



# Request for Proposal

HR 24-02

Issued on:  
October 9, 2024

Requested by:

Melissa Clark, Human Resources Coordinator  
The Municipality of North Grenville  
285 County Road 44, P.O. Box 130  
Kemptville, Ontario K0G 1J0

One complete electronic copy of each proposal must be received by:  
**November 12, 2024 @ 11:00 a.m.**

## **1.0 INTRODUCTION**

The Municipality of North Grenville (the Municipality, North Grenville, MNG) is an urban/rural municipality located adjacent to the southern border of the City of Ottawa. As one of the fastest growing municipalities in Eastern Ontario, North Grenville is committed to providing a broad range of amenities and services to its residents and visitors alike.

The Municipality is responsible for the provision of a wide range of services including fire protection, by-law enforcement, emergency management, parks, recreation, cemeteries, local roads and bridges, snow removal, drainage, land-use planning, economic development, libraries, sewer and water services to the urban serviced area, and general municipal governance and administration.

The Municipality is a lower tier municipality located in the United County of Leeds and Grenville. The Municipality is governed by a Mayor, Deputy Mayor and three (3) Councillors. The Chief Administrative Officer oversees the Municipalities' eight (8) departments: Administration; Client Services; Planning and Development Services; Public Works; Corporate Services; Parks, Recreation, and Culture; Emergency and Protective Services (including volunteer firefighters); and the Finance Department. The Municipality operates the North Grenville Public Library which is overseen by a local board and employs various full-time and part-time staff.

The Municipality currently employs approximately 130 employees. These employees can be categorized as salaried, hourly, seasonal, and contract.

Staff remuneration has been adjusted annually by the Council approval. Senior Management are currently updating all job descriptions and shall have them completed at the time of engaging a consultant to undertake the work as outlined in this RFP.

North Grenville is committed to excellent customer service as well as the ongoing search for municipal modernization and increased efficiency and effectiveness. For that reason, we are undertaking an organizational and compensation review to ensure that the municipality is structured in the best way to be efficient, able to meet the needs of Council and the public in a timely fashion, sufficiently staffed to respond to increased workload resulting from growth and also, to ensure that North Grenville can attract and retain quality employees. The Municipality wishes to ensure alignment with legislation and to establish a sustainable compensation program that is in keeping with the municipal employment market.

The criteria used to evaluate options will include both potential cost, cost savings, and foreseeable benefit in terms of legislative compliance, health and safety, attraction and retention of employees, efficiencies per department, and effective coordination of departments.

The plan ultimately adopted by Council will include an implementation plan of the recommendations and a funding plan for the 2025 municipal operating budget.

## **2.0 PROJECT SCOPE AND DEADLINE**

The Municipality of North Grenville is seeking proposals from qualified consultants to undertake a review of the organizational structure and compensation of the municipality including all municipal departments, members of council, and the local library.

The scope of work is expected to include:

- A review of the current organization structure and alignment of department responsibilities.
- Recommendations related to identified and projected service and staffing needs now and leading five (5) years into the future.
- Review of the salary grid and benefits and comparison to similar sized and local municipalities with recommendations to attract and retain staff.

A key component of this process will include consultation with Staff and members of Council to support engagement, knowledge and successful implementation.

**Final Report to be submitted to the Project Management Team by March 7th, 2025 and presentation to council at a meeting in early 2025.**

### **3.0 PROJECT KEY COMPONENTS**

#### ***Communications***

The Consultant will provide and develop a timely and effective communication strategy for all aspects of the project to communicate with the employees, Directors, CAO, and Council. The successful consultant will attend up to two Council meetings to discuss the results. The project does not require the submission of reports or the making of presentations on the project's progress through various stages of the project.

- a. Recommend and coordinate a staff engagement, communication and implementation plan to ensure that staff are aware of how this compensation review process will be undertaken, the role the Joint Job Evaluation Committee will play, how positions will be evaluated, how the review will be implemented, etc. This will include the successful Consultant hosting onsite meetings with Municipal staff at various points throughout the process;
- b. Recommend and coordinate staff engagement, communication and implementation strategies

#### ***Organizational Review***

The organizational review will focus on identifying the necessary resources and the most efficient and effective structure to meet current and future service delivery requirements. The review will include all municipal departments, council, and the library. It will ensure improved interrelationships between department functionality.

