sole discretion, deem best.

1.22 Safety

The Successful Proponent shall comply with Provincial and local statutes; in particular, the Occupational Health & Safety Act and Regulations. The Successful Proponent shall use a regular system of safety inspections to detect and correct hazardous conditions, safety violations, and unsafe work practices, if applicable.

1.23 Contract for Work

The Successful Proponent shall, no later than 10 Business Days after the Township has sent the Notice of Award to the Successful Proponent, or such later date as may be specified in the written notice given by the Township:

- (i) enter into and execute the formal Contract for Work;
- (ii) submit to the Township, a certificate of insurance which,
 - a. references the Contract by name;
 - b. confirms that the requirements set out in the Contract have been met;
 - c. sets out any pertinent exclusions contained in the policy or policies; and,
 - d. is otherwise acceptable to Township;
- (iii) agree with the Accessibility for Ontarians with Disabilities Act (AODA) statement specified in the Form of Proposal;
- (iv) submit to the Township, a Workplace Safety and Insurance Board clearance certificate;
- (v) submit any other documents required by the Contract.

If the Successful Proponent fails, or refuses, to enter into the Contract or execute a Contract for Work and to provide all security, insurance and other ancillary documents required under the RFP and the Contract Documents, then the Township reserves the absolute right as it sees fit, in addition to all other rights and remedies that the Township has under the Request for Proposals, to take one or more of the following actions:

- (i) terminate discussions with the Successful Proponent;
- (ii) select another Proponent as the Successful Proponent and enter into Contract discussions to finalize and execute the Contract for Work;
- (iii) revise and reissue the RFP or cancel the RFP; and
- (iv) pursue any other rights or remedies available under the RFP, or otherwise at law or in equity.

1.24 Accommodations for Proponents with Disabilities

In accordance with the Ontario Human Rights Code, Ontarians with Disabilities Act, 2001 (ODA) and Accessibility for Ontarians with Disabilities Act, 2005 (AODA), the Township of Hornepayne will accommodate for a disability, ensuring full and equitable participation throughout the bid process.

If a Proponent requires this Request for Proposals in a different format to accommodate a disability, the Proponent must contact the Township as soon as possible and, no later than 10 working days prior to the Closing Date. The Request for Proposals and any Addenda will only be issued in the alternative format to the requesting Proponent.

2 Proposal Submission and Content Requirements

2.1 Project Schedule of Events

It is intended that the Consultant retained will enter into a Contract with the Township of Hornepayne for the provision of consultant services. The Consultant will work with the Township in establishing priorities.

The following dates could be subject to change at the Township's sole and absolute discretion.

Event	Date and Local Time
Issue Date of RFP	July 14, 2023
Deadline to Submit Questions	July 24, 2023
Last Day for Issuance of Addenda	July 27, 2023
RFP Closing Date	Wednesday, August 2, 2023 at 2:00 P.M. (local time)
Anticipated Contract Award	August 16, 2023
Contract Approval & Initial Meeting with Consultant	August 23, 2023
Project Deliverables	August – November, 2023

2.2 Closing Date & Time

Proposals must be received no later than:

Wednesday, August 2, 2023 at 2:00 P.M. (local time)

The time of receipt of emailed proposals will be confirmed by the Township's email. Any submissions received after this time shall be deemed ineligible and remain unopened.

Proponents are advised that the timing of their Proposal submission is based on when the Proposal is **RECEIVED**, not when a Proposal is submitted by a Proponent, as proposal transmission can be delayed in an “internet traffic jam” due to file transfer size, transmission speed, etc.

Proponents shall allow sufficient time for delivery of their Proposal submission, including any attachments. Late Proposal submissions shall not be accepted.

2.3 Submission Requirements

Time is of the essence with respect to the submission of a Proposal. It is the **sole** responsibility of each Proponent to ensure that its Proposal is received on or before the closing date and time stated in the Request for Proposals document.

2.3.1 Digital Submission – Mandatory

Proposals shall be submitted by email to edo@hornepayne.ca. All terms and conditions outlined in the Terms of Reference apply. The Township assumes no responsibility whatsoever for proper receipt of such email transmittals.

Email transmittals should include “**RFP No. 2023.07.14**” in the subject line of the email. The maximum file size for email attachments is 10MB.

2.4 Content Requirements

The Consultant shall submit their proposals to the Township of Hornepayne. Copies of all materials must be provided to the Township. The proposals shall be evaluated on merit in accordance with the evaluation criteria.

