



Request for Proposal

HR 24-01

Issued on:
May 30th, 2024

Requested by:

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

One complete electronic copy of each proposal must be received by:
July 4th, 2024 @ 11:00 a.m.

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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 seeking proposals from well positioned and innovative consultant teams with experience in the fulsome range of organizational structures and the multi discipline operations of municipalities to complete a Corporate Services Delivery, review of the Corporate Organization Structure, Operational Review and Compensation and Benefit Review with a specific focus on providing an evaluation of of the overall effectiveness and efficiency of the current municipal structure and operations, but also with a focus on innovative and modernized recommendations that support a coordinated approach to advance municipal operations, and to meet the future growth projections and community growth.

Consultants wishing to submit a proposal must submit via emailed pdf to Melissa Clark, Human Resources Coordinator, mclark@northgrenville.on.ca .

Proposals must be received by **July 4th, 2024 @ 11:00 a.m.** Proposals received after the above due date and time will not be considered.

A full description of the project and scope of work is set out herein.

1.0 INSTRUCTIONS TO PROPONENTS

1.1 Invitation

The Municipality is currently looking for a qualified consultant to complete a Corporate Service Delivery, Review of the Corporate Organizational Structure, Operational Review and Compensation and Benefit Review with a specific focus on providing an evaluation of the overall effectiveness and efficiency of the current municipal structure and operations.

The Municipality anticipates issuing a tender **May 30th, 2024** with the full reviews completed by end of year, prior to the next budget for 2025.

Consultants wishing to submit a proposal shall provide **one (1)** electronic copy of their proposal via email addressed to and by the following:

Consultants wishing to submit a proposal must submit via emailed pdf to Melissa Clark, Human Resources Coordinator at mclark@northgrenville.on.ca.

Proposals must be received by **July 4th, 2024 @ 11:00 a.m.** Proposals received after the above due date and time will not be considered.

Proposals received after the above due date and time will not be considered and will be replied to indicating the disqualification, then deleted. Fax submissions will not be accepted.

1.2 Charge for Documents

All documents, including background information, will be provided at no cost. Refer to section 3.6 for a list of background documents to be available to the successful consultant.

1.3 Costs Incurred by Proponents

All expenses incurred in the preparation and submission of proposals shall be borne by the Consultant. No payment will be made for any proposals received, or for any other effort required of or made by the Consultant prior to the commencement of work defined by the proposal approved by the Municipality.

1.4 Acceptance of Terms

All those who submit a proposal represent that they have read, completely understand, and accept the terms and conditions of this Request for Proposal (RFP) in full.

1.5 Insurance

1.5.1 Commercial General Liability

The Proponent shall, at their expense obtain and keep in force during the term of the Agreement, Commercial General Liability Insurance satisfactory to the Municipality of North Grenville and underwritten by an insurer licensed to conduct business in the Province of Ontario.

The policy shall provide coverage for Bodily Injury, Property Damage and Personal Injury and shall include but not be limited to:

- a) A limit of liability of not less than \$2,000,000/occurrence with an aggregate of not less than \$2,000,000

- b) Add the Municipality of North Grenville as an additional insured with respect to the operations of the Named Insured
- c) The policy shall contain a provision for cross liability and severability of interest in respect of the Named Insured
- d) Non-owned automobile coverage with a limit not less than \$2,000,000 and shall include contractual non-owned coverage (SEF 96)
- e) Products and completed operations coverage.
- f) Broad Form Property Damage
- g) Contractual Liability
- h) Owners and Contractors Protective
- i) The policy shall provide 30 days prior notice of cancellation.

1.5.2 Professional Liability

The Consultant shall take out and keep in force Professional Liability insurance in the amount of \$2,000,000 providing coverage for acts, errors and omissions arising from their professional services performed under this Agreement. The policy SIR/deductible shall not exceed \$25,000 per claim and if the policy has an aggregate limit, the amount of the aggregate shall be double the required per claim limit. The policy shall be underwritten by an insurer licensed to conduct business in the Province of Ontario and acceptable to the Municipality of North Grenville. The policy shall be renewed for 3 years after contract termination. A certificate of insurance evidencing renewal is to be provided each and every year. If the policy is to be cancelled or non-renewed for any reason, 90-day notice of said cancellation or non-renewal must be provided to the Municipality of North Grenville. The Municipality of North Grenville has the right to request that an Extended Reporting Endorsement be purchased by the Consultant at the Consultants sole expense.

