



REQUEST FOR PROPOSAL

RFP 2021-001

PROFESSIONAL CONSULTING SERVICES

for a

MUNICIPAL COMPENSATION REVIEW

Issue Date: February 25, 2021

Closing Date: March 31, 2021 (12 Noon)

Contact: Chris Wray, AMCT
Town Manager
Township of Black River-Matheson
429 Park Lane
Matheson, ON P0K 1N0

Telephone 705-273-2313 Ext. 321

Email townmanager@blackriver-matheson.com

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1.0 General Description of Project

The Township of Black River-Matheson is issuing this Request for Proposal (“RFP”) to identify qualified consulting firms or individuals (the “Consultant”) for the preparation of a Compensation Review. The Township seeks a Consultant that has experience in such work including an assessment of the Township of Black River-Matheson compensation levels, compensation agreements (policies), job titles and job descriptions where warranted. This request for professional services will recommend changes to improve accountability, efficiency, effectiveness and responsiveness for positive results. The Township also requires the review to contain an *Implementation Plan*, outlining a prioritization of ongoing, immediate, short-term, medium-term and long-term Implementation actions. The selected Consultant will be one that has demonstrated experience in the preparation of municipal compensation reviews and maintenance. The purpose of this RFP is to solicit responses from Consultants wishing to be considered for this project to enhance the Township and its delivery of core services.

The goal of this project is to create a roadmap or blueprint for change providing recommendations to assist the Township in becoming more operationally effective and efficient with a focus on excellence in quality customer care as well as to align organizational capacity to ongoing strategic priorities, more specifically the current draft Corporate Strategic Plan.

The basic components of the review will include:

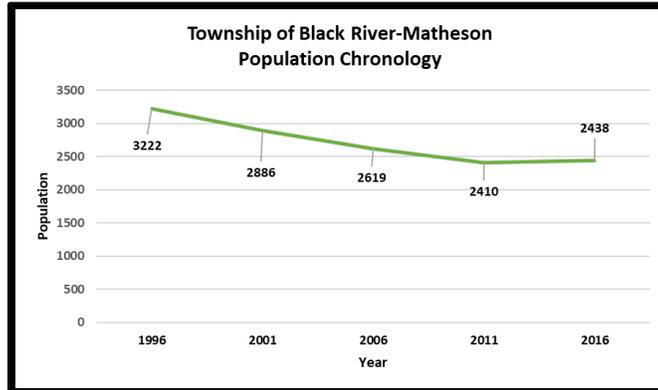
- a) Review the existing compensation and pay equity structure and outline benefits and challenges.
- b) Review all compensation agreements, pay equity plan and applicable policies and identify opportunities for improvements and changes.
- c) Report on findings and make recommendations.
- d) Provide an implementation plan for change, maintenance and continuous improvement.

2.0 Background

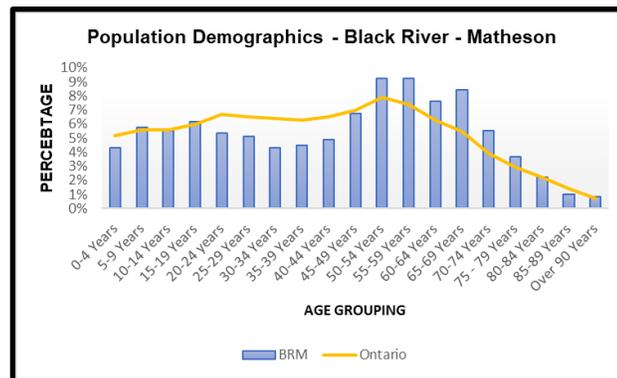
Resulting from a formal amalgamation in 1971, the Township of Black River-Matheson consists of five (5) main hamlets: Shillington, Matheson, Ramore, Holtyre and Val Gagne. Matheson is the largest hamlet and lies approximately 56 kilometers northwest of Kirkland Lake, 65 kilometers east of the Timmins city core and 320 kilometers north of North Bay. Matheson, the administrative center of the Township of Black River-Matheson, is centrally located at the junction of Trans-Canada Highway #11 and Highway #101, and almost equidistant from the cities of Timmins, Kirkland Lake, the Town of Cochrane and the Quebec border near the city of Rouyn-Noranda, Quebec.

2.1 Demographic Information

Based on the information collected as part of the Township’s 2016 Census Profile, the Township’s population is 2,438 with 1,149 private dwellings. In between the two Census periods (2011 and 2016), the population increased by 1.2% or 28 persons. Between 1996 and 2016, the population decreased by 784 persons or 24.3%, mainly attributed to the collapse of the forest industry and poor prospects in the mining industry. The following chart illustrates changes in the Township’s population between 1996 to 2016:



The demographics for the Township are not much different than many municipalities in Northern Ontario. Typically, municipalities in the North have fewer residents aged 19 years or younger with a higher number of residents aged 60 years or more. Based upon the analysis, 21.6% of the Township’s residents are 19 years old or younger with 29.2% of the community aged 60 years or older.