Every Proposal **shall**

- (i) be submitted in accordance with the **Required Information** listed in this RFP;
- (ii) be legible;
- (iii) be completed in English;
- (iv) be presented in a professional format, including page numbering and a table of contents;
- (v) ensure that all words and phrases forming part of the Proposal are written out in full, avoiding abbreviations;
- (vi) include all material, Goods, Services, equipment, and labour, required to complete the Work;
- (vii) state all prices in Canadian funds.

2.4.1 Respondent Contact

Every proposal shall identify one senior individual, by name, address, and telephone number who will act as the Proponent's primary contact with the Township with regard to this RFP and any subsequent Contract and has the authority to bind the Proponent.

2.4.2 Cover Letter

The proposal must include a letter of transmittal attesting to its accuracy. The cover letter must provide the name, physical address, telephone, and e-mail addresses of the Proponent.

2.4.3 Required Information

The proposal submission should be clear, concise, and should include sufficient detail for effective evaluation and for substantiating the validity of stated claims. The submission should not simply rephrase or restate the requirement, but rather should provide convincing rationale to address how the respondent intends to meet the stated requirements. Respondents shall assume that the evaluation team has no prior knowledge of their facilities and experience and will base its evaluation on the information presented in the submission.

The Proposal shall include, but need not be limited to, the items listed in **Rated Requirements**. The Rated Requirements submission must not exceed twelve (12) single-sided 8.5" x 11" pages. Text must be presented in minimum 12-point font. Spreadsheets and charts may be presented on 11" x 17" format. Each 11" x 17" sheet will count as two (2) pages.

The following forms shall be attached to the proposal submission (these Appendices shall not count towards the 12-page limit):

Appendix 1 – Form of Proposal

Appendix 2 – Statutory Declaration

Appendix 3 – Schedule of Prices

Appendix 4 – Resumes of Key Personnel

2.4.4 Rated Requirements

The following scoring matrix will be utilized by the evaluation team. The evaluation team will consist of staff from the Municipality's Senior Management Team. Where considered appropriate by the Township, an independent Consultant may be retained to assist with the Proposals and make recommendations to the Township.

Following an initial evaluation, the Township may invite the top-ranked Proponents to present their concept to the Evaluation Team in a formal interview session.

Overall Impression – Quality and depth of proposal	5%
Project Understanding	10%
(i) Clearly demonstrate an understanding of the scope of work and project	

objectives.	
<p>Team and Key Personnel Qualifications</p> <p>(i) Provide a brief introduction of the proposed consultants team, key personnel to be assigned to this project, including their role, responsibility, qualifications, and relevant project experience.</p> <p>(ii) Provide an organization chart showing all key personnel to be assigned to the project, including any sub-consultants.</p> <p>(iii) Resumes for key personnel should be included as an appendix to the proposal and will not count against the page limit.</p>	20%
<p>Relevant Project Experience</p> <p>(i) Provide three (3) project examples to demonstrate successful provision of similar services on a project of similar scope and complexity. Projects must be substantially completed in the last ten (10) years.</p> <p>(ii) Each project example must include a client reference (name, title, company, phone, email). The Township of Hornepayne reserves the right to contact any/all of the references listed as part of their evaluations.</p>	15%
<p>Proposed Approach – Evaluation based on proposed approach, work plan, timelines, and deliverables.</p> <p>(i) Provide a broad description of how the project will be approached. Demonstrate the level of commitment and ability to provide all services as outlined in the RFP. Provide an overview of the Project Management philosophy and methods that will be utilized for this project.</p> <p>(ii) Provide a work plan itemizing the tasks and deliverables required to satisfy the project scope including staff, hourly rates and total costs that reflect the price breakdown in Appendix 3.</p> <p>(iii) Provide a detailed project schedule in Gantt format, including estimated date of completion.</p>	30%
<p>Cost</p> <p>(i) Using the form provided in Appendix 3 – Schedule of Prices, provide a summary of upset limit fees.</p> <p>(ii) All taxes are to be excluded and listed separately (required for Township budgeting purposes).</p>	20%

3 Project Description

3.1 Project Summary

The Township of Hornepayne, Ontario is conducting a market gap analysis to identify opportunities and challenges for economic development. A qualified consultant will be hired to gather insights from relevant data sources, residents, business owners, officials, and community

organizations. The analysis will uncover gaps in products, services, and infrastructure, leading to strategic recommendations. The program aims to stimulate economic growth, attract businesses, and enhance the quality of life in the Township of Hornepayne.