1.6 Municipal Freedom of Information and protection of Privacy Act

In accordance with MFIPPA, this is to advise that any personal information Proponents provide is being collected under the authority of the Municipal Act and will be used exclusively in the selection process. All proposals submitted become the property of the Municipality. Proponents are reminded to identify in their proposal any specific scientific, technical, commercial proprietary, or similar confidential information, the disclosure of which could cause them injury. Complete proposals are not to be identified as confidential. The information contained in this proposal document may be utilized by the proponent solely for the purpose of preparing a proposal for submission to the Municipality. Any other use of the information for any other purpose is not authorized by the Municipality.

1.7 Clarification

All inquiries regarding this RFP must be sent by email to mclark@northgrenville.on.ca no later than end of day **June 21st, 2024**. Responses will be emailed to all registered firms by way of written addendum, no later than **end of day June 25th, 2024**.

2.0 TERMS OF PAYMENT

The successful Consultant shall be reimbursed on a monthly basis for actual work completed and time spent on the project. Monthly invoices are to include supporting documentation for all disbursements. Disbursements will be paid at cost.

Invoices submitted by the Consultant shall include the project title, a description of the work completed and a billing summary. This summary shall include the tasks set forth in the financial submission and shall indicate the budgeted cost, percentage invoiced to date and a total of these amounts for each task.

2.1 Proposal Validity

Proposals shall remain valid and open for acceptance by the Municipality for a period of sixty days (60) calendar days following the deadline for receipt of proposals.

2.2 Follow-On Contracts

The Municipality reserves the right to award subsequent phases of the project to the successful proponent, and fees for any follow-on contracts shall be based on the same unit or per diem rates proposed under this RFP, unless negotiated and approved otherwise.

The Municipality also reserves the right to request competitive proposals for subsequent phases of the project if deemed to be in the best interests of the Municipality of North Grenville.

3.0 TERMS OF REFERENCE

3.1 Background

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; and the Finance Department.

The Town 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 is 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.

In an effort for the Municipality to continue to attract and retain a skilled workforce, it will be important to ensure that compensation stays competitive with the external market.

3.2 General Conditions/Information

The objection of the Corporate Services Delivery, review of the Corporate Organization Structure, Operational Review and Compensation and Benefit Review:

- 1) To ensure that all existing staff positions are fairly assessed and associated to a salary structure within the context of comparable positions in the public sector;
- 2) To provide an updated/revised salary/wage grid inclusive of all positions;
- 3) To provide tools (coaching and training) for the Chief Administrative Officer, Human Resources Team, and the Joint Job Evaluation Review Committee to be able to effectively assess any current and new municipal staff positions in relation to the new salary scale based on clear, consistent and comprehensive evaluation criteria;
- 4) To ensure that the Municipality is able to effectively attract and retain its employee base through competitive and fair compensation and comparative analysis of municipal partners for cost-of-living policies and to develop a recommendation on implementation of a standardized policy within North Grenville
- 5) To ensure that the Municipality is fully compliant with Pay Equity legislation and to maintain internal equity amongst staff;
- 6) Recommend any changes to HR policies affecting compensation (i.e. overtime, stand-by, on-call);
- 7) To determine financial and other implications of a new compensation plan and policy changes; and
- 8) To recommend and coordinate staff engagement, communication and implementation strategies.
- 9) Review existing detailed information related to current service levels, staffing, and activity data to determine levels of effort currently utilized;
- 10) Identify municipal comparators relative to size of municipality (population, geography & households), building levels, land-value, recreational and tourism-based growth, projected and planned development, and anticipated types of development;
- 11) Develop appropriate key performance indicators (KPI's) for each Department to measure ability to provide services, workload and Divisional performance;
- 12) Recommended fees shall be provided for two scenarios:
 - a) Existing staff structure and complement
 - b) An initial range of no more than three (3) options of proposed staff structure and complement.

