



The City of Saint John

Request for Proposal

2021-092201P

Consulting Services - Succeed and Stay Immigration Strategy

Saint John, New Brunswick

Request for Proposal No.: **2021-092201P**

Issued: **Friday, July 23, 2021**

Submission Deadline: **Thursday, August 26, 2021, 4:00 pm, ADT**

TABLE OF CONTENTS

PART 1 – INTRODUCTION3

1.1 Invitation to Proponents3

1.2 RFP Contact Person3

1.3 No Guarantee of Volume of Work or Exclusivity of Contract.....3

1.4 Canadian Free Trade Agreement (CFTA).....3

PART 2 – THE DELIVERABLES.....4

2.1 Scope of Work4

2.2 Evaluation Criteria8

2.3 Proposal Submission8

PART 3 – EVALUATION OF PROPOSALS9

3.1 Timetable9

3.2 Submission Instructions9

3.3 Stages of Proposal Evaluation.....9

PART 4 – TERMS AND CONDITIONS OF THE RFP PROCESS.....12

4.1 General Information and Instructions.....11

4.2 Communication after Issuance of RFP..... 11

4.3 Debriefing.....12

4.4 Prohibited Conduct13

4.5 Confidential Information13

4.6 Procurement Process Non-binding.....14

4.7 Governing Law and Interpretation.....15

APPENDIX A – SUBMISSION FORM17

APPENDIX B – PRICING FORM.....19

APPENDIX C – REFERENCE FORM20

Appendix D - The Saint John LIP Council: member organizations and their representatives20

Appendix E - Departments within the City of Saint John for stakeholder engagement sessions.....21

PART 1 – INTRODUCTION

1.1 Invitation to Proponents

- (1) This Request for Proposals (“RFP”) is an invitation by The City of Saint John (the “City”) to prospective proponents to submit proposals for the provision of **consulting services to conduct a series of stakeholder engagement sessions and create an Immigration Strategy for the Greater Saint John region** as further described in Part 2 – The Deliverables (the “Deliverables”).

1.2 RFP Contact Person

- (1) For the purposes of this procurement process, the “City Contact” shall be:

Chris Roberts, SCMP, CPPB
Procurement Manager
Supply Chain Management
The City of Saint John
Email: supplychainmanagement@saintjohn.ca

1.3 No Guarantee of Volume of Work or Exclusivity of Contract

- (1) The City makes no guarantee as to the value or volume of the Deliverables. The contract to be entered with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. The City may contract with others for same or similar to the Deliverables or may obtain the same or similar to the Deliverables internally.

1.4 Canadian Free Trade Agreement (CFTA)

- (1) Proponents should note that procurements falling within the scope of Chapter 5 of the Canadian Free Trade Agreement (CFTA) are subject to that chapter but that the rights and obligations of the parties shall be governed by the specific terms of this RFP. For further reference, please see the Internal Trade Secretariat website at <https://www.cfta-alec.ca/>.

[End of Part 1]

PART 2 – THE DELIVERABLES

2.1 Scope of Work

Project Goal

To create an Immigration Strategy for Saint John. The Strategy should cover a period of five years (2022-2026) and include a set of objectives with underlying actions, implementation timeframes, suggested lead entities and success indicators. When implemented, the Strategy should lead to increased economic growth in the region through improved outcomes related to the attraction and retention of new immigrants.

For the purposes of this project, a *new immigrant* is defined as somebody who was not born in Canada and has moved here within the last five years.

Background

Although the recent data shows that the population of Saint John CMA has started to grow after a period of decline, the [growth rate of 0.5% in 2019/2020](#) is still far behind the population growth in the comparable CMAs in the province as well as elsewhere in Canada.

This can be partly explained by the fact that the Saint John region has had no Immigration Strategy in place, therefore lacking a concerted effort in harnessing the most powerful source of population growth in Canada – immigration.

The City of Saint John has already undertaken a number of actions in preparation for the development of such a strategy, including

- a) development of the Population Growth framework,
- b) implementing Succeed and Stay – a comprehensive research and analysis project which comprised
 - (i) a structured survey of the newcomer population in the region, looking into their experiences with various aspects of settlement and integration;
 - (ii) a series of in-depth interviews with a representative variety of new immigrants;
 - (iii) a gap analysis study of the settlement services sector in the region.
- c) assuming contract management responsibility for the Saint John Local Immigration Partnership (SJLIP) project - a collaborative community initiative, designed to improve the newcomer settlement and integration experience in Saint John.
- d) reorganizing the economic development ecosystem in the city, to combine several existing organizations into Envision Saint John: The Regional Growth Agency, with a wide mandate covering the attraction of businesses and people to the Greater Saint John region.