Accordingly, the Township of Hornepayne is soliciting proposals from qualified Proponents for the provision of consulting services for the **Market Gap Analysis** project. Services under this project shall include:

- Project Coordination and Management
- Research, Data Collection and Analysis
- Gap Identification and Opportunity Assessment
- Community Engagement
- Creation of a Market Gap Analysis Final Report with Implementation Plan

While the Township of Hornepayne has taken every effort to ensure the accuracy and completeness of the scope of this RFP, it is provided solely as a guideline for Proponents. The Township of Hornepayne accepts no responsibility or liability for any information, errors, or omissions that may be contained in the RFP. Proponents are responsible for forming their own opinions and conclusions concerning all matters associated with the RFP.

3.2 Background

The Township of Hornepayne, nestled in the Algoma District of Northern Ontario, Canada, presents a remarkable opportunity for growth and transformation. Located just 97 km from Highway 17 and 62 km from Highway 11, the Township of Hornepayne welcomes you to a family-friendly rural community of nearly 1,000 people, rich in heritage, and connected to nature in extraordinary ways.

The Township of Hornepayne, will be the focus of a comprehensive gap analysis aimed at understanding the market dynamics and identifying areas of improvement within the local economy. The Township of Hornepayne is a close-knit community that values its natural surroundings and is seeking to enhance its economic opportunities while maintaining its unique character.

The community of Hornepayne faces several challenges and opportunities in its pursuit of sustainable economic growth. The region's economy has historically been reliant on industries, such as forestry and railway transportation, which have experienced fluctuations over the years. The Township of Hornepayne is situated in a remote area, which presents transportation and logistical challenges, impacting the accessibility of goods and services.

The municipality is keen to leverage its strengths and address gaps within the local market to attract new businesses, support existing ones, and improve the quality of life for its residents. The gap analysis aims to provide a comprehensive understanding of the current market landscape, uncover unmet needs, and identify potential opportunities for economic development.

The Township of Hornepayne boasts a vibrant and engaged community, characterized by its strong sense of unity and resilience. Local residents, business owners, community organizations, and community leaders play a vital role in fostering collaboration, supporting

entrepreneurship, and advocating for community well-being. The gap analysis will incorporate insights from these stakeholders to ensure a holistic and inclusive approach.

Furthermore, the Township of Hornepayne benefits from its natural resources and scenic beauty, which can serve as assets for tourism and recreation. The gap analysis will explore the potential for sustainable tourism development and identify gaps in the tourism infrastructure and services that can be addressed to attract visitors and boost the local economy.

Through the gap analysis, the Township of Hornepayne aims to identify market gaps in products, services, infrastructure, and support systems. The findings will inform strategic decision-making, policy formulation, and targeted initiatives aimed at bridging these gaps, fostering economic growth, and enhancing the overall well-being of the community.

By conducting a comprehensive gap analysis, the Township of Hornepayne aims to build on its strengths, address its challenges, and position itself as a resilient and prosperous municipality. The insights gained from the analysis will guide the development of strategies and initiatives that align with the community's aspirations and contribute to a sustainable and vibrant future for the Township of Hornepayne, Ontario.

3.2.1 Project Location

Township of Hornepayne, Ontario.

4 Scope of Work – “Work”

4.1 General - Project Overview:

The market gap analysis aims to identify and assess the gaps, opportunities, and challenges within the local market of the Township of Hornepayne, Ontario. The analysis will focus on gathering insights that will inform strategies for economic development and community growth.

4.2 Project Management and Project Coordination:

The qualified Consultant will be responsible for the coordination of a Market Gap Analysis project. This work is to include project development, research, analysis, strategic recommendations, and an implementation plan.

The consultant will lead all aspects of the Township's Market Gap Analysis, including but not limited to the following:

- a. Host a project startup meeting - Consultant will meet with the Township of Hornepayne's Project Team to review project details, establish priorities, and collect and analyze background.
- b. Coordinate with Township staff regarding schedule, deliverables, and scope of work.
- c. Provide Bi-Weekly Progress Reports and prepare monthly project claims (invoices).
- d. Conduct community engagement.

