



DRYDEN

BLAZE YOUR TRAIL | MII-KIN-AA-KAN

The Corporation of The City of Dryden

REQUEST FOR PROPOSALS

**Human Resource Strategic
Management Plan 2021-2025**

Contents

- 1 RFP TIMETABLE 1
- 2 INTRODUCTION..... 2
 - 2.1 Invitation to Proponents 2
 - 2.2 Type of Agreement for Deliverables..... 3
 - 2.3 No Guarantee of Volume of Work or Exclusivity of Contract..... 3
 - 2.4 Accessibility for Ontarians with Disabilities Act, 2005 (“AODA”) 3
- 3 PROPOSAL SUBMISSIONS..... 5
 - 3.1 Proposal Submission Information 5
 - 3.2 Proposal Evaluation Process and Stages..... 6
 - 3.3 Forms, Submission and Rectification 7
 - 3.4 Tie Score 8
- 4 TERMS AND CONDITIONS OF THE RFP 9
 - 4.1 General Information and Instructions 9
 - 4.2 Communication after Issuance of RFP 9
 - 4.3 Negotiations, Notification and Debriefing 11
 - 4.4 Conflict of Interest and Prohibited Conduct 12
 - 4.5 Confidential Information..... 13
 - 4.6 Procurement Process Non-binding..... 14
 - 4.7 Governing Law and Interpretation 15
 - 4.8 Performance Reviews..... 15
 - 4.9 Bypass Right..... 15
- 5 MATERIAL DISCLOSURES 16
 - 5.1 Insurance Coverage Requirements..... 16
 - 5.2 Workplace Safety and Insurance Board (WSIB)..... 16
 - 5.3 Site Specific Health and Safety Plans 16
 - 5.4 Staff Identification..... 16
 - 5.5 Notification of Designated Substances on Project..... 17
 - 5.6 Notification of Site Conditions or Other Hazards..... 17
 - 5.7 Asbestos 17
 - 5.8 Proponent Responsible for Obtaining Independent Legal Advice 17
- 6 SUBMISSION FORM A - PROPONENT ACKNOWLEDGEMENTS 18

6.1	Proponent Information	18
6.2	Acknowledgment of Non-binding Procurement Process	19
6.3	Ability to Provide Deliverables	19
6.4	Non-binding Price Estimates	19
6.5	Addenda.....	19
6.6	Policies	19
6.7	Prohibited Conduct.....	20
6.8	Disclosure of Information	20
6.9	Conflict of Interest	20
6.10	Conflict of Interest Declaration	20
6.11	Conflict of Interest Declaration - Dryden Staff.....	21
6.12	Confirmations	22
7	SUBMISSION FORM B - NOT APPLICABLE.....	24
8	SUBMISSION FORM C - PRICING	25
9	SUBMISSION FORM D - NOT APPLICABLE	26
10	SUBMISSION FORM E - LIST OF SUBCONTRACTORS	27
11	SUBMISSION FORM F - METHODS & PROCEDURES	30
12	SUBMISSION FORM G - REFERENCES.....	36
13	APPENDIX A - SCOPE OF WORK	39
14	DEFINITIONS.....	44

1 RFP TIMETABLE

RFP Title	Human Resource Strategic Management Plan 2021-2025
RFP Number	R-2021-2

Proponents should submit their proposals according to the following timetable and instructions.

Issue Date of RFP	Tuesday, 12 January 2021
Deadline for Questions	Wednesday, 26 January 2021
Deadline for Issuing Addenda	Wednesday, 2 February 2021
Submission Deadline	Friday, 12 February 2021
Rectification Period	Three (3) Days unless otherwise noted in a Rectification Notice.

For the purposes of this procurement process, the City of Dryden contacts shall be:

Allyson Euler
Acting City Clerk
30 Van Horne Avenue
Dryden, ON P8N 2A7
Tel: (807) 223-1432
Email: aeuler@dryden.ca

Marshalina Reader
Special Projects and Communications Manager
30 Van Horne Avenue
Dryden, ON P8N 2A7
Tel: (807) 747-2578
Email: mreader@dryden.ca

The RFP Timetable is tentative only and may be changed by the City at any time. Any changes to the RFP Timetable will be issued by way of Addenda, all of which will be posted on the City's website.

2 INTRODUCTION

2.1 Invitation to Proponents

This Request for Proposal (“RFP”) is an invitation by The Corporation of the City of Dryden (hereinafter referred to as “the City”) to prospective Proponents to submit a competitive Proposal for the provision of Services to achieve a Human Resource Strategic Management Plan 2021-2025 as further described in **Appendix A - Scope of Work** (the “Deliverables”).

The City of Dryden is located on North shoreline of the Wabigoon Chain of Lakes along the Trans-Canada Highway. Conveniently located midway between Winnipeg, Manitoba and Thunder Bay, Ontario, Dryden is surrounded by abundant wilderness, tranquil lakes and breathtaking landscapes. Just two hours north of the United States border at International Falls, MN, we are well connected by highway, air, rail, and a wireless communication network.

Also known as the “Wilderness City”, Dryden offers something for everyone; the perfect blend of opportunities to raise a family, launch a business or enjoy retirement. The numerous conveniences of a larger city centre are offered in an appealing, rural environment. Residents enjoy outdoor activities such as fishing, hunting, and hiking, and are proud of their first-class recreational complex fully equipped with swimming pool and waterslide, therapeutic warm pool, fitness and aerobics rooms, squash, a weight room, cardio-fitness centre and two indoor ice surfaces. Sports enthusiasts in Dryden enjoy the waterfront golf course, curling league, beaches, canoeing, cross-country skiing, and numerous recreation parks and trails.

In early 2019, Council initiated the creation of a 5-Year Community Strategic Plan for the City of Dryden. City Council and staff, united in our pursuit of continuous quality improvement, recognized the need to establish a results-oriented plan which would serve to support and guide sound-decision making practices and approaches. The Strategic Plan provides the long-term guidance and visionary leadership that empowers the City to advance priorities, strengthen municipal operations, identify key performance outcomes, and allocate the resources required to pursue implementation.

Subsequent to Council’s adoption of the Strategic Plan in December 2019, municipal staff began the development of our municipal dashboard reporting tools. The City was proud to launch these tools on 28 September 2020. Our Strategic Plan Dashboard will serve to communicate our progress in achieving our strategic goals. Our Municipal Dashboard measures our success with delivering municipal services. To summarize, we are now tracking and presenting data for 6 strategic goals and priorities, 18 service areas, and over 100 key performance indicators, all in one, central data source. Every department across the City has been vital to this project. Whilst it has taken a lot of

effort, the internal commitment and collaboration to achieve this goal has stimulated a renewed sense of purpose.

The City is also pleased to have recently completed our Municipal Service Delivery Review. This project was initiated to achieve a systematic approach for evaluating municipal services and determining the most appropriate way to provide services as we move forward. The City finds it important to periodically perform service delivery reviews to improve efficiencies and reduce costs, while maintaining and/or improving services that will meet the current and future needs of our residents and stakeholders. This project was fully funded by the Province of Ontario's Municipal Modernization Program.

