



REQUEST FOR PROPOSAL

Planning & Development Department
Economic Development Division

Consulting Services for the Preparation of an Economic Action Strategy for the Town of Petawawa

RFP No. ED-17-01

Please submit complete proposal using the attached forms,
quoting the above proposal number and closing date; and forward before
3:00 p.m. local time, **Friday, September 1, 2017** to:

**The Corporation of the Town of Petawawa
Town Hall
1111 Victoria St.
Petawawa, Ontario
K8H 2E6**

Submissions must be received in accordance with the attached RFP forms,
Specifications, Instructions to Vendors, and Standard Terms and Conditions.

Contact:

Mrs. Cyndy Phillips
Economic Development Officer
1111 Victoria St.
Petawawa, Ontario, K8H 2E6
613-687-5536 ext. 2017
cphillips@petawawa.ca
www.petawawa.ca

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A. THE PROJECT AND PROPOSALS

1.0 INTRODUCTION

The Corporation of the Town of Petawawa, herein referred to as “the Town”, Economic Development Office, invites proposals from professional firms interested in the provision of consulting services for the preparation of an Economic Action Strategy for the Town of Petawawa, Ontario. Terms of reference for the strategy are outlined in Appendix A.

Should none of the Proposals be accepted, a re-issuance of the Requests for Proposal (RFP) is possible.

2.0 TERM OF THE PROJECT

The completion date for the work is set for **March 9th, 2018** as per the attached terms of reference for the Economic Action Strategy. The Town of Petawawa reserves the right to cancel the contract at its sole discretion based on sixty (60) days’ notice.

3.0 RFP SCHEDULE

The RFP process will be governed according to the following schedule. Although every attempt will be made to meet all dates, the Town of Petawawa reserves the right to modify any or all dates at its sole discretion

Release of RFP:	August 16, 2017
Deadline for Submitting Questions:	August 23, 2017
Deadline for Responding to Questions:	4:30 pm - August 28, 2017
RFP Closes:	3:00 pm - September 1, 2017
Final Selection and Notification:	September 12, 2017

4.0 PROJECT AUTHORITY AND INVOLVEMENT

This RFP is administered by the Economic Development Officer reporting to the Director of Planning & Development. All inquiries regarding this RFP must be directed as specified in Section A – 6.0 herein.

5.0 PROJECT STAKEHOLDERS

The decision making authority rests with the Corporation of the Town of Petawawa.

The following parties are stakeholders in this Request for Proposal:

- Town of Petawawa Mayor and Council
- Town of Petawawa Chief Administrative Officer/Clerk
- Director of Planning & Development
- Economic Development Officer
- Parks and Recreation Department

6.0 INQUIRIES

Any clarification of this document or request for additional information must be received by 4:00 p.m. **Wednesday August 23, 2017** in writing, by fax or email to:

Mrs. Cyndy Phillips
Economic Development Officer
Town of Petawawa
1111 Victoria St.
Petawawa, Ontario
K8H 2E6
613-687-5536 ext. 2017
613-687-5973 (fax)
cphillips@petawawa.ca
www.petawawa.ca

If necessary, a written addendum will be sent to all proponents. Should any proponent find discrepancies in, or omissions from the specifications, or should a proponent be in doubt as to their meaning, they must notify the staff contact indicated in this section in order to obtain clarification.

No notation calculated or intended to change or alter the above context in respect of specification(s), delivery, terms, conditions, etc., shall be made to the herein form by any proponent. All points as may be intended to reflect changes as herein referred shall be clearly set out in a separate letter, which shall be appended hereto.

7.0 PROPOSAL CONTENT

Each Proposal submitted must include a demonstrated understanding of the objectives, scope and particulars of the services required as well as a clear statement as to the actual total price, including the following:

Submissions shall include the legal name and form of the firm(s), a company profile(s), specify the parent company if applicable, including years in business, an overview of the experience of the firm(s) in providing similar services or goods to the public sector, and any other relevant information about the responding firm(s). The proposal shall also include a list of key personnel to be involved in the project together with their qualifications and experience and availability throughout the course of the project.

The proposal shall include a statement of the consultants understanding of the project and the proposed approach and tasks to carry out the work. The proposal shall also include a complete budget for the project including expenses and per diem rates and hours and a firm final price to carry out the project.

Section E –Contact Information and Reference Chart. A minimum of three professional/client references.

8.0 EVALUATION OF PROPOSALS

Submission evaluation will be conducted pursuant to the Town's Purchasing By-Law. The bid submission review committee will be established to evaluate bid submissions. The bid submission review committee will consist of: Economic Development Officer, Manager of Parks and Recreation, Director of Planning & Development.

Project submissions to be evaluated based on the criteria as set out in Table 1 below.