- e. Prepare a comprehensive final report of the Market Gap Analysis and the development process to Township Council upon completion of project; consultant shall be prepared to answer questions and provide clarifications.

4.3 Objectives:

1. Identify and analyze existing market gaps within the local market of the Township of Hornepayne.
2. Explore opportunities for economic development and business growth.
3. Assess the needs and preferences of residents in relation to available products, services, and amenities.
4. Understand the challenges faced by businesses operating in the Township of Hornepayne and identify potential support areas.
5. Gather insights from relevant data, local officials, residents, business owners, and community organizations to inform policy and collaboration efforts.
6. Provide strategic recommendations for addressing identified market gaps and fostering sustainable economic growth.

4.4 Methodology:

The consultant will employ a combination of qualitative and quantitative research methods to gather data and insights. The methodology may include surveys, interviews, focus groups, and secondary data analysis. A mixed-methods approach will ensure a comprehensive understanding of the market dynamics, stakeholder perspectives, and underlying factors contributing to market gaps.

4.5 Deliverables:

1. Project Plan: Develop a detailed plan outlining the approach, methodology, and timeline for the market gap analysis.
2. Stakeholder Interviews: Conduct interviews with residents, business owners, local officials, and community organizations to gather insights and perspectives.
3. Data Collection and Analysis: Gather relevant data, conduct market research, and analyze the information to identify market gaps and opportunities.
4. Gap Identification: Document and categorize the identified market gaps, considering factors such as products, services, infrastructure, and support systems.
5. Opportunity Assessment: Evaluate potential opportunities for economic development, considering emerging industries, untapped markets, and community needs.
6. Resident Survey: Conduct a survey to gather quantitative data on residents' preferences, purchasing behaviors, and satisfaction levels.
7. Business Assessment: Evaluate the challenges, needs, and growth potential of local businesses through interviews, and/or surveys, and analysis.

8. Policy and Collaboration Analysis: Review existing policies and collaboration efforts by engaging with local officials and community organizations.
9. Strategic Recommendations: Develop actionable recommendations to address market gaps, stimulate business growth, and support economic development.
10. Final Report: Prepare a comprehensive report summarizing the analysis findings, including market gaps, opportunities, challenges, strategic recommendations, and implementation.

Upon completion of the market gap analysis, the Township of Hornepayne expects to receive a comprehensive report and presentation that effectively communicates the analysis findings, recommendations, and next steps. The insights gained from the analysis will serve as a valuable foundation for strategic decision-making, policy formulation, and initiatives aimed at promoting economic development and community well-being in the Township of Hornepayne, Ontario.

4.6 Timeline:

The market gap analysis project is estimated to be completed within 2023, starting from the project kickoff. The specific timeline will be determined in consultation with the consultant or team undertaking the analysis.

4.7 Budget:

We are open to receiving proposals that present competitive pricing and cost-effective solutions. By not having a predetermined budget, we aim to encourage innovative and creative proposals that can deliver the desired outcomes within reasonable financial considerations. We appreciate your flexibility in providing pricing options that align with the scope of work outlined in the RFP. The consultant or team is expected to provide a detailed breakdown of costs associated with each deliverable and any additional expenses.

4.8 Reporting and Communication:

Regular progress updates and communication will be expected throughout the project. The consultant or team will present interim findings, milestones, and final results to the designated stakeholders in the Township of Hornepayne. Meetings, presentations, and reports will be the primary communication channels.

4.9 Evaluation Criteria:

The consultant or team will be evaluated based on their understanding of the project objectives, expertise, experience, proposed methodology, cost-effectiveness, and ability to deliver high-quality and actionable insights.

Confidentiality:

All data, information, and discussions shared during the market gap analysis will be treated with utmost confidentiality. Any sensitive or proprietary information obtained during the project should not be disclosed or shared without proper authorization.

Appendix 1 – Form of Proposal

The Proponent hereby acknowledges and agrees:

1. The undersigned Proponent, having carefully examined the RFP Documents, hereby proposes, and offers:

- to render all services and provide all things necessary to perform same;
- to furnish all labour, service, goods and materials, equipment, and all incidentals;
- to pay all HST and any other applicable Value Added Taxes and all other charges as specified; and,
- to fully, properly, diligently and in good faith, undertake, perform, and complete all of the Proponent's (and upon any award of the Contract, those of the Successful Proponent's) duties, obligations, and responsibilities under the Contract Documents.