Next step is developing the Immigration Strategy itself - based on the research and analysis accumulated so far, as well as on any other observations gathered from additional stakeholder engagement and from other relevant data sources.

Deliverables

1) Stakeholder engagement (preliminary deliverable)

- a) The consultant will develop an engagement strategy and conduct a series of stakeholder engagement sessions. The engagement strategy should include sequencing, timelines, invitees and more refined customized agendas.

The sessions will be based on the Succeed and Stay research data and should achieve several aims:

- i) To communicate the rationale behind the Immigration Strategy.
 - ii) Share the key insights from the Succeed and Stay research data relevant to each stakeholder group.
 - iii) Validate key research findings with each group and elicit – where relevant – policy implications to be included in the Immigration Strategy.
- b) It is anticipated that the stakeholder groups for the engagement sessions would include
- i) **SJLIP Council:** SJLIP governance body comprising around 15 organizations who are directly involved with immigrants at different stages of newcomers' settlement journey (see Appendix D for the full list of SJLIP Council members).

Note: The SJLIP Council is the crucial stakeholder group and may need to be engaged several times throughout the contract period – to share and validate the interim results of the strategy development process.

- ii) **Newcomer Advisory Panel:** a group under the umbrella of SJLIP, bringing together representatives of various ethnocultural newcomer communities in Saint John.
- iii) The City of Saint John **Growth Committee** as well as the individual departments within the **City of Saint John** (see Appendix E for a suggested list of departments to be involved).
- iv) Economic development entities present in the region: **Envision Saint John** (whose Board of Directors includes representatives of all the municipalities in the region) and **Opportunities NB** (whose strategy encompasses the entire province with implications for individual regions).
- v) Representatives of the local business community.

2) The Immigration Strategy (primary deliverable)

- a) The Consultant will prepare an Immigration Strategy document for the City of Saint John and the broader region, covering a five-year period from 2022 to 2026.
- b) The Immigration Strategy should address the gaps and barriers identified by the Succeed and Stay research and outline a plan for the city to become the most welcoming community in Atlantic Canada.
- c) The plan should be focused primarily on the City of Saint John but should also include the broader region.

The document should include:

- i) a summary overview of the current context,
- ii) a clear value proposition of the city for attracting and retaining newcomers, based on the findings of the Succeed and Stay research,
- iii) delineation of the focus areas among the stakeholders operating in the newcomer attraction and settlement services, to ensure there are no gaps or duplications of efforts,
- iv) strategic objectives and targets leading towards increased attraction and retention of new immigrants,
- v) recommended actions to achieve the objectives, implementation timeframes, suggested lead and support entities, evaluation timeline and criteria,
- vi) where relevant: recommended changes to municipal and provincial policies to facilitate achievement of the objectives,
- vii) any other elements or information the Consultant deems necessary for successful implementation of the strategy.

3) Rollout support

The Consultant will assist in a public announcement of the completed Immigration Strategy.

4) Oversight

The work of the Consultant will be coordinated by the SJLIP Project Manager working in consultation with a Steering Committee comprising several members of the SJLIP Council.

5) Timing

The Immigration Strategy should be completed, validated by the SJLIP Council and endorsed by the Saint John Common Council by the end of February 2022.

The Consultant will schedule and plan all the pre-requisite activities, including stakeholder engagement, to meet that deadline.

6) Budget

The total budget for this project should be within the range between \$ 30,000 and \$ 60,000, excluding HST.

2.2 Evaluation Criteria

The following is an overview of the categories and weighting for the rated criteria relevant to the evaluation of proposals under this RFP.

STAGE II OF EVALUATION PROCESS	SCORING
Quality and Completeness: <input type="checkbox"/> Has the proponent addressed all of the needs identified? <input type="checkbox"/> Is the proposal presented in an organized and professional manner? <input type="checkbox"/> Submission Form included – Appendix A	10
Proponent's Experience: <input type="checkbox"/> Has the proponent demonstrated a level of expertise with the requirements of this RFP? <input type="checkbox"/> References provided – Appendix C	30
Approach: <input type="checkbox"/> Approach to assignment	30
Cost: <input type="checkbox"/> Cost will be a factor, however, neither the only factor nor the determined factor, in the evaluation of the proposals. <input type="checkbox"/> Pricing Form Included – Appendix B	30
TOTAL POINTS FOR STAGE II	100

2.3 Proposal Submission

Proposals must include the following information.

