



The City of Saint John

Request for Proposals

**2023-092202P – Consulting Services – Human
Resources Strategic Plan**

Saint John, New Brunswick

Request for Proposals No.: 2023-092202P – Consulting Services – Human Resources
Strategic Plan

Issued: June 29, 2023

Submission Deadline: Wednesday, July 19, 2023, 4:00:00 p.m., ADT

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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 supporting the development of a ten (10) year Human Resources (HR) Strategic Plan (“Strategy”) that aligns with the 2023 – 2033 Corporate Strategic Plan, 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
City of Saint John
Email: supplychainmanagement@saintjohn.ca

1.3 Type of Contract for Deliverables

- (1) The City will issue a Purchase Order to the successful proponent for the scope of services detailed in this request for proposal.

1.4 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.

1.5 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 Description of Deliverables

- (1) This Request for Proposals (“**RFP**”) is an invitation by The City of Saint John (the “**City**”) to prospective proponents to submit proposals for supporting the development of a ten (10) year Human Resources (HR) Strategic Plan (“**Strategy**”) that aligns with the 2023 – 2033 Corporate Strategic Plan, as further described in Appendix D – RFP Particulars – Section A - The Deliverables.

[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	Tuesday, June 27, 2023
Deadline for Questions	Tuesday, July 11, 2023, 4:00:00 pm, ADT
Deadline for Issuing Addenda	Wednesday, July 12, 2023, 4:00:00 pm, ADT
Submission Deadline	Wednesday, July 19, 2023, 4:00:00 pm, ADT
Rectification Period	3 Business Days
Evaluation	Complete within 2 weeks of closing
Anticipated Deadline for Selection of Highest Ranked Proponent	Thursday, August 10, 2023

3.2 Submission Instructions

(A) **Proposals Shall be Submitted Electronically**

Proposals are to be submitted via email to:

supplychainmanagement@saintjohn.ca

(B) **Proposals Shall be Submitted in Prescribed Manner**

Proponents shall submit:

- one (1) signed technical proposal and supporting information in pdf format, clearly identified as “2023-092202P – Consulting Services – Human Resources Strategic Plan – Technical Proposal”; and
- one (1) signed financial proposal and supporting information in pdf format, clearly identified as “2023-092202P – Consulting Services – Human Resources Strategic Plan – Financial Proposal”.

(C) **Proposals Shall Be Submitted on Time**

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

(D) **Amendment of Proposals**

Proponents may amend their proposals prior to the Submission Deadline by submitting the amendment via email and in a form similar to item (B) above. Any amendment should

clearly indicate which part of the proposal the amendment is intended to affect.

(E) Withdrawal of Proposals

- (1) At any time throughout the RFP process, a proponent may withdraw a submitted proposal. To effect 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 Appendix D – Section A - The Deliverables. Incomplete proposals or proposals for only part of the Deliverables described in Appendix D 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 Appendix D – Section B – Evaluation Criteria. The City intends to shortlist to up to Three (3) proponents, however, should the City deem it to be in its best interest, it may expand this number accordingly.

(C) Stage III – Selection and Final Negotiation

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

During the negotiation, the City may provide the top-ranked proponent with any additional information and may seek further information and proposal improvements. After the negotiation, the top-ranked proponent may be invited to revise its initial proposal and submit its Best and Final Offer (BAFO) to the City.

[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. Proponents are responsible for obtaining all addenda issued by the City. Addenda may be obtained from the City's website (www.saintjohn.ca) under the menu option "Tender and Proposals". 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 – Following Award

- (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 notification of award.

- (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 but not limited to, activities such as bid-rigging, price-fixing, bribery, fraud or collusion. Proponents shall not engage in any unethical conduct, including but not limited to, 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 maybe seen to compromise the competitive process provided for in this RFP.

(D) 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 law applicable to direct commercial negotiations.
- (2) For greater certainty and without limitation:
 - (a) 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.

