



Request for Proposal Pay Equity, Compensation & Organizational Review

The Municipality of South Bruce requires the services of a qualified consultant to undertake a Pay Equity, Compensation, and organizational review for the Municipality. The Municipality seeks a consultant that has experience in such work including pay equity and compensation levels.

South Bruce is an amalgamation of Mildmay, Teeswater and Formosa with the two main population centres being Mildmay and Teeswater. The municipality is situated in the southeast corner of Bruce County and is located inland from Lake Huron. The community is 90 km from Owen Sound, the Grey-Bruce region's largest urban centre.

In 2021, the Municipality of South Bruce had an estimated population of 6,254 people. The population in South Bruce is projected to grow over the next 20 years. The Municipality's population is expected to reach 7,968 by 2036, and 8,765 people by 2046; these represent a 27% growth, and 40% growth, respectively.

For further information, visit [Municipality of South Bruce](#) or view our [Community Profile](#) on our website.

Summary Scope of Work: The review will entail the following:

1. Review compensation and compensation salary grid to ensure compliance with Pay Equity legislation.
2. Evaluation and ranking of job positions.
3. Collect and analyze salary market data from comparable municipalities and similar organizations.
4. Update existing salary grid (non-union).
5. Provide suggestions and recommendations on how to maintain pay equity and compensation in future years.
6. Conduct a review of current organization structure and alignment of departmental service responsibility.
7. Recommendations related to identified and projected service and staffing needs currently and in the future.
8. Prepare a thorough report and Implementation Plan and make a presentation to the Council of the Municipality of South Bruce.

Submissions Due: Monday, June 26, 2023 at 4:00 p.m. EST

RFP submissions shall be delivered to:

Leanne Martin, CAO/Clerk
21 Gordon Street East, Teeswater, ON N0G 2S0
lmartin@southbruce.ca

To request a detailed RFP package, please email Rhonda Niesen, HR Assistant to CAO, at rniesen@southbruce.ca.

The Municipality of South Bruce reserves the right to disclose all proposals, to request additional information from proponents and to accept or reject any or all proposals.



Request for Proposal

Professional Consulting Services for a Municipal Pay Equity, Compensation Review and Organizational Review

Issue Date: Friday, May 26, 2023

Closing Date: Monday, June 26, 2023

Contact: Leanne Martin,
CAO/Clerk
Municipality of South Bruce
21 Gordon Street Teeswater, ON

Telephone 519-392-6623

Email lmartin@southbruce.ca

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1.0 General Description of Project

The Municipality of South Bruce requires the services of a qualified consultant to undertake a Pay Equity & Compensation Review along with an organizational structure review for the Municipality.

The Municipality seeks a consultant that has experience in such work. This request for professional services will recommend changes to improve accountability, efficiency, effectiveness, and responsiveness for positive results.

The Municipality 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, organization reviews and Pay Equity.

The purpose of this RFP is to solicit responses from consultants wishing to be considered for this project.

The basic components of the review will include:

- A review to ensure compliance with Pay Equity legislation.
- An evaluation and ranking of job positions
- Collecting and analyzing salary market data from comparable municipalities and similar public-sector organizations and using those comparisons to complete a compensation report.
- Updating existing salary grid.
- Providing suggestions and recommendations on how to maintain pay equity and compensation in future years through an Implementation Plan.
- A review of the current organization structures and alignment of departmental service responsibilities.
- Recommendations related to identified and projected service and staffing needs leading 5 to 10 years into the future.
- Preparing a thorough report and present it to the Council of the Municipality of South Bruce

2.0 Background

Background:

South Bruce was created in 1999 as part of province-wide and county-wide municipal restructuring. In 1998, the Township of Culross and the Village of Teeswater amalgamated to form the Township of Teeswater-Culross. Similarly, the Village of Mildmay joined with the Township of Carrick to form the Township of Mildmay-Carrick.