- 1) **Proponent Contact Information** – (Appendix A)
- 2) **Overview** – maximum 2 pages explaining your interest in and alignment with this assignment; any specific value proposition; as well as your skills, experience, and expertise relevant to the assignment.
- 3) **Approach** – maximum 3 pages indicating the approach you would take to the assignment – see additional notes (Appendix D)
- 4) **Proponent** – CVs and a short (maximum 2 pages) outline of the experience of the consultant in undertaking providing the services and deliverables.

- 5) **Cost** – Quotation should provide total estimate of fee along with breakdown of hours, travel / other expenses, and hourly rate & responsibilities per team member, (see Appendix B)
- 6) **References** – names of two clients, including contact information and the nature of the services provided. (Appendix C)

[End of Part 2]

PART 3 – EVALUATION OF PROPOSALS

3.1 Timetable

- (1) The RFP timetable is tentative only and may be changed by the City at any time.

Issue Date of RFP	Friday, July 23, 2021
Deadline for Questions	Wednesday, August 18, 2021, 4:00 pm, ADT
Deadline for Issuing Addenda	Thursday, August 19, 2021, 4:00 pm, ADT
Submission Deadline	Thursday, August 26, 2021, 4:00 pm, ADT
Rectification Period	3 Business Days

3.2 Submission Instructions

- (1) Proponents are to submit electronic proposals in pdf format as follows:

- one (1) signed technical proposal
- one (1) signed financial proposal

- (2) Proposals are to be Submitted via Email to:

supplychainmanagement@saintjohn.ca

- (3) Proposals are to be Submitted on Time

Proposals shall be submitted on or before the Submission Deadline. Proposals submitted after the Submission Deadline will be rejected.

- (4) Withdrawal of Proposals

At any time throughout the RFP process, a proponent may withdraw a submitted proposal. To affect a withdrawal, a notice of withdrawal must be sent to the City Contact and must be signed by an authorized representative. The City is under no obligation to return withdrawn proposals.

3.3 Stages of Proposal Evaluation

- (1) The City will conduct the evaluation of proposals and selection of the highest ranked proponent in the following three stages described in further detail below:

- (a) Stage I – Mandatory Requirements and Rectification
- (b) Stage II – Evaluation of Rated Criteria and Pricing
- (c) Stage III – Selection and Final Negotiation

(A) Stage I – Mandatory Requirements and Rectification

Submission and Rectification Period

Stage I will consist of a review to determine which proposals comply with all of the mandatory requirements. Proposals failing to satisfy the mandatory requirements as of the Submission Deadline will be provided an opportunity to rectify any deficiencies. Proposals satisfying the mandatory requirements during the Rectification Period, as described in Part 3 – Section 3.1 – Timetable will proceed to Stage II. Proposals failing to satisfy the mandatory requirements within the Rectification Period will be excluded from further consideration. The Rectification Period will begin to run from the date and time that the City issues its rectification notice to the proponents.

Mandatory Submission Forms

Other than inserting the information requested on the mandatory submission forms set out in this RFP, a proponent may not make any changes to any of the forms.

Submission Form (Appendix A)

Each proponent must complete the Submission Form and include it with their technical proposal. The Submission Form must be signed by an authorized representative of the proponent.

Pricing Form (Appendix B)

Each proponent must complete the Pricing Form and include it with their financial proposal. The Pricing Form must be completed according to the instructions contained in the form. Fees must be provided in Canadian funds, inclusive of all costs, applicable duties, overhead, and insurance costs, except for HST/GST.

Reference Form (Appendix C)

Each proponent must complete the Reference Form and include it with its technical proposal.

Other Mandatory Requirements

Each proposal must:

- (a) Be in English.
- (b) Be for the entire scope of work as described in Part 2 –The Deliverables – Section 2.1 – Scope of Work. Incomplete proposals or proposals for only part of the Deliverables described in Part 2 – Section 2.1 – Scope of Work shall be disqualified.

(B) Stage II – Evaluation of Rated Criteria and Pricing

Stage II will consist of a scoring by the City of each qualified proposal on the basis of the rated criteria and the pricing in accordance Part 2 – The Deliverables - Section 2.2 – Evaluation Criteria.

(C) Stage III – Selection and Final Negotiation

Once the proposals have been evaluated as per Stage II, the top-ranked proponent will be selected to enter into direct negotiations.

[End of Part 3]

PART 4 – TERMS AND CONDITIONS OF THE RFP PROCESS

4.1 General Information and Instructions

(A) Proponents to Follow Instructions

- (1) Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable part, section, subsection or paragraph numbers of this RFP.