Table 1 – Evaluation of Submissions

Evaluation Criteria	Weighting
Innovative approach to project – 5% Methodology and process – 10%	15%
Understanding of project goals and objectives as demonstrated by: <ul style="list-style-type: none"> • Knowledge of Petawawa’s economic landscape – 10% • Concrete proposal for critical analysis of community needs, opportunities and goals – 20% 	30%
Expertise and demonstrated results from similar projects - 10% Demonstrated knowledge of relevant policies and legislation - 10%	20%
Clarity & completeness of submission	5%
Price submission for project	30%
Total:	100%

9.0 SUBMISSION OF PROPOSALS

Submissions in sealed envelopes, clearly marked **RFP No. ED-17-01**, will be received no later than **3:00 p.m. Local Time, Friday September 1, 2017** and shall be addressed to the Economic Development Officer, 1111 Victoria St., Petawawa, **Ont.**, K8H 2E6. Submissions will be received by the staff person designated by the Town at the Town Office counter no later than the time and date stated in this section.

To receive consideration, proposal documents must be received prior to the specified time of closing. Proponents are solely responsible for the method and timing of delivery of the proposal documents. Failure to comply with proposal submission requirements may result in the rejection of the proposal. No proposal documents may be withdrawn after closing. Prior to closing, RFP’s may be withdrawn only upon written request signed by an authorized officer of the company.

B. PROJECT REQUIREMENTS

The Town of Petawawa is seeking proposals from qualified and professional consulting firms to prepare an economic action strategy for the Town of Petawawa. The strategy will help shape and position economic potential for the community, and guide municipal staff and Council in resource allocation and priorities. See attached Appendix A to this document which contains the Terms of Reference for the strategy.

1.0 INTRODUCTION

The Corporation of the Town of Petawawa Economic Development Division invites proposals from professional consultant firms interested in the fulfilling of the terms of reference for the Economic Action Strategy attached as Appendix A.

The Proposal must meet all the requirements outlined in this document and appendices. Should none of the Proposals be accepted, a re-issuance of the Requests for Proposal (RFP) is possible.

2.0 BACKGROUND OF THE PROJECT

This RFP for the preparation of an Economic Action Strategy for the Town of Petawawa will be administered by the Economic Development Officer. The Town is looking for a concise Economic Action Strategy that will assist the Town and the upper Ottawa Valley to diversify and grow the local economy and to retain and create jobs. The identification of priorities and definitive action strategies will allow for the attraction, retention and growth of business. The Economic Action Strategy shall be supported by the Town of Petawawa Strategic Plan (2011), the Parks and Recreation Master Plan (2011), the Town of Petawawa Official Plan (2013), the Town of Petawawa Tourism Strategy (2012) and subsequent Tourism Destination Development Action Plan (2013).

3.0 PROJECT COSTS

The total cost of the Project will be one (1) of the criteria in the consultant team selection process and is the upset limit for the Project. It is anticipated that the total cost of the Economic Action Strategy shall be **Forty Thousand Dollars (\$40,000.00)**. Proposals with fees in excess of the anticipated costs require a clear explanation outlining the rationale for increasing the cost.

The contract between the Town of Petawawa and the consultant shall specify the Project cost for the Economic Action Strategy. The cost shall be considered an upset figure which should not be exceeded. Further in this regard, please note the following:

- 3.1 The cost of advertising, room rentals and refreshments required for any meetings open to the public in the context of a public consultation process will be paid by the Town of Petawawa. The Town of Petawawa will be responsible for the preparation and placing of all advertising and notices and renting of appropriate facilities.
- 3.2 The cost of any presentation support materials, exhibits and Project products will be the responsibility of the consultant.
- 3.3 The Proposal must outline all costs associated with supplying the identified services. The total price must fall within the budgeted finances and be stated clearly at the outset. Final selection will be subject to successful contract negotiations with the preferred consultant.

No guarantee or warranty is given or implied by the Town as to the total amount that may or may not be purchased from any resulting contracts. Any quantities stated are for proponent's information only and will be used for tabulation and presentation of proposal, and the Town reserves the right to increase or decrease quantities as required.

4.0 PROJECT ADMINISTRATION / PROJECT SUPERVISOR

Project Lead and Main Contact: Economic Development Officer.

5.0 OVERALL OBJECTIVES

The overall objectives of the Economic Action Strategy include and are not limited to:

- To identify priority pathways for economic growth and development
- To explore the areas of recreational trail development, aerospace and defense as potential priority pathways
- To attach short, medium and long term timelines to each action item under identified priority pathways
- To guide financial and human resources over the next 5 year period in order to realize tangible advancements in economic growth
- To serve as a launch point for specific actions aimed at sectoral development, and in turn job creation, business growth and retention

6.0 ASSUMPTIONS

The following is a list of general assumptions related to the Proposal submission and the undertaking of this Project following contract award:

- Harmonized Sales Tax (HST) and other applicable taxes shall be included in the submitted price.
- Submissions shall be irrevocable for one hundred-twenty (120) days.
- The consultant will and can provide all services specified in Section B of this RFP.
- The Town of Petawawa can rely on the consultant's knowledge of provincial regulations and laws.