The City of Dryden is now seeking to develop a Human Resource Strategic Management Plan that is well-aligned with the Community Strategic Plan 2020-2025, and in response to the Municipal Services Delivery Review, September 2020. We therefore wish to partner with a suitably qualified development firm who is able to identify the design needs of such a strategy for our municipality as an innovative, solution-based organization.

The successful Proponent shall need to:

- Understand the current and emerging talent needs of the City.
- Design the necessary human capital operating environment.
- Develop a human resource operating model that is cost-effective and agile to adapt to the dynamic and ever-evolving municipal environment.
- Develop a sustainable human capital strategic framework.

2.2 Type of Agreement for Deliverables

The selected Proponent will be requested to enter into negotiations for an Agreement with the City for the provision of the Deliverables, which shall incorporate the entirety of this RFP.

2.3 No Guarantee of Volume of Work or Exclusivity of Contract

The City does not guarantee the value or volume of work to be assigned to the successful Proponent. The Agreement will not be an exclusive contract for the provision of the described Deliverables. The City may contract with others for the same or similar Deliverables to those described in the RFP or may obtain the same or similar Deliverables internally.

2.4 Accessibility for Ontarians with Disabilities Act, 2005 (“AODA”)

The City of Dryden provides equal treatment to people who require accessibility accommodations. Proponents must strictly comply with all applicable accessibility standards required by the AODA and its regulations while carrying out their obligations under any Agreement entered into with the Dryden. Failure to comply with the AODA may result in the immediate termination of any Agreement.

If requested by the City, Proponents shall provide documentation describing their accessibility training policies, practices and procedures, and a summary of the contents of training, together with a record of the dates on which training was provided and the number of attendees. If the City deems a Proponent non-compliant with the requirements of the *AODA*, the City may require that Proponents, at their sole expense, amend their accessibility policies, practices and procedures.

3 PROPOSAL SUBMISSIONS

3.1 Proposal Submission Information

3.1.1 Timing for Submissions

The timing for all Proposal submissions is set out above in the RFP Timetable.

3.1.2 Proposal Submissions

- a) Proposals must be submitted no later than **4:00 pm CST on February 12, 2021**.
- b) Completed Proposals may be submitted in the following ways:
 - i. Two (2) hardcopies along with an electronic copy included on a thumb drive addressed to: The Corporation of the City of Dryden, Attn: City Clerk, 30 Van Horne Avenue, Dryden, Ontario P8N 2A7, or;
 - ii. In PDF form, electronically submitted to the City Clerk at: aeuler@dryden.ca

Please note that thumb drives will not be returned.

3.1.3 Proposals Must Be Submitted on Time

Proposals submitted after the Submission Deadline will be rejected without exception. The City strongly recommends that Proponents allow themselves sufficient time with a minimum of three (3) business days for courier delivery. For electronic submissions, it is recommended that Proponents begin the upload process several hours before the deadline.

The City shall not be responsible for technical issues such as network or power failures, computer failure, internet browser, and mistakes / errors in filling the Proposals that cause Proponents to fail to submit Proposals before the Submission Deadline as specified in the RFP.

3.1.4 Amendment of Proposals

Submissions may be amended, but only on or before the Submission Deadline.

Proponents may not make amendments to their Proposals after the Submission Deadline.

3.1.5 Withdrawing Proposals

At any time throughout the RFP process, a Proponent may withdraw a submitted Proposal.

To effect a withdrawal, a notice of withdrawal must be signed by an authorized representative of the Proponent and sent to the City Contact.

The City is under no obligation to return withdrawn Proposals.

3.2 Proposal Evaluation Process and Stages

Review Committee

The Chief Administrative Officer (CAO) shall determine the membership of the Ad Hoc Review Committee for Proposals submitted by the deadline for this RFP process. The Review Committee shall employ an evaluation matrix that incorporates data submission requirements as per the evaluation stages identified below.

The City will evaluate Proposals in five (5) stages:

3.2.1 Stage I: Mandatory Requirements

During Stage I, the City will review each Proposal to determine whether it complies with the Mandatory Requirements. The Mandatory Requirements of this RFP process are as follows:

- Submission Form A - Proponent Acknowledgements
- Submission Form C - Pricing
- Submission Form E - List of Subcontractors
- Submission Form F - Methods & Procedures
- Submission Form G - References

Proponents who have met the Mandatory Requirements will proceed to Stage III (as the scope of this project does not require a Stage II data submission). Proposals failing to satisfy the Mandatory Requirements as of the Submission Deadline will either be disqualified, or the Proponent may be provided an opportunity to rectify any deficiencies within the Rectification Period. See section 3.3.8 for more information.

3.2.2 Stage II: Compliance to Technical Specification

Not Applicable (Submission Form B - Minimal Technical Requirements)

3.2.3 Stage III: Rated Criteria

During Stage III, the City will score each qualified Proposal based on the specified Rated Criteria. Each Proponent will receive a score out of 100 points during this stage. Proponents who have met the specified minimum threshold as indicated on Submission Form F - Methods & Procedures will proceed to Stage IV. Proponents who have not met the specified minimum threshold will not be considered further. See Submission Form F - Methods & Procedures for descriptions and details of the criteria.

All Proponents including those that have been pre-qualified with the City shall submit Submission Form F - Methods & Procedures.

3.2.4 Stage IV: Pricing

During Stage IV, the City will be evaluating and ranking the pricing submitted. The evaluation of price will only be undertaken after evaluation of mandatory requirements and rated requirements have been completed. Upon completion of Stage III, the City will open the pricing form and all proponents will be ranked. The combined weighted

score of Pricing and Rated Criteria will be analyzed and the highest ranked submission will prevail subject to the City's bypass rights.

Proponents should refer to the Pricing Form (Submission Form C) for more details.

3.2.5 Stage V: Final Ranking

During Stage V, the City will finalize the scores for Stages III and IV. Proponents will receive a final score out of 100, which will be calculated as follows:

- a) **60 points** for Stage III - Rated Criteria (Submission Form F - Methods & Procedures);
 - i. Rated Criteria score converted from a score out of 100 to a score out of 60 by multiplying by 0.60 **plus**:
- b) **40 points** for Stage IV - Pricing (Submission Form C - Pricing Form)

The sum of these will determine each remaining Proponent's final ranking. The Proponent with the highest final ranking out of 100 shall prevail.

If not persuaded with the Proponent's capacity, the City may consider the next highest ranked bidder and so on.

The City reserves the right to waive informalities in or reject any or all proposals or accept the proposal deemed most favorable in the interests of the City. The proposal with the highest scoring may not be selected for award of the work.

3.3 Forms, Submission and Rectification

3.3.1 Forms and Submission

Other than the submission of the Mandatory Requirements as noted in section 3.2.1, Proponents may not make any changes to any of the other forms. The forms noted below must be reviewed, completed fully and accurately, and returned as part of the final Proposal. Proponents may request electronic versions of forms from the City Clerk.

3.3.2 Submission Form A - Proponent Acknowledgments

Each Proposal must include a Proponent Acknowledgements Form (Submission Form A) completed and signed by an authorized representative of the Proponent and a witness.