(B) Information in RFP Only an Estimate

- (1) The City and its representatives shall not be liable for any information or advice or any discrepancies or errors or omissions that may be contained in this RFP or an Addenda, appendices, data, materials or documents (electronic or otherwise) attached or provided to the proponents pursuant to this RFP.
- (2) The City and its advisors make no representation, warranty or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the work. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

(C) Proponents Shall Bear Their Own Costs

- (1) The proponent shall bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews, and/or presentations.

4.2 Communication after Issuance of RFP

(A) Proponents to Review RFP

- (1) Proponents shall promptly examine all of the documents comprising this RFP, and
 - (a) Shall report any errors, omissions or ambiguities; and
 - (b) May direct questions or seek additional information in writing by email to the City Contact on or before the Deadline for Questions. All questions submitted by proponents by email to the City Contact shall be deemed to be received once the email has entered into the City Contact's email inbox. No such communications are to be directed to anyone other than the City Contact. The City is under no obligation to provide additional information, and the City shall not be responsible for any information provided by or obtained from any source other than the City Contact.
- (2) It is the responsibility of the proponent to seek clarification from the City Contact on any matter it considers to be unclear. The City shall not be responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

(B) All New Information to Proponents by Way of Addenda

- (1) This RFP may be amended only by an addendum in accordance with this subsection. If the City, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all proponents by addenda. Each addendum forms an integral part of this RFP.
- (2) Such addenda may contain important information, including significant changes to this RFP. In Appendix A, proponents should confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

(C) Post-Deadline Addenda and Extension of Submission Deadline

- (1) If any addendum is issued after the Deadline for Issuing Addenda, the City may at its discretion extend the Submission Deadline for a reasonable period of time.

(D) Verify, Clarify and Supplement

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

(E) No Incorporation by Reference

- (1) The entire content of the proponent's proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the proponent's proposal will not be considered to form part of its proposal.

(F) Proposal to Be Retained by the City

- (1) The City will not return the proposal or any accompanying documentation submitted by a proponent.

4.3 Debriefing

(A) Debriefing

- (1) Upon written request from any proponent, the City may provide a more detailed oral debriefing either by phone or in person, as required by the proponent. The written request shall be submitted to the City Contact no later than 15 calendar days after such notification.
- (2) The acceptance of the successful proposal shall not be discussed during a debriefing.

4.4 Prohibited Conduct

(A) Proponent Not to Communicate with Media

- (1) A proponent may not at any time directly or indirectly communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the City Contact.

(B) No Lobbying

- (1) A proponent may not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful proponent.

(C) Illegal or Unethical Conduct

- (1) Proponents shall not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud or collusion. Proponents shall not engage in any unethical conduct, including other inappropriate communications, offering gifts to members of Common Council, employees, officers or other representatives of the City, deceitfulness, submitting proposals containing misrepresentations or other misleading or inaccurate information, or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.

(F) Past Performance or Inappropriate Conduct

- (1) The City may prohibit a proponent from participating in the procurement process based on past performance or based on inappropriate conduct in a prior procurement process.
- (2) Such inappropriate conduct shall include, but not be limited to the following:
 - (a) All the conducts as described in Part 4 – Section 4.4;
 - (b) The refusal of the proponent to honour its pricing or other commitments made in its proposal; or
 - (c) Any other conduct, situation or circumstance determined by the City, in its sole and absolute discretion, to constitute a Conflict of Interest.

4.5 Confidential Information

(A) Confidential Information of City

- (1) All information provided by or obtained from the City in any form in connection with this RFP either before or after the issuance of this 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 this RFP and the performance of any subsequent Contract;

(c) Must not be disclosed by the proponent to any person, other than persons involved in the preparation of the proponent's proposal or the performance of any subsequent contract, 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.

(B) Confidential Information of Proponent

(1) A proponent should 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 their proposals will, as necessary, be disclosed, on a confidential basis, to the City's advisors 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 this RFP, questions are to be submitted to the City Contact.

4.6 Procurement Process Non-Binding

(A) No Contract A and No Claims

(1) 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.

(2) For greater certainty and without limitation:

(a) This 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, equity or otherwise) against the other with respect to the award of a contract, failure to award a contract or failure to honour a response to this RFP.

(B) No Contract until Execution of Written Contract

(1) The RFP process is intended to identify the highest ranked proponent for the purposes of entering into a contract. No legal relationship or obligation regarding the procurement of any good or service shall be created between the proponent and the City by the RFP process until the issuance of a purchase order for the acquisition of such goods and/or services.