7.0 RESOURCE REQUIREMENTS

Consultant Resources

Proponents must detail any resources they will provide and require as part of the Proposal. This includes all resources; third party consultants or sub-contractors including Town of Petawawa resource requirements that are assumed to be outside those requirements defined in the document.

Available Town Resources

1. Make available within a reasonable time and with reasonable notice, staff required for interviews to collect information.
2. Make available for viewing and possible copying all appropriate information, mapping, and documentation relevant to the Project. The Town will have the sole discretion in determining which information is appropriate to be copied and given to the consultant. The said consultant is responsible for verifying the accuracy of all information provided by the Town.
3. The cost of any advertising and refreshments required for meetings open to the public. The Town will be responsible for the preparation and placing of all advertising and notices and renting appropriate facilities.

There are some pertinent documents, reports, as well as other resource materials that may be relevant to the creation of the Economic Action Strategy. **For a complete catalogue of this information, please refer to Appendix 'A' of this RFP.**

Digital Sources of Information

Mapping is recognized as a potential element in the Project. The Town of Petawawa currently does not have internal GIS capabilities and relies on the GIS team at the County of Renfrew for its GIS mapping needs. The County of Renfrew has 2 staff dedicated to their GIS. The County maintains property parcel information, road centerline and has 20 cm resolution imagery for the entire County including the Town of Petawawa and Garrison Petawawa. The County is a member of the OGDE (Ontario Geospatial Data Exchange) and ORN (Ontario Road Network) which gives them access to most of the

provincial mapping datasets (contour, water etc.). They have multiple licenses of ESRI (ArcView & ArcEditor) products. To get a better understanding of some of the datasets the County of Renfrew has please have a look at their web application... <https://renfrewcounty.geocortex.com/Html5Viewer/index.html?viewer=CountyOfRenfrewPublic.GisViewerPublic>

8.0 ROLES & RESPONSIBILITIES

1. Consultant

The Consultant's role will be to develop a process and deliver an Economic Action Strategy collaboratively with the Town of Petawawa Economic Development Officer that incorporates the required elements of both the process and deliverables. The Consultant will also be open to incorporate any further items that may be identified throughout the proposed process, as may be perceived by a consultant as part of what they propose is necessary to properly deliver the product needed.

Consultant's responsibilities are to:

- Assign an individual or a team of individuals with the required skills and expertise to deliver on the project goals and objectives;
- Conduct and complete the work elements as identified within this document;
- Work with assigned Town staff in a collaborative and supportive fashion;
- Complete the work elements as outlined in the Key Objectives of the Terms of Reference;
- Design and conduct public input sessions with support of Department staff as needed or required;
- Develop and deliver a project process and document that meets project goals, objectives and deliverables;
- Provide monthly updates to the project lead;
- Ensure stakeholder, Department and Corporate management, and Council involvement in the Strategic Planning process and development of recommendations;
- Provide draft and final versions of the Economic Action Strategy, in both print and electronic format;
- Assist with drafting appropriate advertising and communications as needed for the project;
- Meet project timelines;
- Provide itemized project invoices in a timely fashion not less than bimonthly;
- Not to exceed cost for project; and
- Deliver a formal presentation of Economic Action Strategy to the Council of the Town of Petawawa

2. Economic Development Officer

The Officer's role is to direct and participate in the Economic Action Strategy process and deliver an Economic Action Strategy for Petawawa that meets the project goals and objectives.

The Officer's responsibilities are to:

- Act as Project Lead;
- Provide background materials and data as needed and available;
- Provide rooms and facilities for meetings, consultations, open houses, focus groups, etc;
- Provide current contact information for stakeholder groups, including Town Committees and Boards;
- Provide a webpage and social media channels for ongoing communication vehicles as needed for the project;
- Provide advertising and communication vehicles as needed for the project;
- Meet timelines necessary to achieve project goals and objectives;
- Consult with the Committee of the Whole of Council to receive ongoing input and comment as the strategy develops; and
- Draft appropriate advertising and communications as needed for the project

9.0 INTERIM AND FINAL REPORTING

The successful consultant shall provide, on a monthly basis, a written status report as well as a detailed bi-monthly invoice to the Economic Development Officer. The update must include an outline of the work completed to date, work completed since the last update, and a discussion of how the project is proceeding including any unexpected difficulties. A 'face-to-face' status meeting between the Economic Development Officer and the said consultant will occur as required. The Town of Petawawa reserves the right to determine interim and final reporting requirements during the term of the contract as the process unfolds to address specific ongoing needs.