3.3.3 Submission Form B - Minimal Technical Requirements

Not Applicable

3.3.4 Submission Form C - Pricing

Each Proponent must include a Submission Form C - Pricing completed according to the instructions contained in the form, as well as the following instructions:

- a) Pricing shall be provided in Canadian funds, inclusive of all applicable duties and taxes except for HST.

- b) Pricing quoted by the Proponent shall be all-inclusive and shall include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery to the City, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any licenses or fees or other charges required by law.

Proponents are to provide their response to Submission Form C - Pricing in the correct section (Submission Form C - Pricing). Failure to submit in the correct section or submission in multiple sections will lead to disqualification.

3.3.5 Submission Form D - Agreement to Bond

Not Applicable

3.3.6 Submission Form E - List of Subcontractors

Each Proponent must complete the list of all subcontractors who will be used to execute portions of work for this project.

3.3.7 Submission Form F - Methods & Procedures

Each proponent must provide a detailed breakdown of how they intend to deliver the Appendix A - Scope of Work. Attachments are permitted if this form is intended to be a cover page.

3.3.8 Rectification Period

Proposals satisfying the Mandatory Requirements during the Rectification Period will proceed to Stage III. If any Stage I Mandatory Requirements are not satisfied **(excluding Submission Form C and Submission Form F)**, you will be notified and will be given the amount of time, as stated in the RFP Timetable, to rectify. If the Rectification Notice does not provide for a Rectification Period, then the Rectification Period shall be 3 Days. The Rectification Period will begin to run from the date and time that the City issues its Rectification Notice to the Proponent. Proposals failing to satisfy the Mandatory Requirements or rectify within the Rectification Period will be excluded from further consideration.

3.4 Tie Score

In the event of a tie score, the selected Proponent will be determined by way of a coin toss witnessed by a minimum of two City staff members.

4 TERMS AND CONDITIONS OF THE RFP

PROCESS

4.1 General Information and Instructions

4.1.1 Proponents to Follow Instructions

Proponents shall structure their Proposals as instructed in this RFP. Where information is requested in the RFP, any response made in a Proposal should refer to the section number(s) of the RFP where the request was made.

4.1.2 Proposals in English

All Proposals shall be in English only.

4.1.3 No Representations

The City does not make any representations or warranties, express or implied, in fact or in law, with respect to the accuracy or completeness of any data, materials or other information that it has provided or will provide to Proponents in writing or orally in connection with this RFP process (collectively, "RFP Information"). Neither the City nor its representatives shall be liable for any claim, action, cost, loss, damage or liability whatsoever arising from or related to any information or advice or any errors or omissions that may be contained in the RFP Information.

4.1.4 Proponents Shall Bear Their Own Costs

Each Proponent shall bear all costs associated with or incurred in the preparation and presentation of its Proposal, including, if applicable, costs incurred for interviews or demonstrations.

4.1.5 Mathematical Errors in Submission

Where there is a discrepancy between the total sum of the unit prices and the stated total price, the price which is the lower of the two shall prevail. Proponents shall be entitled to withdraw Proposals containing mathematical errors.

4.2 Communication after Issuance of RFP

4.2.1 Proponents to Review RFP

Each Proponent shall perform its own due diligence in preparing its Proposal and shall not be entitled to rely on any RFP Information. Each Proponent represents and warrants that it has carefully examined this RFP and has a clear and comprehensive knowledge of the Deliverables.

It is the responsibility of the Proponent to seek clarification from the City Contact on any matter it considers to be unclear. If a Proponent believes that any element of the RFP is unclear or ambiguous, the Proponent shall:

- a) Report any errors, omissions or ambiguities to the City Contact.
- b) Direct questions to or seek additional information only from the City Contact on or before the Deadline for Questions. All questions submitted by Proponents to the City Contact shall be deemed to be received once the notification has been received by the City Contact.

The City may respond to Proponents' inquiries by issuing Addenda, each of which shall form part of this RFP. The onus remains on each Proponent to make any necessary amendments to its Proposal to reflect the terms of any Addenda issued by the City.

The City is under no obligation to provide answers or additional information, by way of Addenda or otherwise. The City shall not be responsible for any misunderstanding on the part of the Proponent concerning the RFP process.

4.2.2 All New Information to Proponents by Way of Addenda

The RFP may be amended only by Addenda in accordance with this section. If the City, for any reason, determines that it is necessary to provide additional information relating to the RFP, such information will be communicated to all Proponents by Addenda. All Addenda will form an integral part of the RFP.

Addenda may contain important information, including significant changes to the RFP. **Proponents are responsible for monitoring the City's website to obtain all Addenda issued by the City.** Each Proponent shall acknowledge receipt of all Addenda by indicating, in the table at the end of Submission Form A, the total number of Addenda that have been issued by the City in connection with this RFP. Failure to incorporate all Addenda in the bid submission may result in the rejection of the Proposal, at the sole discretion of the City.

4.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If any Addendum is issued after the Deadline for Issuing Addenda, the City may at its discretion extend the Submission Deadline as required.

4.2.4 Verify and Clarify

When evaluating responses, the City may request further information from the Proponent or third parties in order to verify or clarify the information provided in the Proposal. The City may revisit and re-evaluate the Proponent's response or ranking on the basis of any such information.

4.2.5 No Incorporation by Reference

The entire contents of each Proposal shall be submitted in a fixed form. The contents of websites or other external documents merely referred to in a Proposal will **not** be considered to form part of its Proposal.

4.2.6 Proposal to Be Retained by the City

The City will not return the Proposal, or any accompanying documentation submitted by a Proponent.

4.3 Negotiations, Notification and Debriefing

4.3.1 Selection of Top-Ranked Proponent

The top-ranked Proponent, as established under Part 3 - Proposal Submissions, may receive a written invitation from the City contact to enter into direct contract negotiations with the City.

4.3.2 Timeframe for Negotiations

The City intends to conclude negotiations, if any, with the top-ranked Proponent within **FIFTEEN (15) Days** commencing from the date the City invites the top-ranked Proponent to enter negotiations. A Proponent invited to enter into direct negotiations should therefore be prepared to provide requested information in a timely fashion and to conduct its negotiations expeditiously.

As a condition of award, the lowest priced Proponent shall submit in a timely fashion:

- 1) Proof of required insurance as issued.
- 2) The following business information:
 - a) Type of business entity, and date of formation (e.g. Corporation, partnership, sole proprietor, LLC etc.).
 - b) Evidence of business status (e.g. Corporate Good Standing Certificate, no more than 60 days old); Business mailing address (head office and local office, if different).
 - c) Listing of all directors and officers (or equivalent if not a corporation).
 - d) Authorization document of the signatory(s) (e.g. power of attorney, incumbency certificate(s) etc.).

4.3.3 Process Rules for Negotiations

Any negotiations will be subject to the process rules contained in this Part 4 - Terms and Conditions of the RFP Process and Submission Form A and will not constitute a legally binding offer to enter into an Agreement on the part of the City or the Proponent. Negotiations may include requests by the City for supplementary information from the Proponent to verify, clarify or supplement the information provided in its Proposal or to confirm the conclusions reached in the evaluation, and may include requests by the City for improved pricing from the Proponent.

