

**THE CORPORATION OF THE TOWNSHIP OF
BLACK RIVER-MATHESON**



**REQUEST FOR PROPOSALS
RFP NUMBER ADM2026-001**

Development of Community Improvement Plan

Sealed Proposals, clearly marked:
“Sealed Proposal – Community Improvement Plan – Do Not Open”

Issue Date:	January 30 th , 2026
Closing Date:	2:00PM on Feb 20 th , 2026
Proposal Opening:	2:15PM on Feb 20 th , 2026

Lowest or any Proposal not necessarily accepted.

The Corporation of the Township of Black River-Matheson
P.O. Box 601, 421 Fifth Ave
Matheson, ON P0K 1N0
Email: hlei@twpbrm.ca
Phone: 705-273-2313

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1.0 Introduction

1.1 Purpose

The Township of Black River-Matheson invites proposals from qualified consulting firms to develop a Community Improvement Plan (CIP) in accordance with Section 28 of the Ontario Planning Act. The intent of this Request for Proposals is to retain a consultant with the experience and expertise necessary to prepare a practical and implementable CIP that can be adopted and used by the Township.

The CIP is intended to function as an applied planning and economic development tool. The Township expects the CIP to support housing development, business growth, and the revitalization of downtown and commercial areas by encouraging private sector investment that aligns with municipal priorities, market conditions, and infrastructure capacity.

The successful Proponent will be expected to work collaboratively with Township staff and Council throughout the project to ensure that the CIP reflects local conditions, administrative capacity, and Council's strategic direction.

1.2 Municipal Context

The Township of Black River-Matheson is a small Northern Ontario municipality with multiple settlement areas and limited administrative and financial capacity. Accordingly, the Township is seeking a Community Improvement Plan that is practical, scalable, and implementable within existing municipal resources.

The Plan must reflect local economic conditions, market realities, infrastructure constraints, and the Township's rural and Northern context, and avoid programs that are overly complex or administratively burdensome.

1.3 Project Objectives

The objectives of the Community Improvement Plan are to increase the supply of housing, support downtown and commercial revitalization, encourage business investment and job creation, and leverage private sector investment through targeted and fiscally responsible municipal incentives.

The CIP is expected to provide Council and staff with a clear framework for implementing incentive programs that deliver measurable community benefit and that can be adjusted over time as municipal capacity and market conditions evolve.

2.0 Scope of Work

2.1 General Requirements

The Consultant shall provide all professional services, expertise, and resources necessary to prepare and support the development of the Community Improvement Plan in accordance with applicable legislative requirements and municipal objectives. All work shall be carried out in coordination with Township staff and at times mutually agreed

upon to ensure alignment with municipal operations, Council schedules, and stakeholder engagement processes. Any assumptions regarding resources, data, or municipal support shall be clearly identified in the proposal.

Any services, work, or deliverables not expressly identified in the Scope of Work shall be considered additional services and shall not be undertaken without the prior written authorization of the Township. The Township shall not be responsible for any costs incurred by the Consultant for unauthorized additional services.

2.2 Background Review:

Review relevant municipal documents, policies, and studies, including but not limited to:

- a) Official Plan;
- b) Zoning by-laws;
- c) Strategic and economic development plans;
- d) Asset management plans; and
- e) Previous community improvement or revitalization studies.

2.3 Public and Stakeholder Engagement:

Develop and implement a community and stakeholder engagement strategy to inform and support the CIP. Engagement shall include, at minimum:

- a) Meetings with Township staff and Council; and
- b) Opportunities for public input (e.g., workshops, open houses, surveys).

Engagement should seek local insight on priority areas and incentive programs most likely to stimulate private investment.

2.4 Identification of Project Area(s)

In collaboration with Township officials, analyze and recommend Community Improvement Project Area(s) encompassing the entire Township of Black River-Matheson. The Community Improvement Plan is intended to support growth, development, and reinvestment across the municipality, rather than being limited to a single geographic area.

Recommended project areas and program applicability shall be informed by the Township's growth and economic development objectives, market conditions, and the availability or planned extension of municipal infrastructure. The analysis should identify opportunities to encourage housing development, business investment, redevelopment, and expansion in areas with the greatest potential to support sustainable community growth.