10.0 PRODUCT DELIVERY

1. Delivery date for the Economic Action Strategy is **March 9, 2018**.
2. All documents, maps, plans and documentation developed during the project become the property of the Town of Petawawa.
3. All documents, maps, plans and submissions to the Town of Petawawa will be provided in digital format suitable for reproduction purposes, and will be owned by the Town of Petawawa.

11.0 FORMAL CONTRACT

If a preferred consultant is ultimately selected for service delivery, the said consultant shall be prepared to enter into a contract satisfactory to the Town of Petawawa that will allow the Town the use of concepts, products, processes produced or resulting from the services rendered by the consultant in connection with the Project or which are otherwise developed or first reduced to practice by the consultant in the performance of the services for this Project. This Proposal shall constitute part of the terms and conditions of the contract award.

C. GENERAL TERMS AND CONDITIONS

The following terms and conditions are deemed accepted by all submitters of proposals in response to this RFP and are deemed incorporated into every contract resulting from this RFP:

1. Improper Delivery.

Electronic, telephone, or facsimile submissions in response to this RFP will not be accepted. Late submissions in response will also not be accepted.

2. Signing Requirements.

Submissions that are not signed will be rejected. Signing of submissions shall be in the form set out in Irrevocable Offer D which shall be attached to the proposal. If the submitter of a proposal is an incorporated company, the proposal must be executed by the signing officer(s) of the company with the company seal placed beside the signature(s). If the submitter of a proposal is not an incorporated company, the submitter of a proposal should sign his or her own name in the presence of a witness who should sign beside the submitter of a proposal's name.

3. Applicable Law.

This RFP, each submission and the Project itself are each subject to the provisions of all applicable law, including:

- the *Municipal Freedom of Information and Privacy Act*, RSO 1990, c. M54,
- *Occupational Health and Safety Act*, R.S.O. 1990, c.O.1, each proponent warrants that they have the experience training and equipment to ensure all work performed under the contract is done safely and in accordance with all applicable health and safety legislation and that they have control over the workplace and is fully responsible for the health and safety of all employees and others present on the site. Each proponent also acknowledges that the Town is relying on this warranty in its decision to award the contract to the proponent,

- *Ontarians with Disabilities Act, 2001, S.O. 2001, c.32, section 13 of which statute states:
In deciding to purchase goods or services through the procurement process for the use of itself, its employees or the public, the council of every municipality shall have regard to the accessibility for persons with disabilities to the goods or services.*

This RFP, each submission and the Project itself are also each subject to the provisions of the Procurement Policies and Procedures by-law 306/04 of the Corporation of the Town of Petawawa, as amended.

4. Town Not Liable for RFP Costs.

The Corporation of the Town of Petawawa is not liable for any costs incurred by the submitter of a proposal in responding to this "Request for Proposal".

5. Required Warranties.

Each submitter of a proposal is deemed to expressly declare and warrant in the proposal that;

- The prices in this Proposal have been arrived at independently from those of any other submitter of a proposal.
- The prices in this Proposal have not been knowingly disclosed by the submitter of a proposal, and will not knowingly be disclosed by the submitter of a proposal prior to award, directly or indirectly, to any other submitter of a proposal or competitor.
- No attempt has been made, nor will be made, to induce any other person to submit or not to submit a proposal for the purpose of restricting competition.
- This proposal is in all respects fair and without collusion or fraud.
- There has been no violation of copyrights or patent rights in manufacturing, producing or selling the materials and/or services shipped or ordered as a result of this proposal, and the seller agrees to hold the purchaser harmless from any and all liability, loss, expense, action or suit occasioned by any such violation.
- All materials and/or services proposed to be supplied to the Corporation of the Town of Petawawa conform in all respects to the standards set forth by Federal and Provincial agencies.
- The submitter of the proposal is:
 - Competent to perform the work described in this RFP ["the work"];
 - Has the necessary qualifications, including knowledge, skill and experience to perform the work, together with the ability to use those qualifications effectively for that purpose;
 - Shall supply everything necessary for the performance of the work;
 - Shall carry out the work in a diligent and efficient manner;
 - Ensure the work is of proper quality, material and workmanship; is in full conformity with the specifications; and meets all other requirements of this RFP and any subsequent contract.
- The submitter waives all rights of lien which might arise in relation to any contract from this RFP under section 3(1) of the *Repair and Storage Liens Act*, R.S.O. 1990, c. R.25.
- The submitter has and follows a health and safety plan for employees and representatives who will be present on the property of the Corporation of the Town of Petawawa as part of any contract arising from this RFP.
- The submitter confirms that the price proposed is an upset limit above which the Town is not required to pay and that where there is uncertainty as to the price proposed, the unit price shall govern.