4.3.4 Failure to Enter into Agreement

If any Agreement is not entered into within the allotted **FIFTEEN (15) Days** of award notification, the City may terminate negotiations with that Proponent or abort the RFP process and not enter into any Agreement with any Proponent. The City may also invite the next-best ranked Proponent to enter into negotiations.

In accordance with the process rules in this Part 4 - Terms and Conditions of the RFP Process and the Submission Form A, there will be no legally binding relationship created with any Proponent prior to the execution of an Agreement. With a view to

expediting Agreement formalization, at the midway point of the above-noted timeframe, the City may elect to initiate concurrent negotiations with the next-best-ranked Proponent.

Once the above noted timeframe lapses, the City may discontinue further negotiations with the top-ranked Proponent. This process shall continue until an Agreement is formalized, until there are no more Proponents remaining that are eligible for negotiations or until the City elects to cancel the RFP process.

4.3.5 Debriefing

Unsuccessful Proponents may request a debriefing session with the City. Requests for a debriefing session must be made in writing to the City Contact within fifteen (15) days of notification of award. The intent of the debriefing session is to aid the unsuccessful Proponents in presenting a better Proposal in subsequent procurement opportunities, and not for the purpose of challenging the procurement process.

The City is not obligated to grant requests for debriefing.

4.3.6 Procurement Protest Procedure

If a Proponent wishes to challenge the outcome of the RFP process, it should provide written notice to the City Contact within fifteen (15) days of notification of award.

4.4 Conflict of Interest and Prohibited Conduct

4.4.1 Conflict of Interest

The City in its sole discretion may disqualify a Proponent for any conduct, situation or circumstances which constitutes or potentially constitutes a Conflict of Interest.

4.4.2 Prohibited Proponent Communications

The Proponent shall not engage in any communications with the City other than with the City Contact and should take note of the Conflict of Interest declaration set out in the Submission Form A.

4.4.3 Proponent Not to Communicate with Media

A Proponent may not at any time directly or indirectly communicate with the media in relation to the RFP or any Agreement awarded pursuant to the RFP without first obtaining the written permission of the City Contact.

4.4.4 No Lobbying

A Proponent may not in relation to the RFP or the evaluation and selection process in respect thereof, engage in any form of political or other lobbying whatsoever to influence the selection of the approved Proponent(s). Further, no such person shall attempt to communicate in relation to the RFP or its Proposal, directly or indirectly, with any director, officer, employee or other representative of the City, except as expressly directed or permitted by the RFP. Any unauthorized communications will be cause for the disqualification of the Proponent's Proposal.

4.4.5 Illegal or Unethical Conduct

Proponents shall not engage in any illegal or unethical bidding practices, including such activities as bid-rigging, price-fixing, bribery, fraud or collusion. Proponents that are in any way affiliated with another Proponent seeking to submit a Proposal must disclose such affiliations, including ownership, management or contractual agreements in Submission Form A (Conflict of Interest). The City, in its sole discretion, may prohibit affiliated Proponents from submitting Proposals for the same RFP or otherwise accepting their Proposals.

Any lobbying or unethical conduct, including inappropriate communications, offers of gifts to the City employees, officers or board members, deceitfulness, submitting bids containing misrepresentations or other misleading or inaccurate information, or any other conduct that compromises or may be seen to compromise the competitive process, is strictly prohibited. Conduct of this nature will be cause for the immediate disqualification of the Proponent's Proposal.

4.5 Confidential Information

4.5.1 Confidential Information

All information provided by or obtained from the City in any form in connection with the RFP either before or after the issuance of the RFP:

- a) is the sole property of the City and must be treated as confidential;
- b) is not to be used for any purpose other than replying to the RFP and the performance of any subsequent contract;
- c) must not be disclosed without prior written authorization from the City; and
- d) shall be returned by the Proponents to the City immediately upon the request of the City.

4.5.2 Confidential Information of Proponent

Each Proponent must identify any information in its Proposal, or any accompanying documentation supplied in confidence, for which confidentiality is to be maintained by the City.

The confidentiality of such information will be maintained by the City, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that the City is governed by the *Municipal Freedom of Information and Protection of Privacy Act*, and thus may be required to disclose the name and price of the winning Proponent through a Freedom of Information request.

Furthermore, Proponents are advised that their Proposals will, as necessary, be disclosed on a confidential basis, to the City's advisers retained for the purpose of evaluating or participating in the evaluation of their Proposals. If a Proponent has any questions about the collection and use of personal information pursuant to the RFP, questions shall be submitted to the City Contact.

4.6 Procurement Process Non-binding

4.6.1 No “Contract A” and No Claims

The procurement process is not intended to create and shall not create a formal legally binding bidding process and shall instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

- a) the RFP shall not give rise to any “Contract A” based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
- b) neither the Proponent nor the City shall have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract or failure to honor a response to the RFP.

4.6.2 No Contract until Execution of Written Agreement

The RFP process is intended to identify prospective Proponents for the purposes of negotiating an Agreement. No legal relationship or obligation regarding the procurement of any good or service shall be created between any Proponent and the City by the RFP process until the Agreement is executed by the City and a Proponent.

4.6.3 Non-binding Price Estimates

While the pricing information provided in responses will be non-binding prior to the execution of an Agreement, such information will be assessed during the evaluation of the responses and the ranking of the Proponents. Any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation, ranking or Agreement award.

4.6.4 Disqualification for Misrepresentation

The City may disqualify a Proponent or rescind an Agreement entered into with a Proponent, if the Proponent’s Proposal contains misrepresentations or any other inaccurate, misleading or incomplete information.

4.6.5 References

The City’s evaluation of each Proponent may consider the Proponent’s references, and the Proponent’s past performance on previous contracts with the City.

4.6.6 Cancellation

The City may cancel or amend the RFP process without liability at any time.

4.7 Governing Law and Interpretation

The terms and conditions in this Part 4 are:

- a) included for greater certainty and are intended to be interpreted broadly and separately (with no particular provision intended to limit the scope of any other provision);
- b) non-exhaustive (and shall not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations); and
- c) to be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada.

4.8 Performance Reviews

The Deliverables to be provided by the successful Proponent will be subject to periodic review to ensure that the Deliverables are performed in accordance with the contracted specifications and the City's policies. The results of the reviews may be shared with the City's Council and other City departments. Performance records shall be maintained on file and shall be considered in future procurement decisions. Poor performance may result in suspension from participation in City bids and projects in the future.

4.9 Bypass Right

The City reserves the right to bypass the lowest priced or highest ranked qualified Proponent if:

- 1) Under a current or previous City contract the Proponent:
 - a) has failed to prosecute the work/services in accordance with the required standard of care;
 - b) has caused delays to the schedule; and/or
 - c) has failed to deliver the scope of work/services on budget; and
- 2) There is documented proof of performance issues on City project(s) evidencing that the Proponent has failed or is failing to prosecute the work/services in accordance with the contract documents, schedule, budget, and/or standard of care required for successful, deficiency free, timely, on-budget delivery; and
- 3) Based on the documented performance issues it is likely that the Proponent will be unable to deliver the work/services of the current RFP on schedule, deficiency free, and/or for the promised price.
- 4) The Proponent, or any of its shareholders, directors, officers, subsidiaries or affiliates, is a party to any current litigation, or anticipated litigation, with the City or its subsidiaries.
- 5) The City deems it to be in their best interest to bypass the lowest priced or highest ranked qualified Proponent.