The following year, both Mildmay Carrick and Teeswater-Culross amalgamated again to form South Bruce.

Location

South Bruce is situated in the southeast corner of Bruce County and is located inland from Lake Huron. The community is 90 km from Owen Sound, the Grey-Bruce region's largest

urban centre.

In 2021, the Municipality of South Bruce had an estimated population of 6,254 people. The population in South Bruce is projected to grow over the next 20 years. The Municipality's population is expected to reach 7,968 by 2036, and 8,765 people by 2046; these represent a 27% growth, and 40% growth, respectively.

The Municipality of South Bruce is responsible for various activities governed by Ontario's *Municipal Act, S.O. 2001* including taxation, roads, planning and building, recreation, fire suppression and general government.

The Municipality 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 transparent, sustainable and responsive organization. The Council and Administration have experienced several changes and transitions in the past few years, including but not limited to staff turnover, and increased public expectations for efficient service delivery. The current Pay Equity plan was last adopted in 2004.

2.1 Municipal Personnel & Compensation System

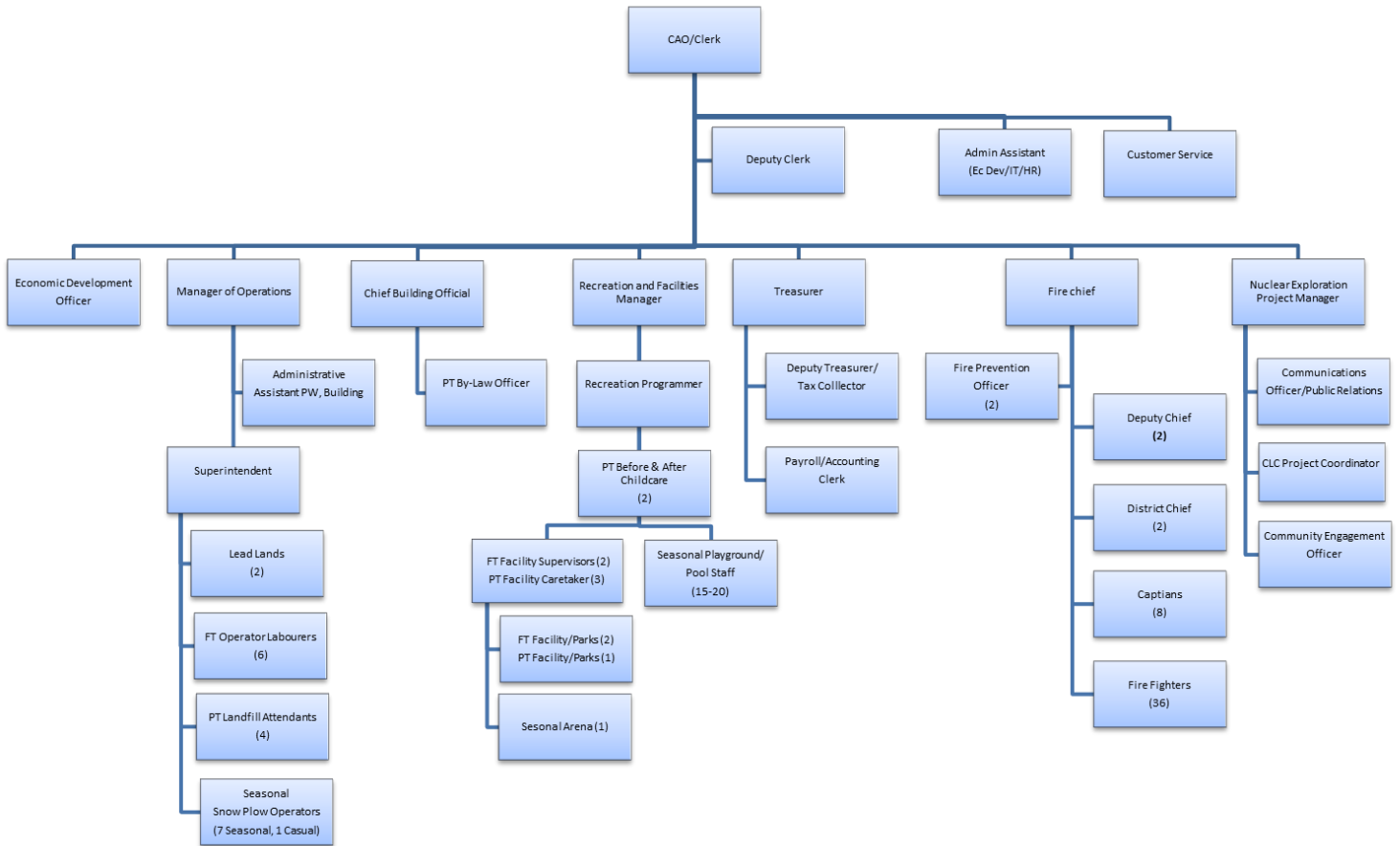
Personnel employed by the Municipality of South Bruce include:

- 30 permanents, full-time
- 19 permanent, part-time staff
- 8 Winter Seasonal
- 23 Summer Seasonal
- 50 Volunteer Firefighters

Type	Number
Chief Administrative Officer/Clerk	1
Treasurer	1
Operations Manager	1
Chief Building Official	1
Recreation and Facilities Manager	1
Administration (Deputy Clerk, Admin. Assistant (HR, IT, Ec Dev), Economic Development Officer, Customer Service Clerk)	4
Treasury (Deputy Treasurer, Accounts Payable/Payroll Clerk)	2
Parks and Facilities (Programs Coordinator, Facilities Supervisor, arena/parks laborers)	4 Fulltime 1 Part time
Nuclear Exploration Team – Special Project	5 Fulltime contracts

By-law Enforcement Officer – Part Time	1 Part Time
Public Works	8 Full Time
Admin Assistant	1 Full Time
Part Time Employees	13
Volunteer Fire Fighters	50
Seasonal Staff	23 Summer 8 Winter
Council Members	7

Organizational Chart



3.0 Scope of Work

The successful consultant, provided with assistance from and coordinating with the CAO (and/or her delegates), will develop and facilitate a process to produce the following deliverables.

Part 1 – Pay Equity Review

- **Review Pay Equity:** The chosen consultant will review Municipality of South Bruce salary scale and position ranking to ensure compliance with Pay Equity legislation.
- **Job Evaluation and Ranking:** The consultant will provide review and comment on all full-time positions, including comments on the scoring that has been applied. Municipal staff will be responsible for updating all job descriptions, as necessary, prior to the start of the consultant's work. The consultant will provide comment to the CAO on any necessary amendments to the ranking system.
- **Provide recommendations on how to maintain pay equity in future years:** The chosen consultant will provide detailed recommendations on how to move forward in future years to maintain an equitable pay structure.

Part 2 – Market Study

- **Collect and Analyze Market Data:** The chosen consultant will collect and analyze comparable salary data from municipalities and similar public-sector organizations. This information will be used to verify or justify modification of the existing salary rates, ensuring that South Bruce remains competitive while ensuring value to the tax-payer's dollar.
- **A review of other compensation and benefits trending by municipalities such as remote work, flexible schedules (ie four-day work week) etc. that the municipality of South Bruce could consider to promote South Bruce as an employer of choice.**
- **Update Existing Salary Grid:** Based on the data collected, the consultant will, through discussions with the CAO, provide recommendations on updates to the existing salary grid.
- **Prepare and Present Report:** The chosen consultant will prepare a draft salary grid and report for review and comment by the CAO. Following reconciliation of comments on the draft documents, the consultant will prepare a final report for presentation to the Council of the Municipality of South Bruce.
- **The following is a general description of the process expected in undertaking the review and evaluation of the current compensation system. The Municipality 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 CAO.
- 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 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. Revise job descriptions based on the organizational structure.
 - iv. Draft personnel policy directions. Including a Cost of Living Increase policy which will maintain the grid comparisons.