13) Provide a final report including timeframes for implementation performance opportunities.

3.3 Scope of Work

To fulfill the Plan Objectives, the successful Consultant will perform, at a minimum, the following tasks:

- 1) Review job descriptions and conduct any necessary staff/management interviews to gain a solid understanding of the roles and responsibilities of each position;
- 2) Conduct a job evaluation, compensation review and pay grade study for all full-time, regular part-time and seasonal Municipal employees, EPS staff, Council and Library staff;
- 3) Identify and define six (6) to eight (8) appropriate external labour market comparable considering size, population, economic climate, growth, including the City of Ottawa. The Municipality reserves the right to add or remove comparators prior to the external review work;
- 4) Conduct, tabulate, analyze and summarize a survey of identified (benchmark) positions against appropriate comparators;
- 5) Recommend a compensation pay structure including salary ranges for each job classification that defines the number of steps and minimum/maximum for each range for all full-time, regular part-time and seasonal Municipal employees, EPS staff and Library staff;
- 6) Complete internal salary relationship analysis including the development of appropriate internal relationship guidelines to ensure internal equity;
- 7) Recommend and describe in detail methodologies to be utilized for the ongoing maintenance of the classification and compensation system;
- 8) 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;
- 9) 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;
- 10) The Consultant team shall provide specific recommendations with regard to proposed changes in services, programs, and resources including whether specific services should be reduced, expanded, discontinued or delivered in an alternate way and

whether specific services and programs are best delivered by the municipality, another entity, the non-profit sector or private sector. Recommendations should include tools and training needs for communicating and implementing any change(s) required as a result of this review. The Project Committee will be the main point of contact to advance this discussion and support advancement of the final recommendations.

- 11) Organizational Efficiency and Effectiveness: Based on the recommended service delivery model, the consultant shall recommend changes to the operational structure including applicable Departments, Divisions, Council, (excluding EPS), other service providers, services and programs, updated reporting responsibilities, etc. with a view of maximizing innovation, adaptability and accountability. The proposed changes shall also weigh financial impacts with service improvements and operational efficiencies.
- 12) Key performance indicators and service standards are to be developed for relevant Departments that are in line with municipalities of similar size in population and geography and urban/rural compositions (and projected size) along with our Community Characteristics.
- 13) The Consultant recommendations in a “Closed Session” with Council will include a formal report that includes the legal opinion and the identification of any risks related to implementation of the proposed recommendations or alternatives to inform Council prior to their choosing the desired implementation option.
- 14) The final report will include an analysis of all recommendations and alternatives that identify the potential efficiencies to the municipality associated with the implementation of the recommendations or alternatives when choosing the desired implementation option.

3.4 Assumptions

It is important that the Plan acknowledges certain assumptions which the Municipality holds to be true:

1. Financial risk to the Municipality shall be minimized;
2. The Municipality will continue to attract and retain a skilled workforce, and as such, it will be important to ensure that compensation stays competitive with the external market;
3. Compliance with Pay Equity legislation

3.5 Project Reporting

The Consultant shall report to the Chair of the Project Committee. The HR Coordinator and HR Manager shall be the day-to-day Municipal Contact.

The Consultant shall provide one (1) digital copy of all documentation, in MS Word or PDF shall be provided.

3.6 Background Documents Provided

The following documents will be made available to the Consultant following the awarding of the contract:

- 1.The 2018 Job Evaluation/Compensation/Pay Equity Plans
- 2.Organizational charts
- 3.Pay grids
- 4.Human Resources Policies
- 5.Job descriptions
7. Long-term Population, Housing and Employment Study
- 8.Customer Service and Public Engagement Review (2022)

3.7 Summary of Key Dates for Proposal

Distribution of RFP	May 30th, 2024
Submission of proposal	July 4th, 2024
Consultant Clarification Question Submission	June 21 st , 2024
NG Clarification Answer Distribution	June 25th, 2024
Consultant interview (if necessary)	July 2024
Anticipated award of assignment (at the latest)	August 12th, 2024

4.0 EVALUATION CRITERIA

The successful firm will possess the requisite technical skills to deal with the complex matters to be addressed in the scope of work and will be required to work directly with Municipal staff, the project manager, the public, agencies, and stakeholders in a professional manner.