5 MATERIAL DISCLOSURES

5.1 Insurance Coverage Requirements

Upon award of the Agreement, the successful Proponent shall, at its own expense, obtain and maintain the required insurance throughout the term of the Agreement. Such insurance shall remain in full force and effect for the term of the Agreement.

The successful Proponent must produce, upon request by the City, confirmation pursuant to this section, as applicable. Failure to comply within seven (7) Days of the request by the City may result in Agreement termination.

5.1.1 General Liability Insurance

The limits of this insurance shall be for an amount not less than **\$2,000,000**. General Liability Insurance shall be in the name of the Proponent and the City and its Subsidiaries shall be named as an additional insured under such policy. The Party responsible for a specific claim under this policy shall be responsible for the deductible.

5.1.2 Broad Form Property Insurance

Not Applicable

5.1.3 Contractors Pollution Liability Insurance

Not Applicable

5.2 Workplace Safety and Insurance Board (WSIB)

Upon award of the Agreement, it is the responsibility of the successful Proponent to ensure the City is provided a valid Certificate of Clearance from the WSIB or valid independent operator number including proof of personal coverage as identified below.

5.2.1 WSIB Clearance Certificate

Upon award of the Agreement, the successful Proponent agrees to maintain its WSIB account in good standing throughout the term of the Agreement. The City will require the successful Proponent to produce a valid Clearance Certificate from WSIB upon expiration during the term of the Agreement and prior to any payment under the Agreement. If the successful Proponent does not produce confirmation pursuant to this section as applicable, the City in its own discretion may terminate the Agreement immediately.

5.3 Site Specific Health and Safety Plans

Not Applicable

5.4 Staff Identification

Upon award of the contract, Proponent agrees that all Proponent agents, employees, subcontractors and representatives will carry the required City identification badges and properly display them at all times while on City property. When required,

Proponent will also ensure Proponent vehicles will be appropriately branded and carry the correct markings including Proponent name and registration numbers (e.g. TSSA number).

5.5 Notification of Designated Substances on Project

Not Applicable

5.6 Notification of Site Conditions or Other Hazards

Not Applicable

5.7 Asbestos

Due to the age and construction of the City's portfolio, asbestos may be present at the location where the Proponent is to perform the work. The asbestos records pertaining to any particular building are indicated in the signage and the inventory log located in each building's management office. Where the City anticipates asbestos abatement as part of the scope of work, Proponents shall provide pricing and any other information requested by the City for evaluation prior to the award of a contract. Where the City does not anticipate asbestos abatement to form part of a scope of work, any asbestos related work that seems necessary may, at the City's sole discretion, be added to the scope of work by means of a change order.

Whenever encountering asbestos, Proponents shall comply with Federal, Provincial and local requirements pertaining to the handling, management, haulage, and/or disposal of Hazardous Materials including but not limited to the following:

- a) Ontario Ministry of Labour, Occupational Health and Safety Act, Regulation 838 (former O. Reg 654/85) respecting Asbestos on Construction Projects and in Buildings and Repair Operations;
- b) Ontario Ministry of the Environment and Energy Regulation 347 (formerly O. Reg 309) under the Environmental Protection Act; and
- c) Ontario Regulation 356, Highway Traffic Act.

Proponents shall submit to the City an Asbestos Abatement Certificate, stamped receipt and all other relevant documentation within fifteen (15) business days of project completion.

5.8 Proponent Responsible for Obtaining Independent Legal Advice

The City cannot answer any questions pertaining to the successful Proponent's obligations under the City's collective agreements. We are unable to provide legal guidance concerning a Proponent's legal liability or answer any questions regarding whether union labour will be required in the provision of the services. The City encourages all Proponents to secure independent legal advice based on the specifics of the Collective Agreements, the Proponent's business, and the exact services to be provided under the RFP.

6 SUBMISSION FORM A - PROPONENT ACKNOWLEDGEMENTS

6.1 Proponent Information

Please fill out the following form, and name one person to be the contact for the RFP response and for any clarifications or amendments that might be necessary.	
Full Legal Name of Proponent:	
Any Other Relevant Name under which the Proponent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Fax Number:	
HST Number:	
RFP Contact Person and Title:	
RFP Contact Office Phone:	
RFP Contact Cell Phone:	
RFP Contact Facsimile:	
RFP Contact E-mail:	

Proponent must review and acknowledge Agreement of the clauses below and must complete all indicated items and include in their submission.

6.2 Acknowledgment of Non-binding Procurement Process

The Proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal legally binding bidding process, and that there will be no legal relationship or obligations created until the City and the selected Proponent have executed a written Agreement.

6.3 Ability to Provide Deliverables

The Proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required under the RFP. The Proponent represents and warrants its ability to provide the Deliverables required under the RFP in accordance with the requirements of the RFP for the rates set out in the Pricing Form and has provided a list of any subcontractors to be used to complete the proposed Agreement.

6.4 Non-binding Price Estimates

The Proponent has submitted its rates in accordance with the instructions in the RFP and in the "Pricing Form" set out in Submission Form C. The Proponent confirms that the pricing information provided is accurate. The Proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its quotation or its eligibility for future work.

6.5 Addenda

The Proponent must download, read and accept and incorporate all addenda issued by the City prior to the Deadline for Issuing Addenda into their submission. The onus remains on Proponents to make any necessary amendments to their Proposal based on the addenda. The Proponent must confirm that it has received all addenda.

6.6 Policies

The Proponent hereby confirms that it has read, understood and agrees to comply with the following policies, practices, procedures, and statements provided via the City's website at the following link: [Policies Page](#)

- Accessibility Standards for Customer Service Policy, MU-AC-01
- Accommodation Policy, HR-AC-01
- Cannabis Policy, HR-CA-01
- Code of Conduct Policy, HR-CO-01
- Contractor Safety Policy and Procedures, HR-HS-10
- Emergency Evacuation of City Buildings, HR-HS-40
- Health and Safety Policy, HR-HS-01
- Infection and Disease Control Policy, HR-HS-55
- Mandatory Use of Face Masks Policy, HR-HS-56
- Preventing COVID-19 in the Workplace Policy, HR-HS-54
- Visitors Policy, HR-HS-46
- Workplace Anti-Violence, Harassment, and Sexual Harassment, HR-HS-18

6.7 Prohibited Conduct

The Proponent declares that it has not engaged in any conduct prohibited under Section 4.4 of this RFP.

6.8 Disclosure of Information

The Proponent hereby agrees that any information provided in this Proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or if required by order of a court or tribunal. The Proponent hereby consents to the disclosure, on a confidential basis, of this Proposal by the City to the City's advisers retained for the purpose of evaluating or participating in the evaluation of this Proposal.