- a. Review and evaluate the current organization structure and Staffing considering the Municipality's service delivery requirements.
- b. Related to the above, provide a commentary on external pressures and legislative requirements facing the Municipal organization, along with a projection of the impact they will have on future workloads and the organization's means to address them
- c. Related to the above, undertake a benchmarking comparison of the Municipality's current organizational structure and staffing levels against Municipalities of similar size and nature
- d. It is an expectation of this review that the consultant will obtain comments and suggestions from Department Heads and a cross section of permanent full-time staff, part-time staff as well as members of Council.
- e. Recommend revisions/adjustments of the current organization and staffing aimed at:
  - i. Maximizing efficiency by ensuring functions and combinations of functions are performed by the appropriate position/department
  - ii. Establishing appropriate staffing levels to meet service delivery requirements
  - iii. Improving service delivery to customers
- f. Develop job descriptions for any new and/or revised positions that are recommended

#### ***Compensation Review***

The objective of the compensation review is to ensure that North Grenville is positioned as a competitive employer with a fair, competitive and sustainable compensation program and opportunities for the development and growth of employees. The review will include all municipal departments, council and the library.

- a. Identify and define appropriate external labour market comparables considering size, population, local economic demographics, area economic climate, proximity, etc.
- b. Conduct, tabulate, analyze and summarize the survey of identified benchmark positions against appropriate comparators
- c. Conduct a comprehensive review of the benefits offered by the Municipality against

- appropriate comparators
- d. Complete internal salary relationship analysis to ensure internal pay equity
- e. Recommend any revisions to the salary grid and benefits package offered by North Grenville
- f. Prepare an analysis of the financial impact for implementation and identify the most cost-effective way to implement any recommended changes
- g. Recommend timing for any salary adjustments (retroactively if applicable) and timing for any changes or additions to benefits program
- h. Provide tools (coaching and training) for the Chief Administrative Officer, Senior Management Team, Human Resources Team and the Joint Job Evaluation Committee to be able to effectively assess current and new municipal staff positions in relation to the new salary scale based on clear, consistent and comprehensive evaluation criteria;

#### **4.0 RFP REVIEW AND EVALUATION CRITERIA**

Consultant selection will be based upon a qualitative review of Proposals submitted. Additional clarifying information may be requested from any or all consultants that submit a Proposal. Selection will be based on the qualified consultant determined to offer the best value for the project.

Proposals will be evaluated based on the following criteria:

a. Experience, Reputation and Resources 35%

The Evaluation Team will consider the Proponents demonstrated knowledge of Municipal organizations and Operations including:

- Experience on similar Municipal engagements
- The qualifications of key personnel
- References

Proponents should include the features of their services that give them a competitive advantage. The ability to dedicate time for work onsite will be favoured over the performance of services from another location.

b. Work Plan and Timelines 30%

The proposal should include a narrative that illustrates an understanding of the Municipality's requirements. The proposal should be evaluated on:

- The extent to which the approach meets the established need
- The level of Council and Staff engagement
- The establishment of clear milestones and progressive reporting. Proponents shall provide a schedule of activities and associated costs over the proposed period of the engagement

c. Financial 20%

The total proposed pricing shall be inclusive, including but not limited to, mileage, disbursements, and travel time along with all works as described within the RFP document. HST must be shown separately where applicable.

d. Quality of Proposal and Value Added 15%

The Proposal will be evaluated for completeness and ease of understanding. The ability to directly tie the Proposal back to the RFP's requirements will be ranked more favourably. Additional merit will be awarded to proposals that identify additional services or activities in addition to the specifications of the RFP.

#### **5.0 RFP SUBMISSION REQUIREMENTS**

Consultants interested in providing these services must prepare and submit a Proposal that includes:

- a. *Form of Proposal (Provided as Schedule A) and Cover Letter*

These documents are to be signed by an officer of the company authorized to execute a contract with the Municipality

*b. Consultant Qualifications*

This section shall describe the areas of expertise of current permanent Staff whether a sole proprietor or individuals on a team and the scope of services that can be provided by the firm without the services of contractors under the consultant's direction.

*c. Key Personnel*

Include a proposed project management structure. Identify the key contact for the project and all personnel, if applicable, who will be assigned to work on this project, including a description of their abilities, qualifications, and experience. Include resumes for all key individuals. There can be no change of key personnel once the proposal is submitted without prior written approval of the Municipality.

*d. Subcontractors*

Identify any portion of the scope of work that will be subcontracted. Include firm qualifications and key personnel, telephone number, and contact person for all subcontractors. The Municipality reserves the right to approve or reject all consultants or internal Staff performing consulting services, proposed by the consultant during or after the consultant review and selection process.