All recommended project areas shall be supported by clear rationale, such as development readiness, servicing capacity, strategic importance, or redevelopment potential.

2.5 Program Development

Develop a suite of Community Improvement Plan incentive programs applicable across the Township of Black River-Matheson and designed to encourage growth, development, redevelopment, and private sector investment. Programs should support housing development, business expansion, and economic activity in areas where development can be reasonably accommodated.

Programs may include, but are not limited to:

- a) Building, façade, or property improvement grants;
- b) Signage, landscaping, or site improvement incentives;
- c) Tax Increment Equivalent Grants (TIEGs);
- d) Residential construction, expansion, or renovation incentives;
- e) Brownfield redevelopment or site remediation incentives; and
- f) Municipally driven initiatives that support development and investment.

All programs must include clear eligibility criteria, be fiscally responsible, and be practical to administer within the Township's financial and staffing capacity.

2.6 Financial and Administrative Analysis

Provide an analysis of:

- a) Estimated municipal costs and financial exposure;
- b) Expected private sector investment leverage; and
- c) Administrative requirements and feasibility.

The CIP must include recommendations for administration, including roles, application processes, monitoring, reporting, and phased implementation options.

2.7 Drafting and Finalizing the CIP Document

Prepare a draft Community Improvement Plan that meets all legislative requirements and includes:

- a) Background and justification;
- b) Defined project areas;
- c) Detailed incentive programs;
- d) Implementation and administration framework; and
- e) Monitoring and evaluation considerations.

The Consultant shall present the draft to Township staff and Council for feedback and produce a final CIP ready for Council adoption. Attendance at a Council meeting may be required.

2.8 Implementability

The Community Improvement Plan must be practical and implementable, with initiatives that can be realistically delivered within the Township's financial and staffing capacity. The Plan shall include clear implementation steps for each program, including launch requirements, administration, and ongoing delivery, to ensure the CIP can be put into effect immediately following adoption.

2.9 Project Timeline and Completion

The Community Improvement Plan must be fully completed, finalized, and ready for Council adoption no later than December 31, 2026. The successful Proponent shall prepare the CIP in a manner that allows the Township to implement the Plan immediately following adoption, including clearly defined programs, administrative processes, and implementation steps.

The work shall include all required background analysis, stakeholder and public engagement, draft and final documentation, and presentation to Township staff and Council, as necessary to support adoption and implementation within this timeframe. Proposals must demonstrate a realistic work plan and schedule that achieves full completion and implementability by the end of 2026.

3.0 Evaluation/Selection Process

3.1 Minimum Qualifications

To be considered for this Request for Proposals (RFP), proponents must demonstrate the qualifications, experience, and capacity to prepare a Community Improvement Plan under Section 28 of the Planning Act. At a minimum, proponents shall provide:

a) Relevant Experience

Experience completing Community Improvement Plans or similar municipal planning or economic development projects of comparable scope and complexity, preferably for municipal clients.

b) References

A minimum of three (3) client references from projects completed within the past five (5) years.

c) Project Team

A brief description of the proposed project team, including key personnel, roles, and relevant qualifications or professional designations.

d) Comparable Work

A summary of similar projects completed within the past five (5) years, including the client name and project scope.

3.2 Evaluation Criteria

Proposals will be scored using a weighted evaluation system. Each proposal will be assessed and assigned a score out of 100 based on the following categories:

CRITERIA	MAXIMUM POINTS
Qualifications and Experience	30
Methodology & Approach (Work Management Plan)	20
Price Proposal	35
References	15
Total Evaluation Score:	100

The highest-ranking Proponent will be determined by the combined scores. Selection will not be based solely on the lowest cost but rather on best overall value and fit for the Township’s needs.

The final decision and contract award will be authorized by Township Council in accordance with the Township’s Procurement Policy.

3.3 Evaluation Process

Township management staff will conduct a preliminary review of all submitted proposals to ensure compliance with the RFP requirements. Proposals that are incomplete or non-compliant may be disqualified from further consideration.

All compliant proposals will be evaluated by a staff review committee based on the criteria outlined above. The committee will assess each proposal for technical merit, service quality, and overall value to the Township.

The Township reserves the right to eliminate proposals submitted by firms or individuals currently engaged in litigation with the Township, where such litigation may interfere with the ability to establish or maintain an effective working relationship.