4.8 Regional Municipalities

Unless objected to in their submission(s), the successful vendor(s) agree(s) that Regional Municipalities shall have the advantage of the discounts and prices accepted by the City. Regional Municipalities will be considered to be any community that is in the boundaries of the Province of New Brunswick. This in no way commits these municipalities to accepting this quotation, but provides them with the opportunity to take advantage of the City's volume purchasing discounts.

The City is not responsible for payment for products or services supplied to any Regional Municipality.

The vendor(s) shall invoice Regional Municipalities directly for any product or services supplied to them under this quotation.

[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 a Supply Agreement.

(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 prices set out in the Pricing Form.

(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 C – REFERENCE FORM

Each proponent is requested to provide three 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:	

Reference #3

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

APPENDIX D – RFP PARTICULARS

(A) The Deliverables

(1) SCOPE

The City of Saint John is seeking experienced consultants in the human resource strategy field to support the development of a ten (10) year Human Resources (HR) Strategic Plan (“Strategy”) that aligns with the 2023 – 2033 Corporate Strategic Plan. The plan must include short-term (1 to 2 years); intermediate (3 to 5 years); and long-term (6 to 10 years) recommendations to transition the key human resource policies, programs, procedures, and system to meet the evolving and emerging needs of the future workplace. An important lens for the Strategy is to ensure the City’s workplace represents a diverse, equitable, and inclusive workforce that is representative of the local community we serve.

The Human Resources department of the City of Saint John supports all service areas within the City’s establishment, including Saint John Fire Department, and Saint John Transit Commission, and all must be incorporated within the scope of this Strategy. The Saint John Police Force, and other City agencies, boards, and commissions are not within the scope of this Strategy. The total workforce for the in-scope areas, encompassing unionized and non-unionized employees, is approximately 650 employees. There are 4 collective agreements in existence between the bargaining agents and the employer, the City of Saint John.

Through the use of facilitated workshops, surveys and/or questionnaires with service areas and stakeholders including executive and senior leadership, managers, employees, and elected officials, the successful Proponent will assess the future requirements and identify gaps that may be addressed within the short-term, intermediate, and long-term recommendations. This work will be supported by members of the City of Saint John Human Resources department. The successful Proponent should be prepared to conduct the work using a hybrid approach with some requirement to conduct work in-person in Saint John, N.B.

The timeframe for this work is commencement in September, 2023 and concluded by January 31, 2024.

Specific deliverables include the following:

1. Conduct an environmental scan analysis of the labour market to identify the future work trends that may impact the future of the workplace and workforce at the City of Saint John.
2. Conduct a SWOT analysis with select internal stakeholders to identify potential areas of risk for the City’s human resource requirements.
3. Facilitate workshops and/or other data collection means within all service areas within scope of this Strategy to collect and document input on future human resource needs that support their objectives and actions under the 10-year Corporate Strategic Plan; including changes to roles and responsibilities within the service area to support their objectives and actions.

4. Review existing human resource policies, programs, procedures, and systems and make recommendations for change to support the future workforce requirements that align with the 10-Year Corporate Strategic Plan and service areas needs, and are based on best practice research in the key areas of:
 - i. Recruitment
 - ii. Staffing/Workforce Planning
 - iii. Performance Management
 - iv. Training and Development
 - v. Succession Planning
 - vi. Compensation* (non-union workforce)
 - vii. Employee Recognition
 - viii. Employee Health & Wellness
 - ix. Disability Management
 - x. Diversity, Equity, and Inclusion
 - xi. Labour Relations

*Includes a review of compensation structure but not inclusive of a market analysis

5. Recommend key metrics and analytics in each of the human resources areas noted in number four (4) above to track and report to ensure objectives are being achieved.
6. Prepare a draft report with recommendations that support the future human resource requirements that align with the 10-year Corporate Strategic Plan and are based on best practice research. In collaboration with members of the Human Resources department categorize the recommendations as short-term; intermediate; or long-term. Recommendations must be supported with comparison to other Canadian municipalities with similar workforce size and complexity, and with other leading private sector organizations.
7. Present the draft report to Chief Administrative Officer and/or Executive leadership team to receive their final input and incorporate to prepare a final report.
8. Potentially present a version of the final report to Council, in collaboration with members of the Human Resources department.