(C) Non-Binding Price Estimates

(1) While the pricing information provided in responses will be non-binding prior to the issuance of a purchase order, 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 contract award.

(D) Disqualification for Misrepresentation

- (1) The City may disqualify the proponent or rescind a contract subsequently entered into if the proponent's response contains misrepresentations, omissions, or any other inaccurate, misleading or incomplete information.

(E) Cancellation

- (1) The City may cancel or amend the RFP process without liability at any time.

4.7 Governing Law and Interpretation

A. Governing Law

- (1) The terms and conditions in this Part 4:
- (a) Are 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) Are 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) Are to be governed by and construed in accordance with the laws of the province of New Brunswick and the federal laws of Canada applicable therein.

[End of Part 4]

APPENDIX A– SUBMISSION FORM

(A) Proponent Information

Please fill out the following form, and name one person to be the contact for your response to this 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:	
Company Website (If Any):	
RFP Contact Person and Title:	
RFP Contact Phone:	
RFP Contact Facsimile:	
RFP Contact E-mail:	

(B) Acknowledgment of Non-Binding Procurement Process

The proponent acknowledges that the RFP process will be governed by the terms and conditions of this 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 issued a purchase order.

(C) Ability to Provide Deliverables

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

(D) Mandatory Forms

The proponent encloses as part of the proposal the mandatory forms set out below:

FORM	INITIAL TO ACKNOWLEDGE
Submission Form	
Pricing Form	
Reference Form	

Notice to proponents: There may be forms required in this RFP other than those set out above. See the Mandatory Requirements section of this RFP for a complete listing of mandatory forms.

(E) Non-Binding Price Estimates

The proponent has submitted its fees in accordance with the instructions in this RFP and in the Pricing Form set out in Appendix B. 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.

(F) Addenda

The proponent is deemed to have read and accepted all addenda issued by the City prior to the Deadline for Issuing Addenda. The onus remains on proponents to make any necessary amendments to their proposal based on the addenda. The proponent confirms that it has received all addenda by listing the addenda numbers or, if no addenda were issued, by writing the word "None" on the following line: _____. Proponents who fail to complete this section will be deemed to have received all posted addenda.

(G) No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

(H) 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.

Signature of Witness

Signature of Proponent Representative

Name of Witness

Name

Title

Date

I have the authority to bind the proponent.

APPENDIX B – PRICING FORM

(1) Consulting Fee:

(written)

(numeric)

(2) Breakdown of Hours and Hourly Rates:

Team Member	Responsibility	Hourly Rate	No. of Hours
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	

(3) Associated Travel Cost (if applicable)

Signature of Proponent Representative

Date

APPENDIX C – REFERENCE FORM

Each proponent must provide two references from clients who have obtained similar goods or services to those requested in this RFP from the proponent in the last two years.

Reference #1

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Date Work Undertaken:	
Nature of Assignment:	

Reference #2

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Date Work Undertaken:	
Nature of Assignment:	

APPENDIX D

The Saint John LIP Council: member organizations and their representatives on the SJLIP Council

	<i>Organization</i>	<i>Representative(s)</i>
1	City of Saint John	David Dobbelsteyn, Kate Wilcott
2	Opportunities New Brunswick	Theresa Phillips
3	Envision Saint John	Janet Scott
4	Saint John Newcomers Centre	Mohamed Bagha
5	YMCA Newcomer Connections	Kathryn Melvin
6	PRUDE Inc	Li Song
7	Anglophone School District South	Lynn MacDonald
8	District Scolaire Francophone Sud	Amira Khedhri
9	UNB Saint John	Laurelle LeVert, Rob Moir
10	NBCC	Jason Peters
11	Horizon Health Network	Stephanie Goguen
12	Department of Public Health	Kim Barker, Duyen Nguyen
13	Human Development Council	Randy Hatfield
14	Working NB	Mike Quinn
15	Government of NB	Dan Coles, Beth Snow
16	IRCC	Ashley Camplin

Note: For the purposes of the stakeholder engagement, the SJLIP Council can be treated as a single entity – i.e., there is no need to organize individual engagement sessions with its members.

APPENDIX E

Departments within the City of Saint John suggested for stakeholder engagement sessions

- 1 City Manager Office
- 2 Finance & Strategic Services
- 3 Public Works
- 4 Utilities and Infrastructure
- 5 Transit
- 6 Fire
- 7 Police