As a Township, Black River-Matheson is responsible for various activities governed by Ontario’s *Municipal Act, S.O. 2001* including taxation, roads, water and wastewater servicing, planning and building, recreation, policing, fire suppression and general government.

Black River-Matheson has an annual operating budget of approximately \$7 million with 30% of that dedicated to policing services and the Cochrane District Social Service Administration Board. The annual capital budget can vary from \$3 million to \$5 million.

Like many communities in Northern Ontario, Black River-Matheson has experienced a decline in population in recent years and is now faced with an aging population with limited opportunities to replace a retiring workforce. As a result, the Township is facing a range of challenges having an impact on municipal service delivery and local quality of life. The role and influence of municipalities and citizen expectations for quality service, value-for-the-taxpayers dollar and effective governance are on the rise. There is a commitment by the Township to the delivery of quality public services, facilities and infrastructure and strives to meet the day-to-day requirements in the community through a wide range of core services.

The Township aims for service excellence while offering a variety of amenities, facilities, programs and services that residents, visitors, businesses and customers need and expect. Municipal Council and staff are committed to building a focused, responsive, resource-conscious and results-oriented organization. The Council and Administration of the Township of Black River-Matheson has experienced several changes and transitions in the past year, including but not limited to senior staff turnover, increasingly limited resources, evolving regulatory standards, increased need for accountability and increased public expectations for efficient service delivery. The aforementioned variables have necessitated this Compensation Review.

2.2 Township Personnel & Compensation System

Personnel employed by the Township include¹:

Type	Union / Non-Union	Number
Town Manager	Non-Union	1
Directors	Non-Union	2
Infrastructure Staff; including Sewer and Water	Union	14
Community Services; Parks and Recreation	Non-Union	1
	Union	2
Administrative Office Staff / Technology Staff	Non-Union	3
	Union	2
Permanent Part-Time / Seasonal Part-Time	Non-Union	3
	Union	3
Summer Staff Part-Time	Non-Union	6
Public Library - CEO	Non-Union	1
Public Library – Part-Time	Non-Union	2
Volunteer Fire Service	Non-Union	60

Employee compensation is managed through the following:

Who	Agreement ²	Comment
CUPE 1490 Unionized Employees	Collective Bargaining Agreement	<i>Labour Relations Act</i>
CUPE 1490 Unionized Employees	Pay Equity Plan	Pay Equity Act

¹ Numbers may vary.

² All agreements are subject to the minimums of Provincial Legislation including the Employment Standards Act and Pay Equity Act

Non-Union Staff	None	Governed by present municipal personnel policies
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3.0 Scope of Work

The successful Consultant, provided with assistance from and coordinating with the Town Manager, will develop and facilitate a process to produce the following deliverables and must take into consideration any and all differences in unionized, non-unionized and management staff.

- a) Recommended changes to the municipal compensation system including the current pay equity plan(s).
- b) Changes to job descriptions in accordance with the organizational chart. This exercise is to reflect best practices and be used in conjunction with Pay Equity Act compliance.
- c) A review of the current Pay Equity Act requirements of the Township and commentary on the level of legislative compliance.
- d) A review and comment of the compensation levels for all staff.
- e) Recommendations regarding ongoing maintenance of any Pay Equity Plan or any Compensation Plan including the establishment of any new position or changes to existing positions.
- f) A final written report to the Town Manager summarizing the results of the review incorporating findings, an analysis, recommendations, conclusions and work plans (including detailed implementation and/or phasing plans).
- g) One printed copy and one (1) electronic copy (PDF) shall be provided to the Town Manager by the agreed upon completion date. In addition, if applicable, the Consultant shall provide all presentations and materials in a form acceptable to the Town Manager.
- h) The Consultant may be required to appear before Council to present the final report at a mutually agreed upon time and method.

The following is a general description of the process expected in undertaking the review and evaluation of the current compensation system. The Township encourages modification of these general steps by the Consultant to achieve an enhanced, more efficient and/or effective outcome that is true to the process previously noted:

- a) Initial start-up meeting with the Town Manager.
- b) Research and review of resource information and setting of benchmarks through review of current structure and processes.
- c) Facilitate meetings and/or conduct interviews with staff members including unionized employees, where necessary.