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

Part 3 – Organizational Review

- Review and evaluate the current organization structure and staffing regarding the municipalities service delivery requirement and organization principles
- Provide a commentary on external trends and legislative requirements facing the municipal organization, along with a projection of the impact they will have on future workloads and the organization means to address them.
- Related to the above, to undertake a benchmarking comparison of the municipalities current organizational structure and staffing levels against municipalities of similar size and nature
- Based on the foregoing, to make recommendations related to the organization of resources required for the municipality's efficient delivery of mandates and discretionary services
- The expectation of this review is that the consultant will obtain and consider comments and suggestions from a cross section of permanent full-time staff, seasonal, permanent part-time and management members as well as all members of council
- To recommend revisions/adjustments of the current organization, staffing and service delivery aimed at
 - Clarifying roles and responsibilities of management
 - Improving service delivery to customers
 - Establishing appropriate and necessary staffing levels
 - Strengthening communications/coordination between departments where required
- When completing the above organization structure and servicing delivery should be conducted within the three situations – Current Day, Baseline Growth, Baseline Growth with the Nuclear Waste Management Organization (NWMO) Project. Information on the growth projects and NWMO Project can be found on the municipal website.
- To provide opportunities for growth and development of employees including opportunities for succession planning.

4.0 Contact For Inquiries

The Municipality has endeavored to provide complete, correct information to enable proponents to properly assess and determine the scope and complexity of the work required prior to submitting proposals.

Proponents are solely responsible for determining if they need more information or if any aspect of the RFP appears to be incorrect or incomplete and for contacting the person named in this RFP if they have any questions whatsoever prior to the closing date.

Information obtained from any source other than the individual indicated below is not official and may be inaccurate. The Municipality will not be responsible for any verbal statement, instruction or representation.

Any questions of request for additional information regarding this RFP shall be in writing and directed to:

Leanne Martin,
CAO/Clerk
Municipality of South Bruce
21 Gordon Street Teeswater, ON N0G 2S0

Telephone 519-392-6623

Email lmartin@southbruce.ca

All questions and answers will then be distributed to all respondents.

5.0 Proposed Project Schedule

RFP Issued	Monday, May 26, 2023
Deadline for submission of proposals	Monday, June 26, 2023 @ 4:00 p.m.
Delivery of Final Report from Consultant	Friday, September 8, 2023

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.

- 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 Municipality.
- e) Ability to perform the work in a timely manner, availability of staff (if included) and contingency plans and is to include a work schedule.
- f) 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 all work has been completed. A proposed work schedule for the review process must be submitted as part of the proposal to ensure completeness of the process.

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 Municipality.
- b) Consultant Qualifications
This section shall describe the areas of expertise of current permanent staff whether a sole proprietor or individuals on a team and the scope of services that can be provided by the firm without the services of contractors under the consultant's direction.
- c) Key Personnel
Include a proposed project management structure. Identify the key contact for the project and all personnel, if applicable, who will be assigned to work on this project, including a description of their abilities, qualifications and experience. Include 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 Municipality.
- d) Subcontractors
Identify any portion of the scope of work that will be subcontracted. Include firm qualifications and key personnel, telephone number and contact person for all subcontractors. The Municipality reserves the right to approve or reject all consultants or internal staff performing consulting services, proposed by the consultant during or after the consultant review and selection process.
- e) Project Work Plan
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 Municipal insurance requirements. The fee charged shall include the time to present to Municipal Council.

h) Work Samples

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

i) Presentation

Proposers may be requested to be available for an interview with municipal staff and/or 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 Municipality.

j) Deadline and Delivery

One 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:

Municipality of South Bruce

21 Gordon Street

PO Box 540

Teeswater, ON N0G 2S0

Attention: Leanne Martin, CAO/Clerk

Email: lmartin@southbruce.ca

The deadline for the submission of a Proposal is **Monday, June 26, 2023 at 4:00 p.m. EST**. Information submitted by electronic mail is acceptable. *Proposals received after this time will not be accepted.*

9.0 Indemnification, Hold Harmless and Insurance Requirements

In addition to other standard contractual terms, the Municipality 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 Municipality (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 Municipality.

