



Training Needs Assessment

Request for Proposal (RFP)

FOR Consulting Services – Training Needs Assessment

SUMMARY:

The Town of Canmore is seeking a qualified consulting firm to design and deliver a comprehensive Training Needs Assessment that will identify current and emerging skills gaps across key sectors of the local economy. The primary objective of the project is to enhance Canmore's workforce capacity by identifying and addressing training and skills gaps through targeted, evidence-based recommendations that inform local training programs, recruitment strategies, and policy initiatives. The final deliverables will include a detailed report with findings and practical, actionable recommendations to help bridge workforce needs. The successful proponent will demonstrate expertise in labour market research, workforce development, and interest holder engagement.

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| REFERENCE NUMBER: | ECD2025-01 |
| CLOSING DATE: | October 27, 2025 |
| CLOSING TIME: | 14:00:00 Mountain Time Zone |
| DATE ISSUED: | October 8, 2025 |
| NOTE: | RESPONSES WILL NOT BE OPENED PUBLICLY |

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1.0 INSTRUCTIONS FOR RESPONDING TO THIS REQUEST FOR PROPOSALS

1.1.1 Closing Date and Time: Proposals must be received not later than 14:00:00 hours Mountain Time Zone (Canmore local time) on Friday, October 24th, 2025.

1.1.2 Responses are to be delivered to:

Proponents shall submit their proposal to the Town of Canmore by email to the attention of James R. Thomas, Economic Development Officer at EconomicDevelopment@Canmore.ca. The proposal document is to be in PDF format only (.pdf) and all components shall be formatted and combined into one file that is attached to the email submission. Responses by facsimile will not be accepted.

1.1.3 RFP Contact Person:

For clarification or additional information, Proponents shall **only** contact the person listed below.

James R. Thomas, Economic Development Officer

Email – James.Thomas@Canmore.ca

See Section 2.0, item 2.6 below for additional information for Questions and Clarifications.

1.1.4 The Town of Canmore may in its sole discretion disqualify responses that do not meet the formatting and other criteria set out in Section 4.0 of this RFP.

1.1.5 Responses must be in English.

1.1.6 Pricing submissions shall be stated in Canadian dollars with Goods and Services Tax (GST) extra.

1.1.7 Each Proponent is solely responsible for ensuring that its response is received at the specified address (physical address or email address) by the specified closing date and time. Strict adherence to the closing date and time will be maintained, and unless the deadline date is extended by issue of Addendum, all responses received after this time and date will be returned unopened.

1.1.8 This Request for Proposals is not a tender and the Town of Canmore does not intend for the laws of competitive bidding to apply.

END OF SECTION 1.0

2.0 GENERAL CONDITIONS OF RESPONSE

2.1 PURPOSE OF THE REQUEST FOR PROPOSAL (RFP)

The Town of Canmore is issuing this Request for Proposal (RFP) to select a qualified consulting firm with expertise in labour market research and workforce development for the provision of designing and delivering a Training Needs Assessment, complete with actionable recommendations for the businesses within the Town of Canmore.

The Town of Canmore reserves the right to modify the terms or cancel the RFP process at any time.

2.2 SUBMISSION OF RESPONSE TO THE RFP

2.2.1 By submitting a response to this RFP, each Proponent accepts its terms and conditions. In addition, by submitting its response, each Proponent waives all claims, rights, demands and the benefit of any provisions of any statute, rule of law or regulation that might adversely affect the rights of the Town of Canmore under this RFP.

2.2.2 Each Proponent shall make full disclosure of any actual or potential conflict of interest arising from any existing business or personal relationships with any of the following (each, a "Conflicted Person"): (i) any employee of the Town of Canmore; (ii) any member of the Town of Canmore Town Council (councillor); (iii) any board or committee member; (iv) any family member of any such employee, councillor or board/committee member; or (v) any business entity controlled by or otherwise not at arm's length to any one or more of any such employee, councillor, board/committee member or family member.

Without limiting the foregoing, details should be provided of any direct or indirect pecuniary interest of any Conflicted Person in the supply of the services contemplated by this RFP.

Disclosure of any such actual or potential conflict of interest shall be made in writing with the Proponent's response.

2.2.3 This RFP and any contracts subsequently entered into as a result hereof shall be governed by the laws of the Province of Alberta and the laws of Canada applicable therein. The courts of the Province of Alberta shall have exclusive jurisdiction over this RFP and any contracts entered into as a result hereof.

2.2.4 Proposal documents must be completed in accordance with the requirements of the Request for Proposal documents and no amendment or change to proposals will be accepted after the closing date and time.