3.4 Acceptance of Terms

By submitting a proposal in response to this RFP, the Proponent acknowledges and agrees to all terms and conditions contained within this document. The proposal shall be considered a binding offer, valid for the duration specified in the RFP.

The Proponent further certifies, by signing the cover letter, that they accept all terms and conditions in full, without reservations, assumptions, restrictions, or qualifications, except for those expressly stated and justified in the submitted proposal.

Any addenda issued during the RFP process must be acknowledged in writing and submitted with the final proposal package.

3.5 No Obligation to Award

The issuance of this Request for Proposals and the receipt of proposals does not create any obligation on the part of the Township of Black River-Matheson to award a contract or enter into any agreement. No contractual relationship shall exist between the Township and any Proponent unless and until a written agreement has been executed by the Township following Council authorization.

3.6 Failure to Perform

If, in the Township's opinion, the successful Proponent fails to commence the work, fails to perform the services in accordance with this RFP, or fails to meet generally accepted professional standards, the Township may terminate the contract upon written notice. Continued delays, deficiencies, or non-performance may result in contract termination without penalty to the Township.

3.7 Ownership of Work Product

All reports, studies, data, documents, drawings, graphics, materials, and other work products prepared or provided by the Consultant in connection with this RFP shall become the property of the Township of Black River-Matheson upon completion of the work. The Township shall have the unrestricted right to use, reproduce, modify, adapt, and distribute such materials for municipal purposes without limitation.

3.8 Accessibility

The successful Proponent shall comply with the requirements of the Accessibility for Ontarians with Disabilities Act (AODA). Upon request, the Proponent shall provide documentation describing accessibility policies, training, or procedures relevant to the services provided under this contract.

3.9 Indemnification

The successful Proponent shall indemnify and hold harmless the Township of Black River-Matheson, its Council members, officers, employees, and agents from and against any and all claims, demands, losses, costs, damages, actions, or proceedings arising out of or attributable to the Proponent's performance of the work, or any negligent act or omission of the Proponent, its employees, agents, or sub-consultants.

3.10 Governing Law

This Request for Proposals and any resulting agreement shall be governed by and interpreted in accordance with the laws of the Province of Ontario and the applicable laws of Canada therein, without regard to conflict of laws principles.

3.11 Qualifications and Relevant Experience

The Proponent's experience in projects of similar scope and complexity will be evaluated, with particular emphasis on the preparation of Community Improvement Plans or related municipal planning or economic development initiatives. Experience working with municipalities in Northern Ontario or rural communities will be considered an asset. The qualifications, roles, and experience of the proposed project team will also be assessed.

3.12 Understanding of Project & Local Context

Demonstrated understanding of the Township's objectives, local context, and constraints, as reflected in the proposal.

3.13 Conflict of Interest

Proponents must declare any actual or potential conflicts of interest. Individuals or organizations involved in preparing this RFP are not eligible to respond. The Township reserves the right to reject any proposal where a conflict is identified.

3.14 Proponents' Expenses

All costs incurred in the preparation, submission, or presentation of a proposal, including any travel or negotiation activities, are the sole responsibility of the Proponent.

3.15 Proposed Methodology and Work Plan

The proposed methodology and work plan will be evaluated for clarity, feasibility, and alignment with the Township's objectives, including the extent to which the approach supports development of an implementable Community Improvement Plan. The proposed engagement strategy, research activities, and project schedule will be assessed for effectiveness and reasonableness.

4.0 Proposal Format and Requirements

4.1 Overview

To ensure a fair and efficient evaluation process, all Proponents are required to follow the instructions and structure outlined in this section. While the Township discourages overly lengthy or elaborate proposals, submissions must provide enough detail to demonstrate a comprehensive understanding of the Township's needs and to allow a full assessment of qualifications, experience, and approach.

4.2 Proposal Content

Proposals must include the following elements:

- a) Proponent contact information;
- b) Company profile;
- c) Understanding of the project and local context;
- d) Proposed methodology and work plan;
- e) Project team qualifications;
- f) Relevant experience and references;
- g) Proposed fee structure;

4.3 Format and Copies

One (1) original copy of the proposal, clearly marked "Original," must be submitted along with one (2) complete duplicates. Additionally, an electronic PDF copy may be submitted by email if requested by the Township during evaluation.