*e. Project Work Plan*

Provide a description of project understanding, detailed work approach, and methodology proposed to meet the stated objectives. The work plan should list specific tasks and any specific considerations, options, or alternatives. It is the responsibility of the respondent to anticipate and clearly identify all tasks required to satisfy the requirements of the RFP.

*f. Project Schedule*

Propose a timeline for completion of the Review including start date, milestones, and target date of completion. Any assumptions regarding turnaround time for Municipal Council or Staff review should be clearly noted.

*g. Fees and Expenses*

The fee shall include all applicable taxes itemized separately. Out-of-pocket expenses must be included in the total fees quoted in this proposal call. Proponents are also requested to provide information related to any fees for special work or additional assignments that be requested at a later date.

*h. References*

A list of projects completed by the proposer under which services similar to those required by this RFP were performed shall be listed in your proposal. An emphasis should be placed on projects undertaken within the last five (5) years and in similar-sized communities. Include a brief description of the services, dates the services were provided and name and email addresses for references familiar with the services provided

*i. Deadline and Delivery*

An electronic PDF version of the proposal shall be submitted to:

Municipality of North Grenville  
285 County Road 44  
Kemptville, ON. K0G 1J0  
Attention: Melissa Clark, HR Coordinator  
mclark@northgrenville.on.ca

Questions will be received until the end of day November 5, 2024 and shall be sent in writing to [mclark@northgrenville.on.ca](mailto:mclark@northgrenville.on.ca)

The Municipality reserves the right to distribute any and all questions (anonymously) and answers pertaining to this proposal by addendum. The final addendum, if applicable, will be issued on November 8, 2024

The deadline for the submission of a Proposal is November 12, 2024 at 11:00 a.m.

Proposals received after 11:00 a.m. will not be accepted. Proposals shall be clearly marked **“RESPONSE TO RFP # HR-24-02”**

Quote award is anticipated to be on or before: November 19th, 2024

**\*\*Bidders assume responsibility for all costs, expenses, loss, damage, and liabilities incurred as a result of or arising out of Quoting or out of the invitation to Bid.**

## **6.0 INDEMNIFICATION, HOLD HARMLESS AND INSURANCE REQUIREMENTS**

The successful Consultant will indemnify and save harmless the Municipality of North Grenville from and against any liability, loss, claims, demands, costs, and expenses, including reasonable legal fees, occasional wholly or in part by any acts or omissions either in negligence or in nuisance whether willful or otherwise by the Consultant, its agents, officers, employees, or other persons for whom the Consultant is legally responsible.

The successful Consultant will be responsible for any and all damages or claims for damages or injuries or accidents done or caused by them, their agents, subcontractors or employees resulting from the prosecution of the works, or any of their operations, or caused by reason of the existence of location or condition of the works, or any materials, plant or machinery used thereon or therein, or neglect or omission on their part, or on the part of any of their agents, subcontractors or their employees, to do or perform any or all of the several acts or things required to be done by them under and by these conditions and such damages and claim for damages.

The successful Consultant will be required to provide the following insurance

1. Workers Compensation coverage required by the Province of Ontario
2. Comprehensive or Commercial General Liability: \$2,000,000 combined single limit per occurrence for bodily injury, personal injury, and property damages
3. Professional Liability Errors and Omissions: \$2,000,000
4. Automobile Liability: \$2,000,000 combined single limit per accident for bodily injury and property damage

Change in Coverage:

It is understood and agreed that the coverage provided by the policy will not be changed or amended in any way, nor cancelled by the Consultant until sixty (60) days after written notice of such change or cancellations have been personally delivered to the Client.

## **7.0 LAWS OF ONTARIO**

Any Contract resulting from this RFP will be governed by and will be constructed and interpreted in accordance with the laws of the Province of Ontario. The Proponent(s) shall comply with all relevant federal, provincial, and Municipal statutes, regulations, and bylaws pertaining to the work and its performance.

## **8.0 CONFLICT OF INTEREST**

Proponents shall disclose any factual or potential conflict of interest and existing business relationships it may have with the Municipality, its elected or appointed official, or its employees.

## **9.0 REVIEW AND EVALUATION PROCESS**

Consultant selection will be based upon a qualitative review of the Proposals submitted. Municipal staff may request additional clarifying information from any or all consultants that submit a Proposal during the review process. Municipal Staff will evaluate the responses to this RFP and a recommendation will be made to the Council on the selection of the consultant determined to be the most qualified for the project.