9.1 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.

10.0 Equal Opportunity

The Municipality of South Bruce is committed to providing equal treatment to persons with disabilities with respect to the use and benefit of municipal services, programs and good in a manner that respects their dignity and that is equitable in relation to the broader public. In accordance with the applicable legislation, the municipality will accommodate for a disability, ensuring full and equitable participation throughout the RFP process.

If a proponent requires this RFP in a different format to accommodate a disability, the proponent must contact the municipal contact person listed in this RFP as soon as possible and in any event, prior to the Submission Deadline. The RFP in the different format will be issued only to the requesting proponent and all addenda will be issued in such different format only to the requesting proponent.

11.0 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.

An evaluation by the CAO will be conducted, and each proposal will be scored. Proposals will be evaluated based on the following criteria:

- a) Experience and Qualifications (25%)
 - 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 (40%)

12.0 Accept or Reject Proposal

The Municipality reserves the right to accept or reject any or all proposals and recommendations and may waive minor errors or omissions in any proposal. The Municipality 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 Municipality.

South Bruce is not obligated to award the contract based on the lowest price or any other factor. The Municipality will not be liable or reimburse any firm for the costs they incur to prepare their proposals or attendance at pre-awarded meetings.

13.0 Negotiation and Contract Award

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

- a. Enter into a contract with the preferred proponent(s); or
- b. Enter into discussions with the preferred proponent (s) to attempt to finalize the terms of the contract(s) including financial terms and such discussion may include clarification no of any issues arising from the submitted proposal, negotiations of amendments of the proposed work plan and/or scope of the submitted proposal; or
- c. If at any time the municipality forms the opinion that a mutually acceptable agreement is not likely to be reached, given the preferred proponent(s) written notice to terminate discussion in which event the municipality may than either open discussion with another proponent or terminate this RFP and retain or obtain the service in some other manner.

14.0 Ownership of Intellectual Materials

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

15.0 Termination of Contract

Either the Consultant or Municipality 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.

16.0 Errors and/or Omissions

The Municipality will not be held liable for any errors and/or omissions in any part of this RFP. While the Municipality has expended considerable effort to ensure an accurate

representation of information in this RFP, the information contained in the RFP is supplied solely as a guideline for proponents. The information is not guaranteed or warranted to be accurate by the Municipality nor is it necessarily comprehensive or exhaustive. Nothing in the RFP is intended to relieve the proponents from forming their own opinions and conclusions with respect to the matters addressed in the RFP.

17.0 Proposal validity

Proposals will be open for acceptance by the town for at least 90 days after the submission deadline.

18.0 Confirmation of Proponents intent to be Bound

By submitting the Proposal, the proponent agrees to all of the terms and conditions in the FRP, including the following:

- The proponent has carefully read and examined the entire RFP
- The proponent has conducted such other investigations as were prudent and reasonable in preparing the proposal; and
- The proponent agrees to be bound by the statements and representations made in the proposal.

19.0 Addenda

The municipality reserves the right to issue addenda to this Request for Proposal. It is the responsibility of the proponent to review and include addenda in their submissions for any addenda issued following the issuance of this Request for proposal.

Addendum/Addenda will typically be issued through the municipal website 48 hours prior to closing Time and Date. It is the responsibility of the proponent to have received all Addendum/Addenda that have been issued. Proponents should check online at www.southbruce.ca prior to submitting their proposal and up until closing time and date in the event additional addendums are issued.