2.2.5 All documents submitted by Proponents in response to this RFP are to remain the property of the Town of Canmore.

2.2.6 Proposals shall be irrevocable for sixty (60) days following the closing of the RFP and the proposals shall be retained by the Town of Canmore.

2.2.7 Proposals shall be signed by an authorized signatory of the Proponent using the Signature and Waiver Sheet in Section 5.0. If the Proponent is an incorporated company, the corporate seal of the Proponent shall be affixed or a certified true copy of a resolution of the corporation naming the person(s) in question as authorized to sign agreements on behalf of the corporation shall be attached to the proposal. Proponents who are sole proprietorships or partners shall sign their RFP response in such a way as to irrevocably bind the Proponent in an authorized manner.

2.3 NO COMMITMENT

- 2.3.1** No commitment on the part of the Town of Canmore shall exist under this RFP unless and until the Proponent receives official written confirmation from the Town of Canmore that it has been selected to complete the work.

2.4 LIMITATION OF LIABILITY

- 2.4.1** The Town of Canmore will have no liability to any person or entity for any damages, including, without limitation, direct, indirect, special or punitive damages, arising out of or otherwise relating to this RFP, the Proponent's participation in this RFP process or the Town of Canmore's acts or omissions in connection with the conduct of this RFP process. This limitation applies to all possible claims by a Proponent, whether arising in contract, tort, equity, or otherwise, including, without limitation, any claim for a breach by the Town of Canmore of a duty of fairness or relating to a failure by the Town of Canmore to comply with the terms set forth in this RFP.

2.5 ACCEPTANCE OR REJECTION

- 2.5.1** The Town of Canmore reserves the right to reject any or all responses. Without limiting the generality of the foregoing, the Town of Canmore may reject any response which it deems:

- a) is incomplete, obscure, irregular, unrealistic or noncompliant;
- b) has erasures, ambiguities, inconsistency or corrections; or
- c) fails to complete, or provide any information required by, any provision of this RFP.

Further, a response may be rejected on the basis of the Town of Canmore's understanding of the Proponent's past record of work, its general reputation, its financial capabilities, the completion schedule or a failure to comply with any applicable law.

The purpose of the Town of Canmore is to obtain the most suitable responses to the Project and to further the interests of the Town of Canmore and what it wishes to accomplish in carrying out the Project. Therefore, the Town of Canmore has the right to waive any irregularity or insufficiency or noncompliance in any response submitted and to accept the response or responses which it deems most favourable to its interests or to reject all responses and cancel the RFP.

In addition to any rights identified elsewhere in this RFP, the Town of Canmore reserves the right to:

- a) reject any and all responses;
- b) add, delete or change the terms of this RFP at any time prior to the specified closing date and time;
- c) during the evaluation period, seek clarification of any Proponent's response, including consequential amendments, or any additional information from any Proponent;
- d) accept or reject, in whole or in part, any response without giving any reason;
- e) have any documents submitted by the Proponent reviewed and evaluated by any party, including independent Consultants;
- f) cancel the RFP process without penalty at any time for any reason; and
- g) negotiate and enter into an agreement with any Proponent notwithstanding any noncompliance by the Proponent's response with any requirement of this RFP.

The Town of Canmore is the sole and final judge with respect to the selection of any Successful Proponent as a result of this RFP process.

All Proponents submitting a response to this RFP will be advised of the results of the RFP process by email or regular mail. Please allow at least five weeks for responses to be evaluated by the Town of Canmore.

2.6 QUESTIONS AND CLARIFICATIONS

- 2.6.1** Procedural or technical questions shall be submitted in writing and should include references to a specific section and item number.
- 2.6.2** Dependent upon their nature, comments or answers will be returned via email or through an addendum should the information be applicable to all Proponents.
- 2.6.3** Amendments to this RFP will be valid and effective only if confirmed by written addenda. Addenda may be issued during the proposal response period. All addenda become part of the agreement and receipt must be confirmed in the Proponents proposal submission.
- 2.6.4** Any addenda documents will be issued by the same method that this RFP was issued.
- 2.6.5** It is the Proponent's responsibility to clarify the interpretation of any item of this RFP a minimum of 72 hours prior to the stated closing date and time by contacting the Town of Canmore's designate (as above).

2.7 DISCREPANCIES IN NUMBERS

- 2.7.1** In the event of a numerical discrepancy or error in a Proposal, the written number will prevail.
- 2.7.2** In the event of pricing extension errors, the unit price will apply.