Receipt of the RFP Documents from the Township of Hornepayne is hereby acknowledged.

The Total Contract Price is submitted in the Schedule of Prices. The Total Contract Price is in Canadian dollars and excludes Harmonized Sales Tax; however, the HST is listed in a separate column in the Schedule for the account of the Township. It is understood that HST is in addition to the Total Contract Price.

2. Addenda

I/We have made any necessary inquiries with respect to Addenda issued by the Township and have ensured that we have received, examined, and provided for all Addenda to the Request for Proposal in the Proposal.

3. Commencement and Completion

If awarded the Contract, I/We, the Proponent, agree to commence and complete work as per the Contract documents. I/We undertake that:

- I/We will provide all necessary documents required as set forth prior to the commencement of this project; and,
- Completion of the Project will be achieved within the timeframe allowed as prescribed in the Terms of Reference.

4. Contract

It is understood and agreed to by Me/Us that a binding Contract shall come into being upon acceptance of this Proposal by the Township. The subsequent execution of any Contract for works, if any, is a formality and not a condition precedent to the existence of a binding Contract. The Contract Documents for the RFP shall constitute the Contract, including and Addenda issued, subject to such modifications as may be agreed to in writing between the parties.

5. Execution

If this Proposal is accepted by the Township and the Township proceeds with internal approvals for the award of the Contract, then I/We shall provide required proof of insurance, WSIB clearance certificate as required by the Contract Documents, and any other document identified in the award letter as being required by the Township prior to commencement, and to execute the Contract for Works if applicable, in quadruplicate, all within 10 Business Days after the Township has issued its award letter or within such longer time period as the Township may specify.

6. Additional Work

I/We also agree that if this Proposal is accepted, I/We shall execute whatever additional or extra work that may be required, in accordance with the RFP Documents.

7. Time Open for Acceptance

This offer is irrevocable and is to continue open to acceptance by the Township for the time period specified in the Request for Proposals after the date and time set for Closing (submission) of Proposals. The Township may, at any time within the Open for Acceptance Period, accept this Proposal whether or not any other Proposal has been previously been accepted, upon notice of acceptance in writing to Me/Us personally delivered or mailed to Me/Us by ordinary prepaid mail to the address provided in this Proposal submission and any notice so mailed shall be deemed to have been received on the date of mailing thereof and any notice so delivered shall be deemed to have been received on the date the notice is so delivered.

8. Occupational Health and Safety

I/We understand and agree that the Work must be conducted in a safe manner. Accordingly, I/We confirm that I/We and all Sub-Consultants used on the Work for the Township of Hornepayne will comply with all applicable laws, regulations and by-laws of Canada, the Province of Ontario, and the Township of Hornepayne, including but not limited to the Occupational Health and Safety Act, and all applicable regulations thereunder. Further, without limiting any of the foregoing, I/We confirm that I/We have both a written Occupational Health and Safety Policy and Program to implement, and that all of our employees, Sub-Consultants and any other persons performing the Work are appropriately trained, licensed, and certified, as required to perform the Work.

9. No Collusion / Conflict of Interest

I/We hereby declare that no person, firm, or corporation other than Me/Us has any interest in this Proposal or in the proposed Contract(s) for which this Proposal is made. I/We further declare that this Proposal is made without any connection to, comparison of figures, arrangements with or knowledge of, any other corporation, firm or persons making a Proposal for the same work and is in all respects fair and without fraud or collusion.

I/We declare that no member of the Township of Hornepayne, and no Officer, employee or agent of the Township of Hornepayne has, or will have, an interest, indirectly or directly, as a contracting party, partner, shareholder, surety or otherwise in the performance of the Contract(s), or in the supply, work or business to which they relate or in any portion of the profits thereof, or in any of the monies to be derived there from.

10. Interpretation

I/We confirm that I/We have received no oral communication, representation, information, instruction or advice (collectively referred to as “representation”) from any Officer, employee, agent, or any other person acting on the behalf of, or at the direction of, the Township which in any way amends or modifies the content of this Request for Proposals, and Addenda thereto, or any performance of Services, works, obligations or responsibilities or the exercise of any rights thereunder or with respect thereto. I/We specifically release and waive any right and claim I/We may have to a claim for negligence, misrepresentation, misstatement or otherwise for any oral communication or representation whatsoever. I/We represent that I/We have not been induced by any oral communications or representation whatsoever to submit this offer and acknowledge that the Township is relying on the representations and waiver made by us herein. I/We further acknowledge that I/We have carefully reviewed, understand, and agree to the communication provisions of the Instructions to Proponents.