6. No Obligation to Contract.

Submissions made in response to this Request for Proposals do not constitute the acceptance of a contract with the Town of Petawawa. Submissions constitute offers which the Town may or may not accept on its sole discretion. The Corporation of the Town of Petawawa further reserves the right to accept or reject any or all proposals or parts of proposals, to order additional units at the price submitted, or to accept any proposal considered in its best interest, and to request re-proposals on the required materials and/or services. The Corporation of the Town of Petawawa also reserves the right to waive irregularities and technicalities and to do so in its sole discretion. The Corporation of the Town of Petawawa further reserves the right to award the contract on a split-order basis, lump-sum or individual-item basis, or such combination as shall best serve the interests of the Town in the opinion of the Town. The Town of Petawawa reserves the right to include consideration of any outstanding claims against or by the Town, any record of poor performance with the Town and the appropriateness of any key personnel in evaluation of any proposal and to reject any proposal based on record of past poor quality of service, claims and disputes or difficulties related to proceedings in completed past projects for the Town.

Each submission of a signed proposal is deemed an irrevocable offer which may be accepted, at the sole option of the Corporation of the Town of Petawawa and after negotiation, only by entering into a formal contract upon such acceptance the terms, responsibilities, and specifications as required by the Corporation of the Town of Petawawa including but not limited to those set out herein. The Town reserves the right to reject an offer to supply goods and services presented in response to the Town's procurement processes where the Town determines that the person making the offer is in any way indebted to the Town and in its sole discretion is of the opinion that it is in the Town's best interests that the offer be rejected.

Notwithstanding anything contained in the Agreement to the contrary, the Town may, at any time prior to the completion of the services, terminate this Agreement by giving thirty (30) days written notice to the Contractor. Upon a termination notice being given, the Contractor shall immediately cease services in accordance with and to the extent specified in the notice. In the event of a termination notice being given in accordance with this Agreement, the Contractor shall be entitled to be paid, to the extent that costs have been reasonably and properly incurred for purposes of performing the services and for which the Contractor has not already been so paid or reimbursed by the Town.

7. Contract Payments.

Unless otherwise specified, should the Corporation of the Town of Petawawa enter into a contract relating to the Project, it will make payment of accounts within thirty (30) days of either the date on which the materials and/or services have been accepted to the satisfaction of the Corporation of the Town of Petawawa, or the date on which the invoice is received, whichever is later.

8. Limitation of Liability.

Unless otherwise agreed, should the Corporation of the Town of Petawawa enter into a contract relating to the Project, the other contracting party shall agree to hold the Corporation of the Town of Petawawa harmless from any and all liability, claim, (including damages, fines, insurance adjuster's fees and legal costs on a full recovery basis), loss, expense, action or suit arising from the Project. Independent of any steps taken by the Town, it shall be the Contractor's responsibility to investigate and handle any and all third party claims arising from the project in a professional manner, within 30 days of receipt, and provide a copy of the response to the Town.

9. Dispute.

In cases of dispute as to whether or not deliverables meet the requirements of the Corporation of the Town of Petawawa, the decision of such agent as the Corporation of the Town of Petawawa may appoint will be final and binding.

10. No Assignment.

Unless otherwise agreed, should the Corporation of the Town of Petawawa enter into a contract relating to the Project, the other contracting party shall not, without the written consent of the Corporation of the Town of Petawawa, assign or subcontract any aspect of the Project or the deliverables.

11. Fit for Use.

All things supplied under the Project shall be fit for the use specified in the governing documents whether or not detailed specifications on the various components are not set out in the documents.

12. No Implied Waiver.

The failure of either party at any time to require performance by the other party of any provision hereof shall in no way affect his right thereafter to otherwise enforce such provision or to seek damages for the breach thereof.

13. Governing Law.

All submitter of proposals, including those outside the Province of Ontario, agree that the rights of all parties shall be governed by the laws of the Province of Ontario and that the venue for dispute shall be within the Province of Ontario. Proponents must be able to demonstrate their ability to perform the work under the law of the Province of Ontario and provide such security as might be required and enforceable under the law of the Province of Ontario.

14. Force Majeur.

Neither party shall be held responsible for any remedy arising from delay or failure to perform obligations under this RFP or the Project when such delay or failure is due to fires, strikes, floods, acts of God or the Queen's enemies, lawful acts of public authorities, or delays or defaults caused by common carriers, which cannot reasonably be foreseen or provided against.

15. Deemed Satisfaction as to Submission.

The submission of a proposal shall be deemed conclusive proof that the submitter of a proposal has satisfied itself as to all the requirements set out in the RFP, all the conditions which may be encountered, what materials and/or services he/she will be required to supply, or any other matter which may enter into the carrying out of the Project. No claims will be entertained by the Corporation of the Town of Petawawa based on the assertion by the submitter of a proposal that it was uninformed as to any of the requirements of the proposal.

16. Default Under Project.

In case of a default of performance of the Project, the Corporation of the Town of Petawawa reserves the right to transfer the Project to another source. All additional expenses arising from such transfer will be charged to the original submitter of a proposal or contractor and are due forthwith.