2.8 CONFIDENTIALITY AND FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

- 2.8.1** All information including, without limitation, any technology of a proprietary or novel nature which is disclosed to a Proponent by the Town of Canmore or a third party as a representative of the Town of Canmore (which information, in addition to the confidentiality requirements hereunder, will be kept confidential by the Proponent in accordance with the terms of its disclosure by such third party) or which is otherwise obtained by the Proponent in connection with this RFP process, other than that which is common knowledge or within the public domain, is the confidential property of the Town of Canmore and must not be disclosed by the Proponent, except to duly authorized representatives of the Town of Canmore. Such confidential information or property is not to be employed other than in connection with responding to this RFP unless otherwise duly authorized by the Town of Canmore in writing. These confidentiality provisions will remain binding obligations on each Proponent following the conclusion of this RFP process until the Town of Canmore reasonably determines that such confidential information referred to herein has become part of the public domain (other than by disclosure or use prohibited herein) and releases the Proponent from its confidentiality obligation. This requirement does not prohibit any Proponent from complying with an order to provide information or data issued by a court or other authority with proper jurisdiction or to act to correct or report a situation which the Proponent may reasonably believe to endanger the safety or welfare of the public.
- 2.8.2** The Proponent acknowledges that any information or documents provided by it to the Town of Canmore may be released pursuant to the provisions of the *Freedom of Information and Protection of Privacy Act*. This acknowledgement shall not be construed as a waiver of any right to object to the release of any information or documents.
- 2.8.3** The Town of Canmore acknowledges that a Proponent's response may contain information in the

nature of a Proponent's trade secrets or commercial, financial, labour relations, scientific or technical information of or about a Proponent. The Town of Canmore agrees that portions of responses to this RFP which are provided in confidence will be protected from disclosure to the extent permitted by law. The Town of Canmore is bound by the *Freedom of Information and Protection of Privacy Act* (Alberta), as amended from time to time, and all documents submitted to the Town of Canmore will be subject thereto. Each Proponent must identify appropriate parts of its response or other documents submitted to the Town of Canmore as confidential and specify what harm could reasonably be expected from its disclosure; however, the Town of Canmore may not be able to ensure that such parts will not be protected from access.

2.8.4 Proponents are advised that the Town of Canmore will, as necessary, be disclosing the responses on a confidential basis to its employees and advisors who have a need to know in connection with this RFP process for, among other things, the purpose of evaluating and participating in the evaluation of the responses. It is the responsibility of each Proponent to ensure that all personal information provided to the Town of Canmore with respect to the Proponent's personnel and their experience is supplied with the informed consent of such individuals and in accordance with applicable law. By submitting any personal information each Proponent represents and warrants that it has obtained the informed consent of the individuals who are the subject of such information to its collection, use and disclosure for purposes of this RFP response. Also, such individuals are agreeing to the use of such information as part of the RFP evaluation process, for any audit of the procurement process and for contract management and performance purposes.

2.8.5 Proponents in custody or control of records provided to the Proponent by the Town of Canmore records shall abide by the privacy and non-disclosure provisions of the *Freedom of Information and Protection of Privacy Act* respecting these records as if this act applied directly to the Proponent, and shall generally assist the Town in its own compliance with the *Freedom of Information and Protection of Privacy Act* respecting records provided to the Proponent.

2.9 COST OF PREPARATION

2.9.1 Any cost incurred by the Proponent in the preparation of its response to this RFP shall be borne solely by the Proponent.

2.9.2 Shortlisted candidates may be invited to participate in an interview. The Town of Canmore will not pay for the time required or travel expenses incurred to participate in the interview.

2.10 OWNERSHIP OF SUBMISSIONS

2.10.1 All responses submitted to the Town of Canmore become the property of the Town of Canmore and shall not be returned. They will be received and held in confidence by the Town of Canmore, subject to the provisions of the *Freedom of Information and Protection of Privacy Act*.

2.10.2 Unsuccessful Proponent submissions will be kept as record for the procurement process until two years after the date of decision for the RFP award.

2.11 CLARIFICATION FROM PROPONENTS

2.11.1 The Town of Canmore reserves the right to seek from any/all Proponents any further clarification it may require on responses submitted pursuant to this RFP.