To achieve this, the Municipality is interested in a firm, which in addition to sound technical qualifications, exhibits such skills as timeliness, diplomacy, tact, strong communication ability (both written and verbal) and an understanding of the municipal culture.

The Consultant Project Team member(s) must demonstrate:

- Skills necessary to carry out the contract terms
- Significant experience in the related field

4.1 Basis of Selection

The Municipality intends to recommend the appointment of the Consultant on the basis of best overall value, based upon a review of the technical and fee proposal, and the consultant interview. The Consultant appointment is subject to approval by the Municipality in accordance with the provisions of the Procurement By-Law.

4.2 Selection Criteria

A total of 100 points will be allocated to each proposal, as follows:

Category	Available Points
<i>Technical:</i>	
Qualifications and Experience of Company	20
Qualifications and Relevant Experience of Project Team	20
Understanding of Objectives	15

Quality of Approach and Methodology	20
Proposed Work Plan and Schedule	5
Sub-total	80
<i>Financial:</i>	
Fees and disbursements (including sub-consultants)	20
Total	100

Financial points will only be awarded to submissions that have achieved a minimum score of 60 out of 80 points on the technical evaluation criteria. Proposals that do not meet this minimum score will be deemed non-compliant and will be given no further consideration.

Technical proposals scoring 60 points or higher will be evaluated financially, on the following basis:

The lowest cost submitted will be awarded 20 points, and the other cost proposals will be awarded points based upon the ratio of the cost submitted to the highest cost submitted, e.g.:

$$\text{Points} = 20 \times \left(1 - \left[\frac{\text{Proposal cost} - \text{Lowest}}{\text{Highest} - \text{Lowest}} \right] \right)$$

4.3 Qualifications and Experience of Company

Provide a brief company profile and recent relevant experience. Provide three (3) similar projects completed by your firm in Compensation/Job Evaluation and Service Delivery Review, including as a minimum, one (1) project completed in the last two (2) years. Provide client references for each project.

4.4 Qualifications and Recent Relevant Experience of Project Team

Provide the qualifications, recent relevant experience, and responsibility of each member of the project team (Project Manager, key team members, sub-consultants, and other staff), clearly stating the employment history of the Project Manager and key team members, years with current firm and work location. Resumes should be included in an appendix.

4.5 Understanding of Objectives

Describe your understanding of the assignment, including overall scope and objectives, noting any particular issues that may require specific attention.

4.6 Quality Approach and Methodology

Describe the approach and methodology to be followed in completing all aspects of the assignment in order to achieve the stated project objectives.

4.7 Proposed Work Plan and Schedule

Provide a work plan and schedule in the form of a Gantt chart to illustrate the breakdown of the major tasks and the level of effort of the individual team members in sufficient detail to allow a complete understanding as to how and by whom the work is to be carried out.

The Consultant shall allow a minimum of 1 week for the review of draft Plan (at the 99 percent complete stage).

The Consultant shall outline the measures that it has in place to ensure the project delivery and cost control to meet the needs of the Municipality.

4.8 Fees

The Consultant is to provide a total upset limit price, including all fees, sub-consultants, and disbursements, but exclusive of HST, to complete this assignment in accordance with the services detailed herein in the Consultant's proposal.

The breakdown of fees shall be presented in a table format identifying the level of effort that each team member has allocated to each of the tasks in the proposed work plan, as well as disbursements for each task, if applicable.

Costs for materials for display and distribution for all public open houses and public meetings are to be included as a disbursement. Costs of newspaper advertisements and rooms for public meetings will be the responsibility of the Municipality.

All reasonable and proper expenses incurred by the Consultant shall be reimbursed without any allowance thereon for overhead and/or profit. The following costs shall not be reimbursed:

- Communication expenses including facsimile, local phone, and cellular charges.
- Standard PC or computer aided design and drafting equipment (excludes specialized equipment or software as identified in Consultant's proposal); and
- Travel and living expenses unless identified in the proposal or approved in advance.