6.9 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" means:

- a) in relation to the RFP process, the Proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of the Dryden in the preparation of its Proposal that is not available to other Proponents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the RFP process; or
- b) in relation to the performance of its contractual obligations contemplated in the Agreement that is the subject of this procurement, the Proponent's other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations; or
- c) has a fiduciary, family, directorship, shareholder or any other non-arm's length relationship with any other company potentially bidding on this RFP; or
- d) has engaged any ex-Dryden employee as employees, advisers, or in any other capacity and (a) who have participated in the preparation of the Proposal; **AND** (b) were employees of the City and have ceased that employment within twelve (12) months prior to the Submission Deadline.

6.10 Conflict of Interest Declaration

If the Proponent needs to declare an actual or potential Conflict of Interest, the Proponent must set out details of the actual or potential Conflict of Interest below. If the box below is left blank, the Proponent will be deemed to declare that (i) there was no Conflict of Interest relating to the preparation of its Proposal;

and (ii) the Proponent does not foresee an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Conflict Type as Described Above	Describe Nature of Conflict of Interest

Provide additional details on a separate piece of paper if required.

6.11 Conflict of Interest Declaration - Dryden Staff

The following individuals, as employees, advisers, or in any other capacity (a) participated in the preparation of our Proposal; **AND** (b) were employees of the City and have ceased that employment within the twelve (12) months prior to the Submission Deadline:

Name of Individual:	
Job Title:	
Department:	
Last Date of Employment with the City:	
Brief Description of Nature of Individual's Participation in the Preparation of the Proposal:	

Name of Individual:	
Job Title:	
Department:	
Last Date of Employment with the City:	
Brief Description of Nature of Individual's Participation in the Preparation of the Proposal:	

(Repeat above for each individual)

The Proponent agrees that, upon request, the Proponent shall provide the City with additional information with regards to each individual identified above in the form prescribed by the City.

6.12 Confirmations

I hereby confirm reading, acknowledging and agreeing to the above items 6.2 to 6.11 in Submission Form A.

Yes No

I confirm that that any real or possible conflicts of interest as outlined in items 6.10 and 6.11 have been disclosed in the form above.

Yes No

I confirm that the Proponent, or any of its shareholders, directors, officers, subsidiaries or affiliates, is not a party to any current litigation, anticipated litigation, or any other formal dispute resolution procedure with the City or its subsidiaries.

Yes No

I confirm the pricing listed in Submission Form C for the Work listed in the Deliverables is for the complete work, in accordance with applicable Contract requirements and include all overhead and profit mark-up.

Yes No

I confirm that each of the Forms listed below has been reviewed and/or completed (as indicated) and is enclosed with the submission.

FORM / RESOURCE	INITIAL TO ACKNOWLEDGE
# of Addenda Received = _____ (specify number)	
Submission Form A - Proponent Acknowledgement (attached)	
Submission Form C - Pricing (attached)	
Submission Form E - List of Subcontractors (attached)	
Submission Form F - Methods & Procedures (attached)	
Submission Form G - References (attached)	
City of Dryden Policies (reviewed)	
Appendix A - Scope of Work (reviewed)	

I confirm that I have authority to bind the Proponent, and attest to the accuracy of the information provided in this Proposal.

Signature of Proponent Representative	Proponent Name, and Title
Dated	Name of Proponent Company
Witness Signature	Witness Name, and Title

7 SUBMISSION FORM B - NOT APPLICABLE

[LEFT BLANK INTENTIONALLY]

9 SUBMISSION FORM D - NOT APPLICABLE

[LEFT BLANK INTENTIONALLY]

10 SUBMISSION FORM E - LIST OF SUBCONTRACTORS

Complete this schedule providing all information requested on the schedule. If no subcontractors will be used on this project, indicate "Using Own Forces" in the space provided. The Proponent must advise the City in advance in writing of any intention to a change in subcontractors at any time during the Agreement. Note that the City reserves the right to reject any named subcontractor at its sole discretion.

Identify subcontractors who will be used to execute portions of work to conform to the requirements of the Contract Documents. Subcontractors are required to declare litigation history with the City or its subsidiaries.

Subcontractor 1.	
Company	
Address	
Contact Person	
Contact Number	
Scope of Work to be performed by this Subcontractor:	
Qualifications and experience of this Subcontractor:	
<p>Subcontractor must declare being a party to any litigation (past or present) with the Dryden as a party, or disqualification with the Dryden.</p> <p>Include the following information:</p> <p>name of plaintiff;</p> <p>name of defendant;</p> <p>year litigation was initiated;</p> <p>disputed amount (\$);</p> <p>nature of dispute; and</p> <p>whether the dispute is ongoing or completed.</p> <p>Include litigation details with your Submission by attaching details to this form, if applicable.</p>	

Subcontractor 2.	
Company	
Address	
Contact Person	
Contact Number	
Scope of Work to be performed by this Subcontractor:	
Qualifications and experience of this Subcontractor:	
<p>Subcontractor must declare being a party to any litigation (past or present) with the Dryden as a party, or disqualification with the Dryden.</p> <p>Include the following information:</p> <ul style="list-style-type: none"> name of plaintiff; name of defendant; year litigation was initiated; disputed amount (\$); nature of dispute; and whether the dispute is ongoing or completed. <p>Include litigation details with your Submission by attaching details to this form, if applicable.</p>	

Include additional Subcontractor information as required.

I CONFIRM THAT I HAVE AUTHORITY TO BIND THE PROPONENT, AND ATTEST TO THE ACCURACY OF THE INFORMATION PROVIDED ABOVE IN SUBMISSION FORM E - LIST OF SUBCONTRACTORS.

Signature of Proponent Representative	Proponent Name, and Title
Dated:	Name of Proponent Company

11 SUBMISSION FORM F - METHODS & PROCEDURES

Proponents shall provide information required in this Submission Form as part of Stage III - Rated Criteria. During this stage, the City will evaluate the Rated Criteria to determine each Proponent’s score based on the following criteria. Below is an overview of the categories and weightings for the Rated Criteria of this RFP. Proponents who have met the specified minimum threshold will proceed to Stage IV. Proponents who have not met the specified minimum threshold will not be considered further.

Each proponent must provide a detailed breakdown of how they intend to deliver the Appendix A - Scope of Work. **Attachments are permitted if Submission Form F is intended to be a cover page.** Proponent submissions and responses must be clearly separated according to the defined heading, sequencing, and/or question numbering of Submission Form F. Failure to provide required information, attachments, or responses in the corresponding section or specific question of the Rated Criteria may result in receiving zero points for that criterion.

ITEM NO.	RATED CRITERIA	WEIGHTING (Points)	MINIMUM THRESHOLD
1	Company Experience, Capacity and Qualifications	35	
2	Methodology (Scope of Work) and Scheduling	35	
3	Communication and Quality Control	15	
4	Project References	15	
TOTAL		100 points	70 points

Proponents shall use the instructions contained in this Submission Form F - Methods & Procedures.

The City reserves the right to decline to evaluate any information for Stage III - Rated Criteria which is not requested in Submission Form F.

The City reserves the right to request additional information for evaluation of information provided in Submission Form F.

Name of Proponent:

--

11.1 Company Experience, Capacity and Qualifications (35 Points)

Submissions will be evaluated based on the Proponent’s knowledge, skills, expertise and capacity in the industry and the capacity to provide services to the City’s portfolio as outlined in the Scope of Work and Deliverables contained within this RFP.