2.12 PROPONENT PERFORMANCE

- 2.12.1** The selected Proponent may be evaluated throughout the course of service delivery in connection with any specific work or projects undertaken as a result of any agreement entered into between any Proponent and the Town of Canmore. The Town of Canmore may also conduct periodic reviews/assessments of any selected Proponent, taking into consideration, in addition to specific work related to the project undertaken by the Proponent, ongoing Proponent staff qualifications, experience, training, and staff changes. Any evaluation/assessment will be shared with the Proponent, with the goal of immediate and permanent resolution where concerns have been raised. The Town of Canmore reserves the right to remove from the roster any selected Proponent who has been qualified by this RFP process by way of written notice if, in the sole discretion of the Town of Canmore, based on any on-going or specific evaluation or assessment of the Proponent or its performance of any work, it is deemed to be in the Town of Canmore's best interests.

2.13 LENGTH OF AGREEMENT

- 2.13.1** The successful proponent will be expected to begin project design by November 28, 2025 and complete the project by May 29, 2026.
- 2.13.2** The Town reserves the right to extend the above-noted timelines to complete any work in progress.
- 2.13.3** Additional award periods will generally be based on mutual agreement between The Town and the Successful Proponent. The Town reserves the right to negotiate changes to existing agreements for the work to reflect current conditions at the time of extension or renewal.

2.14 FORM OF CONTRACT

- 2.14.1** The Town of Canmore will be issuing a letter of award to the Successful Proponent to deliver the work described within this RFP.

2.15 SERVICES TERMS AND CONDITIONS

- 2.15.1** Final agreements with the successful Proponent may consist of any number of the following documents, including all amendments thereto:
- Request for Proposal
 - Addenda
 - Letter to Successful Proponent
 - Statement of Scope
 - Technical & Fee Proposal
 - Letter of Award
- 2.15.2** Any inconsistent or conflicting provisions contained within the documents forming the Agreement shall be resolved in the following order:
- Letter of Award
 - Statement of Scope

- Technical & Fee Proposal
- Addenda
- Request for Proposal

2.16 STAFF CHANGES

2.16.1 Staff changes by the successful Proponents will require written approval from The Town prior to any such change, which approval The Town may withhold in its sole discretion. The qualifications and experience of the proposed staff change must be equivalent to or better than the staff proposed in the proposal received. The Town reserves the right, in addition, and without prejudice to any other right or remedy, to immediately terminate the Agreement as a result of the failure by the Successful Proponent to provide the staff proposed.

2.17 NON-ASSIGNMENT

2.17.1 The Successful Proponent will be expected to deliver the work. Neither the contract nor any rights or obligations to perform the work under the contract will be assignable by the Successful Proponent without the prior written consent of the Town of Canmore. The granting of such consent shall be within the sole and unfettered discretion of the Town of Canmore, and based on the terms of this consent may not relieve the Successful Proponent of liability to perform the work. Proponents who anticipate requesting to assign some or all of the contract must notify the Town as part of their responses to this RFP.

2.18 DEPOSITS

2.18.1 The Town of Canmore will not consider the payment of a deposit to the Successful Proponent for the scope of work in this RFP. Please include a payment schedule indicating the percentages and milestones as an attachment to the price proposal if applicable.

2.19 TERMS OF PAYMENT

2.19.1 Invoices will be paid within 28 days from the approval date of the invoice.

2.20 INSURANCE AND WORKERS' COMPENSATION BOARD REQUIREMENTS

2.20.1 Mandatory Eligibility Requirements

As a mandatory eligibility requirement for response to this RFP:

2.20.2 The Successful Proponent shall carry at all times during the performance of the work General Liability/ Umbrella Liability Insurance with a limit of not less than TWO MILLION DOLLARS (\$2,000,000) inclusive per occurrence for bodily injury (including death) and damage to property including loss of use thereof. Such insurance shall at a minimum include coverage of broad form property damage, contractual liability, cross liability, completed operations and product liability, and such other types of insurance as would be carried by a prudent person performing such contract work and as the Town of Canmore may from time to time require.

2.20.3 The Successful Proponent shall carry at all times during the performance of the work Automobile Liability Insurance for owned and non-owned automobiles with a limit of not less than Two MILLION DOLLARS (\$2,000,000) inclusive per occurrence.

2.20.4 The Successful Proponent shall at all relevant times carry Workers Compensation Board coverage of either of Alberta or of another AWCBC board that will extend the required amount of coverage to cover the employee outside of their home province. Proponents shall submit their WCB number together with a letter from the appropriate department indicating there are no outstanding fees, fines, claims or debts due on the Successful Proponent's account to the Town of Canmore prior to the commencement of the work.