## **10.0 ACCEPT OR REJECT PROPOSAL**

The Municipality reserves the right to reject at their discretion, any or part of, or all Quote Bids. The “lowest” Bid will not necessarily be accepted. All information available to the Municipality will be used in evaluating the Bids.

Requests for withdrawal of Quotes received prior to closing time will be allowed. However, withdrawal requests received after the closing time will not be allowed.

The following Bids will be rejected:

- Late Bid
- Bid not completed in ink or by non-erasable medium
- Incomplete Bid
- Bid Form not signed
- Bid Form provided not used

Bids which are conditional, or obscure, or which contain additions not called for, erasures, alterations, or irregularities of any kind, may be rejected.

Bids that contain prices which appear to be so unbalanced as likely to adversely affect the interests of the Municipality, may be rejected.

## **11.0 NEGOTIATION AND CONTRACT AWARD**

If the Municipality selects a preferred proponent or proponents, then it may:

- a. Enter into a contract with the preferred proponent(s); or,
- b. Enter into discussions with the preferred proponent(s) to attempt to finalize the terms of the contract(s) including financial terms and such discussion may include clarification of any issues arising from the submitted proposal, negotiation of amendments of the proposed work plan, and/or scope of the submitted proposal; or,
- c. If at anytime the Municipality forms the opinion that a mutually acceptable agreement is not likely to be reached, give the preferred proponent(s) written notice to terminate discussions in which even the Municipality may then either open discussions with another proponent or terminate this RFP and retain or obtain services in some other manner.

## **12.0 OWNERSHIP OF INTELLECTUAL MATERIALS**

All data collected and all resulting reports and publications prepared by the consultant will be the exclusive property of the Municipality of North Greenville who reserves ownership rights to all ideas and concepts developed.

### **13.0 TERMINATION OF CONTRACT**

The Municipality may terminate the contract, once awarded, at any time upon giving notice in writing at least thirty (30) days prior to the date of termination without penalty or recourse. In the event of such termination, the Consultant will be paid for agreed- upon services up to and including the date of termination.

### **14.0 CONFIDENTIALITY**

All submissions become the property of the Municipality and will not be returned to the Proponent. All submissions will be held in confidence by the Municipality unless otherwise required by law. Proponents should be aware that the Municipality is a “public body” defined by and subject to the Municipal Freedom of Information and Protection of Privacy Act of Ontario.

Information pertaining to North Grenville obtained by the Proponent as a result of participation in this project is confidential and must not be disclosed without written authorization from the Municipality.

### **15.0 PRICES**

Prices will be firm, not subject to escalation in Canadian funds, open for acceptance up to 90 days post-RFP close, and will include all taxes where applicable except the Harmonized Sales Tax that is payable. It is acknowledged that some or all services included herein may be subject to HST. HST will be shown separately from all prices indicated.

Prices submitted should be at the ‘most favoured customer pricing’ as offered to other customers in 2024 and will be guaranteed until the project is complete.



**RESPONDENT INFORMATION FORM:**

RESPONDENTS must complete this form and include with the submission. Please ensure that all information is legible.

1.	<b>Company Name</b>	
2.	<b>Respondent's Main Contact Individual</b>	
3.	<b>Address</b>	
4.	<b>Office Phone #</b>	
5.	<b>Toll Free #</b>	
6.	<b>Cellular #</b>	
7.	<b>Fax #</b>	
8.	<b>E-mail Address</b>	
9.	<b>Website</b>	
10.	<b>HST Account #</b>	

**Note: Scope of service and price quote must be approved by Municipal representative before work is commenced.**

- Lowest or any quotation not necessarily accepted.

**SCHEDULE "A" ORGANIZATIONAL REVIEW – RFP # HR-24-02**

I/We (the Contractor) have reviewed the specifications for the Request for Proposals for the Municipality of North Grenville and agree to undertake the work in a professional manner. I/We have reviewed all the terms and conditions of the forms in the Request for Proposal package.

The price shall include all costs (labour, equipment, mileage, etc.) to complete this work.

SUB TOTAL	HST	TOTAL
\$ _____	\$ _____	\$ _____

\_\_\_\_\_  
**RESPONDENT**

\_\_\_\_\_  
**SIGNATURE**

\_\_\_\_\_  
**DATE**