- a) Provide a detailed description of the Proponent emphasizing the goods and services the Proponent has previously and/or is currently delivering, relevant to the Scope of Work and Deliverables contained within this RFP specifically to performing the Deliverables with defined timelines and deadlines.

11.2 Scope of Work and Scheduling (35 Points)

Submissions will be evaluated based on the Proponent's understanding of the details provided in the Scope of Work and Deliverables.

- a) Provide a list of your proposed team with the following information:
- Name, and title of each proposed team member including support personnel
 - Roles relevant to the services requested in this RFP and experience of each team member in their assigned roles
 - Duration of time to be spent by each team member in their assigned roles for the services requested in this RFP
 - Reporting relationships

11.3 Communication and Quality Control (15 points)

Submissions will be evaluated based on the Proponent's communication and quality control processes, supervision of the staff and sub-trades, inspection and standards of workmanship and rectification of deficiencies.

- a) Provide a detailed description of the processes and procedures you would use for this program to consistently comply with the City's specifications. Your answer must include, but not be limited to consideration of the following (**7.5 points**):
- Inspection processes
 - Supervision of in-house staff and/or sub-trades

b) Describe how a reported deficiency issue is managed by the Proponent as it relates to the Deliverables and Scope identified in this RFP. The Proponent must clearly identify their protocol for identifying and responding to concerns regarding project management, targets, timelines, communication, etc. Your answer must include, but not be limited to, consideration of the following (**7.5 points**):

- Deficiency management and rectification processes
- Communication protocol with City staff
- Previous examples of this situation can be used to illustrate how your company would manage such matters

11.4 Project and Client References (15 Points):

Refer to Submission Form G - References to submit the following details:

Proponents are required to provide three (3) references from clients to whom you have provided services similar to the Deliverables and Scope outlined in this RFP within the last three (3) years.

The City will contact a minimum of two (2) references to verify the information provided. If more than two (2) reference checks are required, the City will revert to the next reference until the references provided have all been checked, or until the City has obtained the required information in its entirety.

Responses will be evaluated based on criteria including satisfaction with quality of deliverables, timeliness, and accuracy.

The City will only attempt to contact each reference on two separate occasions. If the information is substantially different than the information provided by the Proponent, the corresponding score will be reduced or assigned a zero. Scores may also be reduced or assigned a zero based on negative reference feedback or the inability to obtain reference feedback from the provided contact.

If Proponent has provided deliverables or services to the City in the past and intends to indicate the City client as a reference, Proponent may provide a maximum of one (1) reference from the Dryden.

If Proponent has provided deliverables or services ONLY to the City and intends to indicate the City client as a reference, Proponent may provide a minimum of two (2) references from the City.

Proponents are requested to ensure Proponent References are valid and made aware that the City will be contacting them during Stage III (and will agree to provide the City the relevant information as required).

The City may, at its discretion, request any additional client references, in support of the RFP. The Proponent shall comply with any such request.

12 SUBMISSION FORM G - REFERENCES

Please provide all requested information in ***detail***

Project and Client Reference #1

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Contact Email Address:	
Number of years working with the reference:	
Duration of Service (contract term):	
Value of Contract:	
Detailed description of Deliverables or Services rendered	

Project and Client Reference #2

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Contact Email Address:	
Number of years working with the reference:	
Duration of Service (contract term):	
Value of Contract:	
Detailed description of Deliverables or Services rendered:	

Project and Client Reference #3

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Contact Email Address:	
Number of years working with the reference:	
Duration of Service (contract term):	
Value of Contract:	
Detailed description of Deliverables or Services rendered:	

13 APPENDIX A - SCOPE OF WORK

13.1 Description of Deliverables

This RFP is an invitation to submit Proposals for the provision of Deliverables as described below.

13.1.1 Human Resource Strategic Management Plan 2021-2025

The City of Dryden recognizes that people are vital to every aspect of our mission accomplishment. We must therefore implement leading management practices to focus on attracting, developing, and retaining the best talent, and unlocking the full potential of our workforce and building the workforce we need for tomorrow.

Strategic human resource planning is the process by which we will take stock of how our people and people-management activities align with and support the City's strategic goals, mission, and objectives. As part of a comprehensive people strategy, the City will identify the key challenges being faced in meeting our human capital demands. The capacity of the City to address these challenges will be analyzed, as this is an integral component of the strategy and subsequent impact to our people results, and business results.

The foundational elements of talent management, core values, and data-driven decision making, along with a fresh Diversity, Equity and Inclusion approach, will form the basis of our desired Human Resource Strategic Management Plan. Each element is present at the City to a certain degree but must be fully developed to ensure further progress as a high performing organization. Combined, these elements provide the basis for a comprehensive approach to transformational change that considers the processes and people involved and will lead Dryden toward a sustainable environment that supports human capital excellence. This action is aligned with the City's Community Strategic Plan, 2020-2025 (supporting the Goal of Communications and Our People and the Priority, 'Enhance organizational culture and communications to promote employer of choice qualities and commitment to the Municipal mission') and the outcomes of our Municipal Services Delivery Review.

Situational Analysis Activities and Desired Outcomes

The overall objective of this project is to strengthen the City's organizational capacity. The following list includes but is not limited to the City's ambitions for project activities to be incorporated into the development of the Human Resource Strategic Management Plan 2021-2025.

1) **Project Start Up and Background Review**

- a) Host a start-up meeting to confirm project expectations, deliverables, timelines and available information.

- b) Complete a background review of relevant documents, policies, reports, studies and other relevant materials to understand the City's context.
- c) Review and evaluation of the procedures and systems of comparator municipalities who are considered to have implemented best practice approaches in the area of Human Resource Management.

2) **Analytical Assessment of the City's Human Resource Capacity**

- a) Review and develop a thorough understanding of the City's objectives. Given that the success of strategic human resource management is dependent upon how well it is linked to the organization's goals, the Proponent is expected to have a thorough understanding of the City's vision, mission, core values, goals and priorities. The Proponent may conduct an organizational and operational analyses to identify key results and major deliverables to be achieved in the next few years by each department. Moreover, the analyses may cover the City's functional structure, mode of operation, work processes, inter-department interaction and communication and decision-making processes.
- b) Review and develop a thorough understanding of the findings of the City's recent Municipal Service Delivery Review (MSDR). Develop and accomplish a human resource capacity assessment in accordance with key results of the MSDR and identify human resource competency gaps for the departments (e.g. number of staff for each category and required skills). This analytical process should also include the assessment of human resource capacity for each department to understand their key performance objectives and how they contribute to fulfilling the department's objectives and the community's strategic goals.

Additionally, the Proponent should also undertake a competencies inventory for staff under each job category (i.e. core, functional and technical competencies) and identify the competencies gaps in the City's existing staff members. This analysis can serve as a foundational aspect to be incorporated into the City's capacity building program (Integrated Talent Management Program).

- c) Estimate the City's future human resource requirements. Following completion of an analysis of the departments' human resource numbers and competencies in relation to the departments' objectives, the Proponent is expected to assist the City to forecast human resource needs for 2021 - 2025 for each department.