17. Title and IP Right to the Work.

Title and intellectual property interest ["IP"] to the work described in this RFP ["the work"] and any part thereof vests in the Town upon delivery and acceptance thereof by or on behalf of the Town. The risk of loss or damage to the work or part thereof so vested shall remain with the successful proponent Contractor until its delivery of the work in full. Any vesting of title or IP shall not constitute acceptance by the Town of the work and shall not relieve the successful proponent of its obligation to perform the work. The successful proponent shall indemnify and save harmless the Town and its employees and agents against any claim, action, suit or other proceeding for any payment or enforcement of any right or remedy that results from or is alleged to result from the creation of or provision of the work or the use or disposal of anything furnished in relation to the work.

18. Insurance.

Any selected proponent shall be required to carry Commercial General Liability Insurance, structured on a "per occurrence" basis, and motor vehicle liability, in the amount of no less than two million dollars (\$2,000,000.00). WSIB coverage shall be provided as required by, or available under law. Additional insurance may also be required depending on the nature of bids submitted. Policies shall be kept in full force during the complete project period.

19. Enforcement.

Any successful proponent will have to enter into a legally binding agreement with the Corporation of the Town of Petawawa. Where any breach of the terms of that agreement should occur, the Town shall review all legal remedies available to it and use any appropriate remedies to protect the interests of the Corporation of the Town of Petawawa including law suit or application before the appropriate court or tribunal. All submitters of proposals in response to this RFP hereby acknowledge and attorn to the jurisdiction of the choice of the Town of Petawawa in any such legal process.

20. Privacy and Freedom of Information.

All submissions and attached materials received in response to this [RFP/tender] are deemed to be the property of the Town of Petawawa as of the date of their submission except to the extent they are protected as third party material under applicable privacy law. The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA or the Act) applies to all tenders, quotations and proposals submitted to the Corporation of the Town of Petawawa. Tenders, quotations and proposals will be received in confidence and are subject to the disclosure requirements of the Act. Pursuant to orders made by the Information and Privacy Commissioner/Ontario, the Town shall not withhold the following information from tenders, quotations or proposals, if requested through the MFIPPA process by any person or business:

The cover letter to the tender, quotation, or proposal;

The table of contents;

Lists of figures, tables, and appendices; and

Any information regarding the form and structure of a tender, quotation or a proposal (i.e. information which may disclose the manner in which the document is constructed).

Bidders/proponents should identify any portions of their tender/quotation/proposal which contain a trade secret, scientific, technical, financial, commercial or labour relations information supplied in confidence and which will cause harm if disclosed. The Town of Petawawa cannot ensure that any given portion of any materials received in response will not be ordered released under MFIPPA.

D. FORM OF IRREVOCABLE OFFER

I hereby offer to provide the requirements under Request for Proposal RFP No. ED-17-01 to the Corporation of the Town of Petawawa according to the terms set out in this Proposal as well as in the RFP including the requirement for and acceptance of a formal contract acceptable to the Corporation of the Town of Petawawa. I also agree that this irrevocable offer shall be open to acceptance by the Corporation of the Town of Petawawa for a period of one hundred-twenty (120) days from the closing date for the receipt of Proposals.

WITNESS _____

SIGNED _____

OR

NAME _____

(Affix Company Seal if applicable)

TITLE _____

COMPANY _____

ADDRESS _____

CITY/PROV. _____

POSTAL CODE _____

TELEPHONE _____

FAX NO. _____

EMAIL _____

E. CONTACT INFORMATION & REFERENCES

Company contact information

CONTACT PERSON	
E-MAIL ADDRESS	
REGULAR PHONE NUMBER	
EMERGENCY PHONE NUMBER	

References provided by the proponent will be used to determine whether past performance on similar contracts has been satisfactory.

COMPANY	
NAME	
TITLE	
EMAIL	
PHONE NUMBER	

COMPANY	
NAME	
TITLE	
EMAIL	
PHONE NUMBER	

COMPANY	
NAME	
TITLE	
EMAIL	
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APPENDIX A
TERMS OF REFERENCE
PETAWAWA ECONOMIC ACTION STRATEGY
SEPTEMBER 2017

INTRODUCTION

The Town of Petawawa is nestled on the western shores of the Ottawa River, just 160 km west of Ottawa. A population of 17,200 makes Petawawa the largest municipality between Ottawa and North Bay. The Town's large land base of 185 square kilometers is a diverse mixture of uses and natural features reflecting the municipality's rural and urban roots, and its location at the junction of two major rivers. These uses and natural features include residential subdivisions, waterfront cottages, commercial and industrial uses, high quality mineral aggregate deposits, forestry, rural lands, an airport, community facilities, beaches and islands.

The immediate catchment area for the Town of Petawawa includes roughly **41,000** people within the municipalities of the Town of Deep River, Township of Laurentian Hills, part of the City of Pembroke and part of Laurentian Valley. The greater catchment area of the Ottawa Valley section is approximately **75,000**.