- d) Prepare a preliminary report to include identification of gaps, strengths and draft recommendations for changes addressing current challenges and embracing future opportunities designed to achieve the following outcomes including:
 - i. Draft implementation and internal communication strategies.
 - ii. Review and amend the preliminary draft report to incorporate comments received.
 - iii. Draft job descriptions based on the organizational structure.
 - iv. Draft personnel policy directions.
- e) Submit and/or present a final report and recommendations in electronic and paper format, including final versions of all deliverables. The final report to include analysis of project findings including recommendations and an action plan (immediate, short, medium and long-term) to implement.
- f) The action-oriented implementation plan will include timelines that recognize priorities and resource constraints. The action plan is intended to be a road map or blueprint for action that ensures implementation is doable and will achieve expected results.

The recommended strategies and implementation plans will be required to be fiscally responsible and mindful of the resource and staffing capacity limitations of the Township.

4.0 Contact

Questions regarding this RFP should be directed to:

Chris Wray, AMCT
Town Manager
Township of Black River-Matheson
429 Park Lane
Matheson, ON P0K 1N0

(Phone) 705-273-2313 (ext. 321)
(Cell) 705-914-0551

Email – townmanager@blackriver-matheson.com
Website – www.black-river-matheson.com

Questions via email is the preferred method of contact. All questions and answers will then be distributed to all respondents.

5.0 Proposed Project Schedule

RFP Issued	February 25, 2021
Deadline for submission of proposals	March 31, 2021 (12 Noon)
Opening of Proposals	April 2021
Awarding of Proposal	April 30, 2021
Final Delivery Date of Review	August 31, 2021

6.0 Consultant Requirements

Minimum requirements by the Consultant for submission of a proposal in response to the RFP shall include the following:

- a) Demonstrated understanding of public sector management, local municipal organization and operations including service delivery, research methods, group consensus building, implementation methods, and monitoring and up-to-date processes.
- b) Demonstrated familiarity with the development and implementation of personnel policies including those related to compensation.
- c) Demonstrated experience, competence, and qualifications of the Consultant and the participating staff successfully providing similar services to public entities (three references will also be required).
- d) Demonstrated understanding and experience in the *Ontario Pay Equity Act*, the *Pay Equity Commission* and establishing appropriate systems that support the legal requirements of the Township.
- e) Understanding of the requested services and appropriateness of the proposed work program.
- f) Ability to perform the work in a timely manner, availability of staff (if included) and contingency plans and is to include a work schedule.
- g) Proposals must state the Consultant's related business information.

7.0 Consultant's Work Schedule

The Consultant's work schedule will begin immediately upon award of contract and is expected to continue until Council approves the acceptance of a complete plan. A proposed work schedule for the Review process must be submitted as part of the proposal to ensure completeness of the process and all invoices to be submitted by the deadline completion date of the plan.

8.0 RFP Proposal Submission Requirements

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

- a) Cover Letter
The cover letter is to be signed by an officer of the company authorized to execute a contract with the Township.
- 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 résumés for all key individuals. There can be no change of key personnel once the proposal is submitted without the prior written approval of the Township.
- 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 Township 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
A description of project understanding, detailed work approach and methodology will be identified. The work plan should list specific tasks and any specific considerations, options or alternatives.
- 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) Budget
Provide a detailed fee proposal by task for the services identified in the scope of work section of this proposal. Identify sub-tasks and the respective cost in your fee proposal as necessary. This section of your proposal shall include a professional fee schedule (hourly fee chart) for the Consultant (and if applicable the Consultant's personnel) and the subcontractor's key personnel identified above who would be working on this project. Hourly fees for additional or optional services that may be required shall also be included. Unless specified in the submission, the professional fee schedule shall include any costs associated with complying with the Township's insurance requirements. The fee charged shall include the time to present to Municipal Council.
- h) References
A list of projects completed by the respondent under which services similar to those required by this RFP where performed shall be listed in your proposal. An emphasis should be placed on projects undertaken within the last five (5) years and if those projects undertaken for public agencies were located in similar sized communities. Include a brief description of the services, dates the services were provided and name and telephone number or references familiar with the services provided.
- i) Work Samples
Provide brief descriptions of two projects dealing with organizational and compensation reviews prepared by or under the direction of your firm. Include in your description the techniques used in the process and the outcome(s).

j) Presentation

Proposers may be requested to be available for an interview with municipal staff and possibly with members of Council as part of the final selection process. The lead member(s) of the consulting team will be expected to attend any interviews scheduled with the Township.

k) Deadline and Delivery

One (1) bound copy of the proposal on 8 ½ inches x 11 inches paper printed on both sides of the pages and an electronic (PDF) version of the proposal shall be submitted to:

**The Township of Black River-Matheson
429 Park Lane
Matheson, ON P0K 1N0**

Attention: Chris Wray, Town Manager

Email: townmanager@blackriver-matheson.com

The deadline for the submission of a Proposal is *March 31, 2021 at noon EST*. Information submitted by electronic mail (**except for the electronic PDF copy**) is acceptable. Proposals received after *noon EST on March 31, 2021* will not be accepted.