4.4 Understanding of the Project & Local Context

Describe your understanding of the Township's objectives for the Community Improvement Plan, including the key challenges and opportunities the Plan should address. Identify how the CIP can support housing development, business growth, and downtown or commercial revitalization within the Township. Demonstrate awareness of the Township's scale, capacity, and rural Northern Ontario context, and outline any preliminary observations regarding potential project areas or incentive programs based on the information available.

4.5 Proposed Approach and Methodology

Proponents shall describe the approach and methodology they will use to complete the Scope of Work outlined in this RFP. The submission should clearly explain how the Proponent intends to carry out the assignment from project initiation through to final delivery.

At a minimum, the proposed approach should address:

- a) The overall project structure and sequence of work, including key phases and activities;
- b) The methods to be used for background research and analysis;
- c) The proposed approach to public, stakeholder, staff, and Council engagement, including format, timing, and level of effort;
- d) The process for identifying Community Improvement Project Area(s);
- e) The approach to developing, evaluating, and refining incentive programs;
- f) The method for assessing administrative and financial feasibility and structuring implementable programs;
- g) The approach to drafting, reviewing, and finalizing the Community Improvement Plan; and
- h) Any assumptions, risks, or dependencies that may affect delivery of the work.

The methodology should demonstrate a clear and logical progression of tasks and be supported by a work plan and schedule that aligns with the Township's required timeframe.

4.6 Team Qualifications and Experience

Proponents shall identify the project manager and key personnel who will be directly involved in preparing the Community Improvement Plan, including their roles and relevant experience and qualifications. A brief biography or résumé is acceptable.

Experience in developing Community Improvement Plans or similar municipal planning or economic development projects, particularly for small, rural, or Northern Ontario municipalities, will be considered an asset. If sub-consultants or specialist resources are proposed, their roles and experience must be clearly identified.

The successful Proponent shall be fully responsible for the performance of all services under this RFP, including the acts and omissions of any sub-consultants or agents.

4.7 Relevant Project Experience and References

Provide a summary of at least three (3) projects completed by your firm that are similar in scope or relevance to this RFP. Ideally, these should include CIPs or downtown revitalization plans, economic development or strategic plans, or policy work that involved preparing incentive programs for municipalities.

For each project, include the client name, project title, timeframe, a brief description of the work and outcomes, and the name and contact information (phone and email) of a client reference who can speak to the proponent's performance. Emphasize any projects conducted for municipalities of comparable size or context (small/rural/Northern communities).

The Township reserves the right to contact references to assist in the evaluation of proposals.

4.8 Proposed Fee Structure

Provide a fixed price fee for the completion of the work, inclusive of all professional fees and anticipated expenses. Break down the fee by major task or project phase if possible (work plan tasks, engagement, drafting, etc.), and indicate any assumptions used. Also include a schedule of hourly rates for team members for reference (in case additional services are required beyond the scope).

All prices should be quoted in Canadian dollars, exclusive of HST (indicate HST separately). Please note: The Township's budget for this project is limited; cost effectiveness and value for money will be considered in the evaluation. Proponents should ensure that the proposed work plan is achievable within the stated fee. If there are optional enhancements or additional services you are proposing, identify these clearly as optional with associated costs.

4.9 Insurance and WSIB

Confirm that your firm carries adequate insurance coverage. At a minimum, the successful consultant will be required to have Commercial General Liability Insurance of at least \$2,000,000 per occurrence (with the Township named as an additional insured) and Professional Liability (Errors & Omissions) Insurance of at least \$1,000,000. The Proponent should state that they can meet these requirements and will provide proof of insurance upon award.

Also confirm your firm is in good standing with the Ontario Workplace Safety and Insurance Board (WSIB) and will provide a WSIB clearance certificate if selected.

4.10 Addenda Acknowledgement

Include a statement confirming that the Proponent has reviewed all issued addenda to the RFP (if any) and considered them in preparing the proposal. It is the Proponent's

responsibility to check the Township's website for any addenda or clarifications prior to submitting.