2.20.5 Responsibilities of Successful Proponent

- (a) The Successful Proponent shall supply insurance coverage and pay all costs and expenses, including premiums relating to the insurance coverage requirements as set out herein, and shall supply the Town of Canmore with a certificate of insurance for all policies on an annual basis. Such policies will include a statement that the coverage shall not be terminated without a prior 30-day written notice to the Town of Canmore.
- (b) The Successful Proponent or their insurer will notify the Town of Canmore at least thirty (30) days prior to any change in insurer, any cancellation of the insurance policy, or any substantial change in the policy or coverage that would materially alter the coverage provided by the Successful Proponent to the Town of Canmore.
- (c) The Successful Proponent shall provide a certificate of insurance for the above-required insurance to the Town of Canmore within five (5) days of notification of award or prior to commencing the work, whichever is sooner.

2.21 INDEMNIFICATION

- 2.21.1** The Successful Proponent agrees to indemnify and save harmless the Town of Canmore, its councillors, officers, agents, representatives, and employees, against all suits or claims, requests, legal action and liability regardless of the nature and expenses sustained from injuries or death or any damages or loss to property as a result of the usage of premises or in the execution of the Successful Proponent functions arising from this contract except to the extent of the Town of Canmore's gross negligence.
- 2.21.2** At no time will the Town of Canmore be responsible for any injury sustained by the Successful Proponent, their employees or any person on the Town of Canmore's premises, nor will the Town of Canmore be responsible for any loss, including loss of profits or damage caused to the goods of the Successful Proponent, their employees or any other person, including damage to vehicles and their contents, while these goods are on the Town of Canmore's premises or site.
- 2.21.3** The Town of Canmore shall not be liable for any incidental, indirect, special or consequential damages or any loss of use, revenue or profit of the Successful Proponent arising out of or in any way related to this RFP or subsequent contract.

2.22 INFORMATION SECURITY STANDARDS

- 2.22.1** Successful Proponents that provide information technology or web-related services to the Town of Canmore as part of their work on the Project shall be required to comply with the Town of Canmore's Information Security Standards as updated from time to time. These standards may overlap with and are additional to the functional and requirements of the specific Project. The Town of Canmore may require Proponents to demonstrate compliance with these standards as part of the Town's review and evaluation of proposals, quotations and qualifications. If not appended hereto, it is the Proponent's responsibility to request the Information Security

Standards and access their ability to comply as part of responding to this request.

2.23 CANADIAN FREE TRADE AGREEMENT

2.24 DEBRIEFING

2.24.1 The Town of Canmore will offer a debrief to unsuccessful Proponents on request.

END OF SECTION 2.0

3.0 PROJECT OVERVIEW AND SCOPE

3.1 RFP DEFINITIONS

| | |
|----------------------|--|
| Owner | the Town of Canmore |
| Project | Training Needs Assessment |
| Proponent | a firm, individual or company who or which intends to submit or submits a Proposal pursuant to this RFP. |
| Proposal | a submission to the Town of Canmore in response to this RFP. |
| Successful Proponent | a firm, individual or company with whom the Town of Canmore may decide to initially discuss contract arrangements based upon acceptance of the Proponent's Proposal. |

3.2 PROJECT DESCRIPTION/DESCRIPTION OF NEED

- 3.2.1** The Town of Canmore, located in the heart of the Rocky Mountains, continues to face persistent labour market challenges that impact the stability and growth of its business community. While labour force pressures are not unique to Canmore, they are amplified locally by factors such as housing affordability, the seasonality of work (and workers), limited access to housing, and the constraints on temporary foreign labour. These challenges have led businesses to reduce operating hours, adjust working hours, and limit services to retain staff and sustain operations.

To address these issues, the Town of Canmore developed a Labour Market Recruitment and Retention Strategy (LMRRS), which identified the need for a more focused understanding of local training and skills development needs. Employers across sectors report difficulties not only in filling immediate vacancies, but also in finding and retaining employees with the technical (hard) and soft skills required for long-term business success. Without targeted training solutions, workforce challenges could continue to undermine local business capacity, innovation and community sustainability.

The Training Needs Assessment will provide an evidence-based analysis of the current and emerging skills gaps in Canmore's labour market. The project will include direct engagement with employers, workers, training providers and community partners to identify both operational workforce gaps (ensuring businesses can remain open and staffed) and aspirational gaps (building inclusive, resilient workplaces that support employee growth and retention). The outcomes will include a comprehensive report, mapping of identified gaps to existing training opportunities and actionable recommendations for training program development, adaptation or creation.

By delivering clear, data-driven insights into local training needs, the project will support Canmore's long-term labour market sustainability, help align training opportunities with the realities of employers and employees, and ensure that recruitment and retention strategies are informed by the skills most critical to the community's future.