3) **Analytical Assessment of the City's Current Human Resource Policies and Practices**

- a) Further to the assessment of the City's human resources capacity, the Proponent must also undertake assessment of our policies and practices. This approach is intended to identify room for quality improvement of the prevailing human resource policies and practices that will promote organizational effectiveness. The assessment may cover the following, but is not limited to:
- i. Organizational Structure and Governance (review and incorporate findings of the MSDR)
 - ii. Workload Analysis, Job Evaluation and Classification (review and incorporate Workload Analysis findings of the MSDR, and Job Evaluation and Classification findings of the Pay Equity Review in 2016)
 - iii. Recruitment, Selection, Employee Onboarding, Promotion, And Employment (shall incorporate the tenets of a Diversity, Equity and Inclusion Strategy)
 - iv. Performance Management
 - v. Learning and Development (shall incorporate the critical component of cultural competency development across the organization)
 - vi. Remuneration (review and incorporate findings of the Pay Equity Review in 2016)
 - vii. Human Resources Administration and Services

4) **Stakeholder Engagement and Consultation**

- a) Develop a Stakeholder Engagement Matrix with the Human Resources Manager and Chief Administrative Officer to ensure all City departments and Members of Council are reached for consultation:
- i. Schedule interviews with staff, management and Council regarding current practices and opportunities for improvement; such efforts must be in keeping with COVID-19 health and safety guidelines.
- b) Prepare a 'What We Heard Report' to communicate interim findings to our staff and Council and provide additional input mediums for further feedback if appropriate.

5) **Integrated Talent Management Program: Recommended Plan of Action**

- a) To support the City's desired result of organic organizational growth in the years to come, it is critical that we seek proper alignment of our workforce with the community's near and long-term goals. We aspire to achieve an integrated practice that is rooted in a horizontal approach versus a vertical 'silo' approach to managing our human capital talent, thereby focusing on the right strategic talent capability priorities. This shall require a unified talent management systems methodology.

Accordingly, we would require that the Proponent develops a Plan of Action in which the principles of Diversity, Equity, Inclusion and Cultural Competency are embedded and normalized as a best practice approach to managing:

- i. Sourcing and Recruiting
- ii. Performance Management
- iii. Learning and Development
- iv. Succession Planning
- v. Leadership Development
- vi. Reward and Recognition
- vii. Talent Strategy and Planning
- viii. Human Resource Governance and Metrics

6) **Human Resource Strategic Management Plan 2021 - 2025**

- a) Subsequent to the findings of the analytical assessment of the City's Human Resource Capacity, Human Resource Policies and Practices, and Integrated Talent Management Program Recommended Plan of Action, the Proponent shall formulate the City's Human Resources Strategic Management Plan 2021-2025. The strategic plan must provide a clear, achievable, results-oriented and measurable action plan to answer the following questions and more:
- i. What are the human resources relevant challenges faced by the City in objectifying its mandates, including its expanded expectations from stakeholders?
 - ii. What is the City's appropriated organizational structure and its modus operandi?
 - iii. How many staff members are sufficiently required to support the City in a five to ten-year period?

- iv. What are required competencies for each job category to support the City to cope with the aforementioned challenges (with an emphasis on succession planning and recruitment)?
- v. What strategy and tools should be in place?

b) Develop materials and exhibits for presentation to the Council.

The Proponent would work closely with the Manager of Human Resources and Chief Administrative Officer to identify challenges and implementation gaps.

Locations/Address(es) for delivery of Reports:

The City of Dryden
30 Van Horne Avenue
Dryden, ON
P8N 2A7

Deliverables Start Date:

Upon PO Issue

Deliverables End Date:

Nine (9) Months following PO issue

14 DEFINITIONS

"Addendum" or **"Addenda"** means any document or documents issued by The City prior to the Submission Deadline that changes the terms of the RFP or contains additional information related to the RFP.

"Agreement" means any written contract entered into by a Proponent and The City (or any purchase order issued by The City of Dryden to a Proponent) in connection with the Deliverables, which will be deemed to include the terms and conditions of this RFP.

"AODA" means the *Accessibility for Ontarians with Disabilities Act, 2005*, as may be amended from time to time.

"City Contact" means the person(s) identified in the RFP Timetable who shall be the points of contact for the City for matters relating to the RFP process.

"The City" means The Corporation of The City of Dryden.

"Conflict of Interest" shall have the meaning given to it in Section 6.9 of Submission Form A.

"Day" means a business or working day other than a Saturday, Sunday, statutory holiday, or statutory vacation day that is observed by the industry relating to the RFP.

"Deadline for Questions" means the final deadline by which Proponents must ask any questions they may have regarding this RFP. The Deadline for Questions is specified in the RFP Timetable.

"Deadline for Issuing Addenda" means the deadline following which The City will issue addenda in connection with the RFP. The Deadline for Issuing Addenda is specified in the RFP Timetable.

"Deliverables" means all services and/or deliverables to be provided by the selected Proponent, as described in this RFP and in particular, Appendix A.

"HST" means Harmonized Sales Tax.

"Mandatory Requirements" shall mean the requirements set out and described in section 3.2.1 which every Proponent must comply with in order to be considered by The City. Proposals which do not satisfy the Mandatory Requirements will be deemed to be non-compliant and will not be considered for further consideration in this RFP.

"may" and **"should"** used in this RFP denote permissive (not mandatory).

"must", **"shall"**, and **"will"** used in this RFP denote mandatory (not permissive).

“Proponent” means a legal entity (whether an individual, corporation, partnership, or other legal entity) interested in delivering a Proposal to The City in response to the RFP with a view to entering into an Agreement with The City with respect to the Deliverables. If two or more legal entities wish to submit a Proposal jointly, one member of the couple or group must be identified as the Proponent with whom The City may enter into an Agreement, and the other member(s) must be identified as subcontractors to that Proponent.

“Proposal” means the final submission package to be delivered by Proponents to The City in response to the RFP, consisting of all required Submission Forms and related documents as described in this RFP.

“Rated Criteria” means the Stage III requirements listed and described in section 3.2.3.

“Rectification Notice” means a written notice delivered by The City to a Proponent requesting that it clarify and/or rectify any aspect of its Proposal. Failure to rectify a Proposal according to the Rectification Notice within the Rectification Period will result in disqualification.

“Rectification Period” means the period during which a Proponent may rectify its Proposal. The Rectification Period shall run from the date and time that The City issues a Rectification Notice to that Proponent, until the date and time stipulated in the Rectification Notice. If no end date is specified in the Rectification Notice, then the Rectification Period shall be 3 Days.

“RFP” means this Request for Proposals package in its entirety, including any schedules, exhibits, appendices, and Addenda that may be issued by the City in connection therewith.

“RFP Timetable” means the table set out at page one (1) of this RFP, which provides information on important dates, including the Submission Deadline.

“RFP Information” shall have the meaning given to it in section 4.1.3.

“Submission Deadline” means the final deadline for Proposal submissions, specified in the RFP Timetable.

“Submission Form” means a form, further described this RFP, which must be completed and submitted as part of every Proposal.