4.11 Submission Instructions

Proposals must be submitted in a sealed envelope clearly marked with the Respondent's name, address, and the label:

“COMMUNITY IMPROVEMENT PLAN – SEALED PROPOSAL – DO NOT OPEN”

Submissions must be received no later than the date and time specified on the cover page of this RFP. Late submissions will not be considered and will be returned unopened.

4.12 Rights Reserved by the Township

Proposals submitted to the Township are subject to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Proponents should identify any proprietary or confidential information contained in their submissions; however, the Township does not guarantee the confidentiality of any part of a proposal and disclosure may be required in accordance with applicable legislation.

The Township of Black River-Matheson reserves the right to:

- a) Publicly disclose the names of all Respondents
- b) Request clarification or supplementary information from any Respondent
- c) Verify references beyond those provided
- d) Disqualify any Respondent who provides misleading or inaccurate information
- e) Disqualify any Respondent engaged in prohibited conduct or under disqualifying conditions
- f) Select a Proponent offering best value rather than lowest cost
- g) Cancel the RFP at any stage
- h) Waive minor irregularities that do not compromise fairness or the intent of the RFP
- i) Accept or reject any proposal, in whole or in part
- j) Reject a sole proposal and negotiate directly or cancel the RFP
- k) Reject any proposal that, in the Township's sole opinion:
 - i. Is incomplete or fails to meet one or more material requirements of the RFP;
 - ii. Presents an actual or perceived conflict of interest;
 - iii. Contains qualifications, assumptions, or conditional responses that alter or limit the Township's rights under this RFP; or
 - iv. Is adversely affected by reference checks, past performance, or any other information obtained by the Township during its due diligence.

4.13 Closing Date, Time, and Delivery Instructions

All proposals must be received by the Township no later than:

Date: 2:00 PM on Feb 20th, 2026
To: Township of Black River-Matheson
421 Fifth Ave, PO Box 601
Matheson, ON P0K 1N0
Attention: Hongji Lei - Clerk
Email: hlei@twpbrm.ca

Late proposals will not be considered. The timestamp on incoming emails or physical delivery receipts will be deemed the official time of submission.

4.14 Inquiries

All inquiries regarding this RFP must be submitted in writing by email to:

Hongji Lei, Clerk
Phone: 705-273-2313 ext. 311
Email: hlei@twpbrm.ca

Please include "RFP-ADM2026-001" in the subject line of your email. Inquiries made through other channels will not be considered official.

5.0 Submission Form

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TOWNSHIP OF BLACK RIVER-MATHESON
RFP-ADM2026-001 – COMMUNITY IMPROVEMENT PLAN

SUBMISSION FORM

Contractor / Firm: _____ Contact Person: _____
Address: _____ Position: _____
Telephone: _____ Email: _____

Proposal Validity

The undersigned confirms that this Proposal shall remain valid and open for acceptance for a period of **ninety (90) days** from the closing date of the RFP.

Confirmed

Acknowledgements

By submitting this Proposal, the Proponent confirms and acknowledges that:

- The Proponent has reviewed and understands the RFP in its entirety.
- The Proposal has been prepared in accordance with all requirements set out in the RFP.
- All services will be performed in accordance with the Scope of Work and written direction provided by the Township.
- No changes to the approved scope of work will occur without prior written authorization from the Township.
- Any resulting contract is subject to approval by Township Council and execution of a written agreement.
- No contractual relationship exists until such agreement is executed by the Township.

Proposed Fee

Fee Component	Amount (\$)
Fixed Price (excluding HST):	_____
HST:	_____
Total Price (including HST):	_____

Optional / Additional Services (if applicable)

If proposed, optional or additional services and associated pricing are identified below. (Addition of optional pricing does not obligate the Township to proceed with such services.)

WSIB and Insurance

The Proponent confirms that it can provide:

- WSIB Clearance Certificate
- Required insurance coverage as specified in the RFP
- Professional Liability (Errors & Omissions) Insurance

Execution Commitment

The Proponent confirms that it has the personnel, experience, and capacity to complete the Community Improvement Plan in accordance with the project schedule and deliverables outlined in the RFP.

- Confirmed

Signature

I/We certify that all information provided is accurate and that the Proposal is submitted in good faith.

Authorized Signature: _____
(I have authority to bind the corporation)

Name: _____ (Please Print)

Date: _____

Witness: _____

Name: _____ (Please Print)

Date: _____