(2) DURATION

To be negotiated with the successful Proponent.

(3) PAYMENT

Payment shall be based on Net 45 Days from date of invoice or receipt of goods, whichever is later. Invoices can **either** be mailed to: City of Saint John, Accounts Payable Department, P.O. Box 1971, Saint John, NB, E2L 4L1, **or** by email to the Accounts Payable department (accountspayable@saintjohn.ca). Vendors are to ensure invoices are not sent both ways.

(4) TERMINATION OF THE CONTRACT

The City reserves the right to terminate the contract at any time during the course of this agreement. In such an event, payment will be made only for the product received up to the time of termination.

(5) BASIS FOR AWARD

The City does not bind itself to accept the lowest or any proposal submitted but reserves the right to accept any proposal deemed to be in its best interest. The City also reserves the right to split this contract between two or more proponents based upon the overall best value to the City.

(6) NO GUARANTEE

The City makes no guarantee as to the value or volume of the Deliverables. The quantities stated herein reflect the anticipated requirements of the City; however, the City reserves the right to purchase more or less than the total quantity stated.

(7) RESERVED RIGHTS

The City reserves the right to:

- a) Reject an unbalanced Proposal. For the purpose of this section, an unbalanced Proposal is a Proposal containing a unit price which deviates substantially from, or does not fairly represent, reasonable and proper compensation for the unit of work bid or one that contains prices which appear to be so unbalanced as to adversely affect the interests of the City. The City reserves the right to use Proposals submitted in response to other like or similar Requests for Proposals as a guideline in determining if a proposal is unbalanced.
- b) Amend or modify the scope of a project, and/or cancel or suspend the Proposal Solicitation at any time for any reason.
- c) Require proponents to provide additional information after the Closing Date for the Proposal Solicitation to support or clarify their proposals.
- d) Not accept any or all proposals.
- e) Not accept a proposal from a proponent who is involved in litigation, arbitration or any other similar proceeding against the City.
- f) Reject any or all proposals without any obligation, compensation or reimbursement to any proponent or any of its team members.
- g) Withdraw a Proposal Solicitation and cancel or suspend the Proposal Solicitation process.
- h) Extend, from time to time, any date, any time period or deadline provided in a Proposal Solicitation (including, without limitation, the Proposal Solicitation Closing Date), upon written notice to all proponents.

- i) Assess and reject a proposal on the basis of
 - i. Information provided by references;
 - ii. The proponent's past performance on previous contracts;
 - iii. Information provided by a proponent pursuant to the City exercising its clarification rights under the Proposal Solicitation process;
 - iv. The proponent's experience with performing the type and scope of work specified including the proponent's experience;
 - v. Other relevant information that arises during a Proposal Solicitation process.
- j) Waive formalities and accept proposals which substantially comply with the requirements of the Proposal Solicitation.
- k) Verify with any proponent or with a third party any information set out in a proposal.
- l) Disqualify any proponent whose proposal contains misrepresentations or any other inaccurate or misleading information.
- m) Disqualify any proponent who has engaged in conduct prohibited by the Proposal Solicitation documents.
- n) Make changes including substantial changes to the proposal documents provided that those changes are issued by way of an addendum in the manner set out in the Proposal Solicitation documents.
- o) Select any proponent other than the proponent whose proposal reflects the lowest cost to the City.
- p) Cancel a Proposal Solicitation process at any stage.
- q) Cancel a Proposal Solicitation process at any stage and issue a new Proposal Solicitation for the same or similar deliverable.
- r) Accept any proposal in whole or in part.