The Town of Petawawa's mission is to help meet the health, safety and leisure needs of the Town of Petawawa's residents by the provision of efficient and effective public works services, recreational and library services, land use planning, economic development and protective services. The Town's strategic objectives are: to achieve resource and financial sustainability; to ensure appropriate and adequate planning for growth and development; to achieve a reputation as a helpful, safe, healthy and environmentally friendly community; to become a centre for excellence in recreation, culture and tourism; to encourage economic development and promote an attractive and welcoming community.

Our tagline, "Dynamic by Nature", alludes to our beautiful surroundings and natural habitat. Quality of life is of paramount importance to the Town of Petawawa. Residents and visitors alike enjoy world-class natural attractions such as the Petawawa and Ottawa Rivers, our award-winning trail system, Garrison Petawawa's Military Museum, Petawawa Terrace Provincial Park, Heritage Village, and a wide variety of festivals and events.

KEY BACKGROUND INFORMATION

The Town of Petawawa is blessed with excellent services, roads and utilities to serve all business needs. With low tax rates, clean and reliable utilities, the municipality should be a developer's prime choice.

The Town has continuously promoted and marketed economic development and growth including the development and sale of industrial lands to stimulate large and small business development. The Town continues to develop tourism assets including the development and facilitation of premier festivals, trail development and asset management strategies.

The Pembroke and Area Airport, www.flycyta.ca, located in Petawawa is a modern, fully equipped facility with a paved 5,000 foot runway that is used by both private and recreational aircraft as well as corporate jets.

The Ottawa Valley has a strong aerospace sector, largely located in the eastern portion of the County of Renfrew. Key industry businesses include: Magellan Aerospace, ETM Industries Inc., Hypernetics, and Arnprior Aerospace. The

aerospace sector in Petawawa is thought to be of potential for growth and as such could be considered as a priority direction. Within the local defense and security sector, key businesses include: Pacific Safety Products, Med-Eng, and Bubble Technology Industries. Locally, supportive retail includes Full Spectrum Gear and newly established Millbrook Tactical. This is another area considered as a potential priority direction. [State of Canada's Defense Industry](#)

The Canadian defense industry had sales of almost \$10B in goods and services, produced by close to 640 firms in 2014. Firms with less than 250 employees accounted for about 17% of defense industry sales, 24% of employment, and 10% of exports (source: Government of Canada, Canadian Aerospace and Defense Industry). The Municipality enjoys a unique partnership with Garrison Petawawa, the largest commercial customer and major economic driver for the Upper Ottawa Valley. Garrison Petawawa is home to 427 Squadron and 450 Squadron – Griffon and Chinook helicopter units respectively. The military base contributes more than 300 million payroll and 20 million in maintenance and local purchases annually. Unique cluster development and business attraction opportunities may exist within the defence and securities sector, which is to be examined as a priority direction.

Active living and healthy lifestyles continue to be a focus for all residents of Renfrew County, and certainly in Petawawa and surrounding areas. One of the outcomes of both the Tourism Strategy and the Parks and Recreation Master Plan has been to develop a Petawawa and Area Trails Association. This group has identified potential trail development loops and a basic plan. The potential for a regional tourism development initiative exists and certainly it is felt that this warrants exploration as a priority direction.

PURPOSE

The Town of Petawawa seeks consulting services to develop an Economic Action Strategy that will provide both short and long term direction with an action plan for community economic growth and development. The strategy will provide recommendations so that the Town can capitalize on growth prospects for existing businesses and identify investment attraction opportunities. The implementation of an effective, comprehensive Economic Action Strategy benefits the local and greater community. The Strategy will provide overall direction that will allow staff to prepare yearly work plans and provide guidance on how and where Town resources should be allocated.

The end purpose of this project is to assist the Town of Petawawa and the upper Ottawa Valley to diversify and grow the local economy and at the same time to retain and create jobs. It is believed that the Town has unique opportunities and strengths across several sectors including tourism, aerospace and defense. The approach of including Garrison Petawawa in our Economic Action Strategy is innovative and unique in that beyond acknowledging their contribution to our economy, the Town seeks to analyze the economic potential of the defense sector including entrepreneurship, cluster development and support logistics. The Town will be the first to undertake such an in-depth analysis which has not been done in other military communities. Once again, the identification of priorities along with definitive action strategies will allow for the attraction, retention and growth of business.

An independent assessment of the Town's economic base and the subsequent development of an Economic Action Strategy must be undertaken with consideration of local policies and plans. As such a review of the following documents is recommended:

Town of Petawawa Strategic Plan (2011);
Parks & Recreation Master Plan (2011);
Town of Petawawa Tourism Strategy (2012);
Tourism Destination Development Action Plan (2013);
Town of Petawawa Official Plan (2013).