3.3 PROJECT SITE

- 3.3.1** The Town of Canmore

3.4 SCOPE OVERVIEW/SCOPE OF SERVICES

3.4.1 GENERAL SCOPE OF WORK

The Town of Canmore's Economic Development Department and its partners are seeking to conduct a Training Needs Assessment to identify current and emerging workforce skills gaps and inform future training opportunities. The project will include interest holder engagement with employers, workers, and training providers. It will provide an analysis of labour market data to identify both hard and soft skills needs, as well as map gaps to existing training opportunities, resulting in a final report with prioritized, actionable recommendations to support recruitment, retention and inclusive workforce development in Canmore.

3.4.2 PROJECT OBJECTIVES AND SUCCESS METRICS

The Town of Canmore has carried out a project chartering session with key internal/ external interest holders. The following list of project objectives and success metrics were identified and adopted for the project.

| Project Objectives | | Success Metrics |
|--------------------|---|--|
| 1 | Deliver a well managed project | <ul style="list-style-type: none"> Meets cost and schedule constraints outlined herein, or as updated through Council approvals. Completed on time (May 2026) and within budget Project governance aligns with Town processes |
| 2 | Ensure clear and inclusive interest-holder engagement | <ul style="list-style-type: none"> Ensures interest holder involvement aligns with the project Ensures project utilizes multiple communication channels to engage diverse interest holders. Ensures a communication plan is developed to keep impacted interest holders informed about the project from the planning stage through to completion. |
| 3 | Produce an evidence based profile of skills gaps | <ul style="list-style-type: none"> Clear definition of technical (hard) and soft skills gaps – both operational and aspirational. |
| 4 | Provide feasible and implementable recommendations | <ul style="list-style-type: none"> Comprehensive report and executive summary which includes an implementation and or prioritization plan with estimated cost and timelines, e.g. now, next, later. Training program options mapped to local and regional opportunities. |
| 5 | Support recruitment, retention, and long term workforce development | <ul style="list-style-type: none"> Provide early indicators used to track retention and high-skilled employment outcomes. Recommendations for a recruitment strategy for the development of a highly-skilled and inclusive workforce. Recommendations for a retention strategy to maintain a highly-skilled and inclusive workforce. |

3.4.3 DUTIES, RESPONSIBILITIES & DELIVERABLES OF THE TRAINING NEEDS ASSESSMENT

- The project will take place within the Town of Canmore. Although the intention of this work is to have an impact on the economy of the Bow Valley as a whole.
- Development of communication strategies in partnership with the project steering committee and Town of Canmore Communications Department (final approval with them)
- **Develop an evidence-based profile of training and skills gaps**
 - Design and conduct interest holder engagement activities, such as surveys, interviews, and focus groups with employers, workers, training providers, educational institutions, and industry associations.
 - Collect and analyze quantitative and qualitative labour market data to identify current and emerging knowledge, skill, and competency gaps.
 - Define “skills” broadly, including both technical skills (e.g., certifications, trade skills, digital competency) and soft skills (e.g., emotional intelligence, leadership, intercultural competencies) that contribute to inclusive workspaces.
 - Define “gaps” in two dimensions: operational gaps (immediate workforce shortages that impact business operations) and aspirational gaps (longer term needs that improve retention, belonging and employee satisfaction).
 - Produce a detailed report and an executive summary summarizing findings and sector-specific trends.
- **Formulate recommendations for training program development and delivery**
 - Map identified skills gaps to existing training opportunities to determine alignment and deficiencies.
 - Estimated return on investment for the implementation of report recommendations.
 - Consult with training providers and educational institutions to explore program adaptation or creation.
 - Develop a set of prioritized, feasible, and costed recommendations for new or revised training programs.
- **Provide actionable guidance for recruitment and retention.**
 - Identify best practices and innovative approaches from comparable communities.
 - Translate assessment findings into practical recommendations for employers, workforce planners, and policymakers.
 - Present strategies in a format suitable for integration into the Training Needs Assessment and other relevant policy frameworks.
- **Present findings to Council and interest holders**

3.4.4 SERVICES NOT INCLUDED

- I. Policy drafting or bylaw development
- II. Direct implementation of recommendations, such actions will rely on the collaboration and commitment of multiple parties, including the Town, local employers, learning institutions, and workforce partners.
- III. Delivery of training programs or operational services, this project will inform such initiatives but not execute them.
- IV. Broad economic development planning outside workforce-related issues
- V. PROJECT BUDGET

To achieve the best outcome for this project and to obtain the most value for money, the Town of Canmore has a budget for consultant fees. The budget for Service Provider consultant fees (including fees for all members of a team) is a maximum of \$45,000, including expenses, and excluding GST. The Town of Canmore wishes to hire the ideal team to complete as much of the scope of work as possible and will evaluate Proponent proposals based on the best value provided for the budget.