I/We acknowledge and agree that I/We have not assumed that any information concerning our operations, business or personnel or any other information required to be provided by Me/Us when submitting our Proposal is known to the Township, regardless of whether such information may be actually previously known to the Township or not. Further, I/We acknowledge and agree that all information to be provided by Me/Us is to be complete and full and in such detail as required.

11. Accessibility for Ontarians with Disabilities Act, 2005

I/We confirm that I/We and all Sub-contractors used on the Work for the Township of Hornepayne will comply with all applicable accessibility laws, regulations and by-laws of Canada, the Province of Ontario and the Township of Hornepayne, including but not limited to the Ontarians with Disabilities Act, 2001 (ODA), the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), Ontario Regulation 429/07 (Accessibility Standards for Customer Service) and Ontario Regulation 191/1 (Integrated Accessibility Standards), throughout the term of the Contract.

12. Compliance with the Township of Hornepayne By-Laws

I/We declare that I/We are in compliance with all municipal by-laws as they pertain to the Township of Hornepayne in respect of the operation of My/Our business and in respect of the Work described in the Request for Proposals. I/We understand and agree that if this statement is untrue or incorrect, the Township of Hornepayne shall be entitled at its sole discretion to reject this Proposal, or if such untruth or incorrectness comes to light after this Proposal is accepted, to terminate or refuse to enter into it, as applicable, any Contract and to pursue any other legal recourse the Township deems appropriate, and that such untruth or incorrectness shall be a default under the Contract.

13. Procurement By-Law

In submitting a Proposal in response to the RFP, I/We agree and acknowledge that I/We have read, and will be bound by, the Terms and Conditions of the Township’s Procurement By-Law. I/We understand that the Township’s Procurement By-Law can be viewed on the Township’s website at: <https://townshipofhornepayne.ca/our-government/by-laws/> OR <https://www.townshipofhornepayne.ca/media/2jqoiqfr/procurement-by-law-no-1636.pdf>

I/WE agree to be bound by the terms and conditions and have authority to submit this Proposal on behalf of the Proponent.

Except with the prior express written consent of the Township, **prior to submitting this Proposal**, vendors are required to notify the Township in writing, of any potential Conflict of Interest that may arise prior to the award of any contract and fully disclose any details thereof. Failure on the part of a vendor to declare a Conflict of Interest to the Township and to obtain the Township's prior express written consent to waive the conflict of interest shall result in the vendor being ineligible to submit and shall for a basis for rejection of a Proposal submitted to the Township.

Do you have a potential Conflict of Interest?

Yes

No

The Proponent acknowledges and agrees that the addendum/addenda listed below form part of the Proposal Document (please list Addenda or N/A if no addenda were issued):

Appendix 2 – Statutory Declaration

In submitting this proposal, I/We, on behalf of _____

Legal Name of Company

certify the following:

- a) I/We have a Health and Safety Policy and will maintain a program to implement such policy as required by clause 25(2) (j) the *Occupational Health and Safety Act*, R.S.O. 1990, c.O.1, as amended, (the “OHSA”).
- b) With respect to the services being offered in this proposal, I/We, and our proposed sub-contractors, acknowledge the responsibility to, and shall:
 - i) fulfill all “employer” obligations under the OHSA and ensure that all work is carried out in accordance with the OHSA and its regulations.
 - ii) ensure that adequate and competent supervision is provided as per the OHSA to protect the health and safety of workers; and
 - iii) provide information and instruction to all employees to ensure they are informed of the hazards inherent in the work and understand the procedures for minimizing the risk of injury or illness.
- c) I/We agree to take every precaution reasonable in the circumstances for the protection of workers' health and safety, as required under the OHSA.

Dated at _____ this _____ day of 20 _____.

(Signature of Authorized signing agent for the Proponent)

Printed Name

Title

Email

Phone Number

Appendix 3 – Schedule of Prices

Item	Fee Description	Proposed Fee (Excluding HST)	Fee per Week	HST
1		\$		\$
2		\$		\$
3		\$		\$
4		\$		\$
5		\$		\$
6		\$		\$
7		\$		\$
	TOTAL			

Insurance Provider	

End of RFP (Request for Proposal) Document