Extensive community consultations must be conducted with a number of stakeholders and partners in the Town of Petawawa business community and the County of Renfrew. The unique partnership and collaborative opportunities

with Garrison Petawawa, the Pembroke & Area Airport, Canadian Nuclear Laboratories and the burgeoning tourism sector need to be evaluated based on capacity, community culture and organizational management.

OVERALL OBJECTIVES

The overall objectives of the Economic Action Strategy include and are not limited to:

- To undertake an economical situational summary
 - Review strategic planning documents, provide assessment of the current economic base that forecasts future trends, and takes into account historical data and the current economic position of the municipality;
 - Review goals within Strategic Plan, specifically under Strategic Objectives #2 and #4.
- To undertake a SOAR Analysis
 - Identify strengths, opportunities, aspirations and results
 - Conduct stakeholder meetings and community and business consultation sessions
- To develop priority directions
 - Analyze current sectors, determine growth potential and identify cluster potential – particularly in regards to aerospace, defense and trail development
 - Explore potential development partnerships
- To deliver a next steps analysis for each identified priority direction
 - Actionable items to achieve results within priority directions
 - Short (1, 3 and 5 year) goals including areas of responsibility, measurables, etc.

DELIVERABLES

Project onset	Provide an initial project orientation session to outline the proposed study design, methodologies and report outline for Town staff.
Midway point	An interim report presentation on the progress to Staff following the SOAR Analysis and before the initial recommendations.
Project completion	Detailed implementation plan with identified measurable actions that will set out directions and key priorities for programming; Cost feasibility for implementation of Action items; Ten printed copies and an electronic copy of the Final Report entitled Town of Petawawa Economic Action Strategy 2017; A public presentation of the report to Council.

FRAMEWORK OF RFP SUBMISSION

- A detailed listing of experience in leading projects related to the development of economic strategies with a focus on development and industry engagement. The successful proponent must:
 - be knowledgeable in the economic development industry in Eastern ON and in particular, municipal strategies;
 - possess excellent interview and public relations skills, and have superior skills in organizing, facilitating and summarizing community forums related to strategy development and action planning;
 - be proficient in developing complete and comprehensive economic strategies with dedicated action plans; and
 - have considerable experience in working successfully with multi-disciplinary teams
- A description of the consultant's understanding of the Project goals and vision, and how these will be achieved.
- A detailed proposal of what will be delivered by the proponent, including the expected outcomes and benefits to the Town.
- A detailed schedule of all activities, including milestones, project meetings, interim reports and progress reports required for this project.
- Provision of a pricing methodology complete with a time allotment for each identified task, and component pricing for each task, which shall form the basis for payments to the selected proponent. Supplement this with a schedule of fees or staff to be assigned to the project. These rates shall be the basis for adjustments to the value of the contract in the event that the scope of work varies from that proposed.
- A minimum of three (3) client references from projects of a similar size and scope.

DRAFT LIST – RELATED STUDIES

The following list is an indication of the available studies and plans which may be chosen for inclusion in the development of the concept plan.

1. Town of Petawawa Strategic Plan 2011
2. Town of Petawawa Tourism Strategy 2012
3. Town of Petawawa Recreation Master Plan (2002 and 2011)
4. Town of Petawawa Official Plan 2013
5. Town of Petawawa Destination Development Plan 2013

SNAPSHOT OF THE COMMUNITY

Being the largest community in Renfrew County, Petawawa boasts a quality of life that is second to none, with state of the art recreational facilities, modern infrastructure and growing commercial and industrial sectors. The Town is rich in culture and heritage, abounds with scenic nature, and is steeped with a deep sense of community pride. You will find a wide selection of serviced and non-serviced residential, commercial and industrial land available for building homes and establishing business ventures. The public utilities are state of the art and well maintained. Clean water, excellent roads, reliable power and motivated/educated employees are the norm in Petawawa.

Key Statistical Information

Population – 17,187

County Population – 107,000

Industrial Park - \$10,000/acre

Development Charges – Yes (www.petawawa.ca)

Average House Sale Price - \$264,950 (2016)

Top 2 Employers

Garrison Petawawa Military Base

Canadian Nuclear Laboratories

Growth Announced for Garrison Petawawa

The military base employs 7,000 military and civilian people and contributes more than 300 million payroll and 20 million in maintenance and local purchases annually. Garrison Petawawa is growing and investments in infrastructure and personnel are projected into 2018.

Canadian Nuclear Laboratories

Canadian Nuclear Laboratories (CNL) is the second largest area employer, with a workforce of 2,300. Recruitment efforts are ongoing, as an anticipated 200 new employees will be needed over the next two year period.

Demographics

Town of Petawawa demographic information can be accessed through Statistics Canada at:

<http://www12.statcan.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3547076&Geo2=CD&Code2=3547&Data=Count&SearchText=Petawawa&SearchType=Begins&SearchPR=01&B1=All&TABID=1>