Proposals submitted in response to the RFP that exceed the budget described above will not be considered.

3.5 ANTICIPATED PROJECT SCHEDULE

| Milestone | Date |
|---------------------|---------------------------|
| Consultant Award | Week of November 14, 2025 |
| Consultant Kick-Off | Week of November 28, 2025 |
| Draft Assessment | Week of April 17, 2026 |
| Final Draft | May 2026 |
| Council Approval | July 2026 |

END OF SECTION 3.0

4.0 RESPONSE REQUIREMENTS AND EVALUATION CRITERIA

4.1 FORMAT AND OUTLINE OF RESPONSES

All responses are to be submitted on 8.5" x 11" size paper with an electronic copy submitted in PDF (.pdf) as outlined in the RFP instructions.

Responses to each section shall be marked with the corresponding letter and number (e.g. A1, A2, etc.).

4.2 PROPOSAL SUBMISSION REQUIREMENTS

Proponents are requested to submit a proposal containing the following:

Proponents are requested to submit a proposal containing the following:

A. Mandatory Requirements:

| Requirements | | Page Limit |
|--------------|---|----------------|
| A1 | Signed signature and waiver sheet | Not Applicable |
| A2 | Signed addendum (addenda) if applicable | Not Applicable |
| A3 | Insurance Requirements: Provide evidence from your insurance company confirming your ability to secure insurance as described in Section 2.19 | Not Applicable |
| A4 | Proposed Fixed Fee Proposal does not exceed \$45,000 | Not Applicable |
| A5 | WCB Requirements: Provide evidence of WCB coverage as described in Section 2.20 | Not Applicable |

B. Letter of Introduction

| Requirements | | Page Limit |
|--------------|--|---------------|
| B1 | Provide a brief description of your firm (including subconsultants), your relevant experience, and describe why you want to work with the Town of Canmore. Explain why they are well-suited for the role. Include an organization chart. | Two (2) pages |

C. Project Understanding and Approach

| Requirements | | Page Limit |
|--------------|---|----------------|
| C1 | Describe your understanding of the project and unique challenges associated with delivering similar Training Needs Assessments | One (1) page |
| C2 | The Town of Canmore has established a scope of services and deliverables that aligns with the budget for this work – refer to Section 3. Based on your understanding of the Training Needs Assessment and experience in delivering similar projects, please provide your recommendation and approach regarding the scope of services and deliverables to meet the project objectives. | Four (4) pages |
| C3 | Provide a project schedule showing the key tasks and deliverables. Include any review periods required by the Town of Canmore. | Not Applicable |

D. Team and Relevant Experience

| Requirements | | Page Limit |
|---------------------|---|---------------------------------|
| D2 | Submit resumes for all staff members proposed to work on the project. Include highlights of a previous project the team collaborated on to demonstrate their collective experience. | Maximum One (1) page per person |
| D3 | Provide a summary of three to five relevant projects that your firm has completed or has ongoing. For each project, please provide: <ul style="list-style-type: none"> • A description of work completed by your team • List of people who worked on the project (only the team members proposed in this RFP) • A description of what made the project successful • A description of the relevance to this RFP • Budget • Key dates • Location • Awards • Web link to any reference documents. | Two (2) pages per project |

4.3 EVALUATION PROCESS

4.3.1 Selection of the Successful Proponent pursuant to this RFP will be made on the basis of the Proponent's written response and other factors germane to the Town of Canmore. The responses shall be evaluated based on the matrix shown below.

| Evaluation Criteria | Evaluation |
|---------------------------------------|-------------------|
| A. Mandatory Requirements | Pass / Fail |
| B. Letter of Introduction | 5% |
| C. Project Understanding and Approach | 50% |
| D. Team and Relevant Experience | 40% |
| E. Budget | 5% |

4.3.2 A submission will first be reviewed for compliance with the mandatory requirements of this RFP as listed above. A submission not complying with the criteria may be considered non-compliant and not receive further consideration.

4.4 PROPONENT SHORTLIST

4.4.1 It is expected that 3 Proponents will be shortlisted based on the evaluation of submissions for the criteria outlined in section 4.3 above. The Town of Canmore reserves the right to shortlist any number of Proponents.