9.0 Budget

The Township of Black River-Matheson has not yet finalized its 2021 Budget. If the proposals received are considerably higher than any final budget, a report to Council for additional funds will be required which may delay or cancel the awarding of the project. Proposals should include details on the items that can be delivered within the scope with an associated budget that outlines the number of days required for tasks contained in the methodology, and per diem rates.

The budget should also include costs for travel and other direct expenses associated with the project. All direct expenses are to be billed at actual costs. Consultants are encouraged, but not required, to provide a detail of value-added services that can be provided at an additional cost including the cost and rationale for undertaking them. This is to be a separate section in the proposal.

10.0 Indemnification, Hold Harmless and Insurance Requirements

In addition to other standard contractual terms, the Township will require the selected vendor to comply with indemnification, hold harmless and insurance requirements as outlined below:

The Consultant shall indemnify and hold harmless the Township (including any of its bodies, agencies, councils and associations and their servants, agents, officers, directors, elected officials, successors, assigns, employees and personal representatives and each of them) from and against any loss resulting from negligence, claim, demand, damages,

liability, and costs and permitted assigns. This provision shall survive termination of any agreement resulting from this RFP.

The vendor shall procure and maintain, for the duration of this contract, insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Consultant, his/her agents, representatives, employees or subcontractors. The cost of such insurance shall be paid by the Consultant. Insurance shall meet or exceed the following unless otherwise approved by the Township.

10.1 Insurance Requirements

- a) Worker's Compensation coverage as required by the Province of Ontario.
- b) Comprehensive or Commercial General Liability: \$2,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage.
- c) Professional Liability Errors and Omissions: \$2,000,000
- d) Automobile Liability: \$2,000,000 combined single limit per accident for bodily injury and property damage.

11.0 Equal Opportunity

The Township is an equal opportunity employer and requires all Respondents to comply with policies and regulations concerning equal opportunity. The Respondent, in the performance of this contract, agrees not to discriminate in its employment due to an employee's or applicant's race, religion, national origin, ancestry, gender, sexual preference, age, physical handicap or any other characteristic protected by law.

12.0 Accessibility

The Township is committed to and working toward ensuring municipal services is accessible to all. We strive to meet or exceed the standards set by the *Accessibility for Ontarians with Disabilities Act* ("AODA") which are rules established by the Province to help businesses and organizations identify, remove and prevent barriers to accessibility. The AODA requires accessibility of goods, services, facilities, accommodations, employment as well as information and communication.

13.0 Sustainability

The Township recognizes that being sustainable is a responsibility of the Township essential to long-term economic prosperity, the social well-being of its residents and protecting environmental capacity and can only occur through community engagement and involvement.

14.0 Review and Evaluation Process

The selection of a Consultant 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 may interview the top-rated Consultant or all Consultants. Following the interview, a recommendation may be made to the Council on the selection of the Consultant determined to be the most qualified for the project. It is anticipated that the Township of Black River-Matheson and the selected Consultant will award the winning

proponent no later than *April 30, 2021*, subject to the successful consideration of the Township Budget 2021.

An evaluation by the Town Manager or a Staff Committee will be conducted, and each proposal will be scored. Proposals will be evaluated on the basis of the following criteria:

- a) Experience and Qualifications (35 %)
 - i. Knowledge of Municipal Organizations and Operations
 - ii. Planning and Project Management
 - iii. Resumes
 - iv. References

- b) Approach (35%)
 - i. Quality of the Consultant's Approach
 - ii. Proposed Frameworks and Methodologies
 - iii. Type of Consultation Activities and Events
 - iv. Timeline and Duration
 - v. Implementation Plan

- c) Budget (30%)

15.0 Accept or Reject Proposal

The Township reserves the right to accept or reject any or all proposals and recommendations and may waive minor errors or omissions in any proposal. The Township reserves the right to select a Consultant, who in and upon our approval provides the most advantageous solution and demonstrates their ability to provide the expected outcomes of the proposals that will best serve the interests of the Township. Black River-Matheson is not obligated to award the contract based on the lowest price or any other particular factor. The Township will not be liable or reimburse any firm for the costs they incur to prepare their proposals. The Township also reserves the right to substitute components where the Township considers that an alternative may be more suitable and the right to modify any and all requirements stated in the RFP at any time prior to the possible awarding of the contract. The RFP does not commit the Township to award a contract or to pay any costs incurred in the preparation of a proposal or attendance at a pre-awarded meeting.

16.0 Ownership of Intellectual Materials

All data collected and all resulting reports and publications prepared by the Consultant will be the exclusive property of the Township of Black River-Matheson who reserves ownership rights to all ideas and concepts developed.

17.0 Termination of Contract

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