The Consultant shall provide the per diem cost for any additional public meetings as a separate line item, should they be required.

4.9 Consultant Interviews

Up to three (3) of the highest rated proposals **may** be invited by the Municipality to attend an interview to present and discuss their proposal. Interview details and evaluation criteria will be provided at the time of notification of request to attend an interview.

5.0 SPECIAL TERMS AND CONDITIONS

Submission of a proposal constitutes acknowledgement the proponent has read and agrees to be bound by all the terms and conditions of the Request for Proposal.

The Municipality will not make any payments for the preparation of the response to the Request for Proposal. All costs incurred by a proponent will be borne by the proponent.

This is not an offer. The Municipality does not bind itself to accept the lowest price proposal, or any proposal submitted.

The Municipality has the right to cancel the Request for Proposal at any time and to reissue it for any reason whatsoever, without incurring any liability and no proponent will have any claim against the Municipality as a result of the cancellation or re-issuing of the Request for Proposal.

The Consultant acknowledges that the Municipality shall have the right to reject any, or all, Proposals for any reason, or to accept any Proposal which the Municipality in its sole unfettered discretion deems most advantageous to itself. The lowest, or any, Proposal will not necessarily be accepted, and the Municipality shall have the unfettered right to:

- (i) Accept a non-compliant Proposal.
- (ii) Accept a Proposal which is not the lowest Proposal.
- (iii) Reject a Proposal that is the lowest Proposal even if it is the only Proposal received; and,
- (iv) Negotiate with the successful proponent and to waive irregularities and omissions, if in so doing the best interests of the Corporation will be served. No liability shall accrue to the Corporation for its decision in this regard.

The Municipality reserves the right to consider, during the evaluation of Proposals:

- (i) information provided in the Proposal document itself.
- (ii) information provided in response to enquiries of industry references set out in the Proposal.
- (iii) information received in response to enquiries made by the Municipality of third parties apart from those disclosed in the Proposal in relation to the reputation, reliability, experience, and capabilities of the Consultant.
- (iv) the manner in which the Consultant provides services to others.
- (v) the experience and qualification of the Consultant's senior management, and project management.
- (vi) the compliance of the Consultant with the Municipality's requirements and specifications; and
- (vii) innovative approaches proposed by the Consultant in the Proposal.

The Consultant acknowledges that the Municipality may rely upon the criteria which the Municipality deems relevant, even though such criteria may not have been disclosed to the Consultant. By submitting a Proposal, the Consultant acknowledges the Municipality's rights under this Section and absolutely waives any right, or cause of action against the Municipality, by reason of the Municipality's failure to accept the Proposal submitted by the Consultant, whether such right or cause of action arises in contract, negligence, or otherwise.

If a contract is to be awarded as a result of the Request for Proposal, it will be awarded to the proponent whose proposal, in the Municipality's opinion, provided the best potential value to the Municipality and is capable in all respects to fully perform the contract requirements and the integrity to assure performance of the contract obligations based on the objective assessment outlined above.

If the Municipality decides to award a contract based on a submission received in response to this Request for Proposal, the successful proponent will be notified of the intent to award in writing, and the subsequent execution of a written agreement shall constitute the making of a contract. Proponents will not acquire any legal or equitable rights or privileges whatsoever until the contract is signed by both parties.

In the event of any inconsistency between the RFP and the contract, the contract shall govern.

The Municipality reserves the exclusive right to determine the qualitative aspects of all proposals relative to the evaluation criteria. Unsuccessful proponents will be provided with a verbal debriefing on the evaluation of their submission after the selection process has been completed, if so requested.

Proponents may not amend or withdraw their proposals after the closing date and time.

Proposals will be evaluated as soon as practicable after the closing time.

The proposals and accompanying documentation submitted by the proponent are the property of the Municipality and will not be returned.

Proponents are advised that all communications with the Municipality related to this RFP during the bidding process must be directly and only with the individual named in section 1.1.