4.4.2 Proponents are not guaranteed any paid assignment as a result of being shortlisted via this RFP.

Shortlisted Proponents may be required to undergo an interview prior to final selection of the Successful Proponent.

4.5 CONFIDENTIALITY OF EVALUATION

- 4.5.1** Evaluation scores and rankings are confidential, and apart from identifying the top-ranked Proponent, no details of the submission, score or ranking of any Proponent will be released to any Proponent.

4.6 RFP SCHEDULE

The following schedule has been established for this RFP:

- RFP issued on Town of Canmore website/Alberta Purchasing Connection OCT. 07, 2025
- Last day to submit questions to Town of Canmore designate OCT. 17, 2025
- Last day for Town of Canmore to issue final addendum OCT. 18, 2025,
- RFP closing date OCT. 24, 2025
- RFP evaluation period NOV. 07, 2025
- Shortlisted Proponent Interviews NOV. 08-12,
- 2025 Letter of award to be issued to Successful Proponent NOV. 14, 2025
- Issue letter of award to Successful Proponent NOV. 19, 2025

END OF SECTION 4.0

5.0 SIGNATURE, ACKNOWLEDGMENT AND WAIVER SHEET

1. By signing below, the Proponent hereby acknowledges and agrees as follows:
 - (a) Prior to submitting its response to this RFP, the Proponent has obtained from the Town of Canmore and thoroughly reviewed the entirety of the RFP including all addendums hereto and documents incorporated by reference into this RFP.
 - (b) The Proponent has thoroughly reviewed, understands and agrees to be bound by all terms and conditions of this RFP including those in all addendums hereto and documents incorporated by reference into this RFP, unless otherwise waived by the Town of Canmore in its sole discretion and confirmed in writing. The Proponent hereby waives any rights or claims that it was not aware of any document incorporated by reference into this RFP.
 - (c) The Proponent's representative signing below has the full authority to represent the Proponent in all matters relating to the RFP and bind the Proponent to the terms and conditions of this RFP.

| | |
|-------------------------|-----------------------|
| Name of Business Entity | |
| Complete Address: | |
| Phone | Mobile Phone |
| Fax | Email |
| Website | |
| Proponent Signature | Affix Corporate Seal: |
| Title | |
| Printed Name | |
| Date | |

Notes to Signatories:

Incorporated Proponents should affix a corporate seal to the signature sheet. If an incorporated Proponent does not affix a corporate seal, the Town of Canmore reserves the right to request documentation confirming corporate signing authority in the form of a director's resolution, evidence of current registered officers, or other corporate record.

Unincorporated Proponents must submit proposals signed by individual or legal entity with capacity to execute legal documents and bind the Proponent. The Town of Canmore reserves the right to request documentation confirming individual identities and authority of the signatory to represent the Proponent.

6.0 APPENDIX A – PROPOSED FIXED PRICE FORM

Request for Proposal - Training Needs Assessment
Reference Number: ECD2025-01



Date: _____

I/we, _____

(Company Name)

of _____

(Business Address)

I/we have carefully examined all documents prepared for this contract; and hereby offer to furnish all labour, materials, and services for the proper execution and completion of the entire scope of work for **Training Needs Assessment** including all addenda thereto which are acknowledged hereinafter for the above project for the fixed price indicated as follows:

Total proposed fixed price **excluding GST:**

_____ CAD Dollars (\$_____)

I/we acknowledge receipt of the following Addenda and have included for the requirements thereof in my/our RFP response: Addendum # _____ to _____.

(Signature)

7.0 APPENDIX B – HOURLY RATES

Date: _____

I/we, _____

(Company Name)

of _____

(Business Address)

Provide proposed hourly rates **excluding GST**:

| Position Title | Rate Per Hour (in CAD \$) |
|----------------|---------------------------|
| | |
| | |
| | |
| | |
| | |
| | |

I/we acknowledge receipt of the following Addenda and have included for the requirements thereof in my/our RFP response: Addendum # _____ to _____.

(Signature)

APPENDIX C – REFERENCE DOCUMENTS

Town of Canmore - [Labour Market Recruitment & Retention Strategy 2023](#)

The Job Resource Center – [Labour Market Review 2025](#)

The Calgary Herald – [Article](#)

The CBC – [Article](#)

The Banff Canmore Foundation – [Vital Signs Report](#)

The CBC –

The Rocky Mountain Outlook – [Article](#)

The CBC – [Article](#)

Global News – [Article](#)

The Town of Canmore – [Housing Action](#)