And these reserved rights are in addition to any other express rights or any other rights which may be implied in the circumstances and the City shall not be liable for any expenses, costs, losses or any direct or indirect damages incurred or suffered by any proponent or any third party resulting from the City exercising any of its express or implied rights under a Proposal Solicitation.

(8) LIMITATION OF LIABILITY AND WAIVER

In every Proposal Solicitation, the City shall draft the documents such that each proponent, by submitting a proposal, agrees that:

- a) Neither the City nor any of its employees, agents, advisers or representatives will be liable, under any circumstances, for any claims arising out of a Proposal Solicitation process including but not limited to costs of preparation of the proposal, loss of profits, loss of opportunity or any other claim.

- b) The proponent waives any claim for any compensation of any kind whatsoever including claims for costs of preparation of the proposal, loss of profit or loss of opportunity by reason of the City's decision to not accept the proposal submitted by the proponent, to award a contract to any other proponent or to cancel the Proposal Solicitation process, and the proponent shall be deemed to have agreed to waive such right or claim.

(B) Evaluation Criteria

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

EVALUATION PROCESS	SCORING (POINTS)
<p>Quality and Completeness:</p> <ul style="list-style-type: none"> Organization and professionalism of the submission Proposal addresses City's goals, scope of work, and deliverables outlined in the RFP. 	10
<p>Approach:</p> <p><i>Governance</i> – describe the proposed governance structure for the scope of work including roles and responsibilities to support project delivery and decision-making</p> <p><i>Delivery Approach</i> – describe the proposed project management approach to achieving the deliverables outlined in this RFP, including delivery methods, while meeting the expectations set out in this RFP</p> <p><i>Workplan</i> – provide a detailed workplan with activities and timelines</p> <p><i>Communications and Engagement of Stakeholders</i> – describe the approach to communications and engagement of stakeholders</p> <p><i>Team</i> – identify the Proponent's personnel (i.e. team members) and their roles being proposed for this project including responsibilities to deliver the scope of work outlined in this RFP</p> <p><i>Value-Add</i> – describe any value-added services that the City might expect as the successful Proponent</p>	30
<p>Experience:</p> <ul style="list-style-type: none"> Describe the experience of the proposed Project Team for the deliverables outlined in Appendix E of this RFP. Experience should be outlined for each proposed team member and relate back to the references provided in Appendix D including role on the project and deliverables achieved 	30
<p>Cost:</p> <ul style="list-style-type: none"> Proposed costs for this project are to be submitted under the Financial Proposal and in the required format (Appendix B) Cost will be a factor, however, neither the only factor nor the determining factor, in the evaluation of the proposals 	30
	100

(C) Submission Requirements

A. Submission Requirements

Proponents should include the following information in respect of each of the rated criteria:

(a) Quality and Completeness – Total 10 Points

- Organization and professionalism of the proposal will be rated as an example of the Proponent's work product.
- Effectively show how each of the deliverables outlined in Appendix E will be achieved.

(b) Approach – Total 30 Points

- Provide a governance plan that identifies the project structure and responsibilities. Specifically, the roles of the Proponent and the City in working collaboratively to achieve the deliverables outlined in this RFP.
- Provide the project management approach to be used through the engagement to achieve the deliverables.
- Provide a detailed workplan with activities and timelines.
- Provide an overview of how the Proponent will manage communications and engagement among Project Team members, key stakeholders, and the organization.
- Provide the project team that the Proponent will assemble to support the City in achieving the deliverables outlined in this RFP. Include an estimate of requirements of City and Human Resource department resources.
- Provide any value-add services the Proponent the Proponent can supply in supporting the City in completing this project.

(c) Experience and Expertise of Proponent – Total 30 Points

- Provide a history of the organization and experience of managing similar projects.
- Provide the experience of each member of the proposed Proponent's team as it relates to the roles and responsibilities on the projects provided in the references.
- Include a curriculum vitae for each proposed team member of no more than two (2) pages.
- Provide at least three (3) references that demonstrate experience for the scope of work outlined in Appendix D of this RFP. References must be relevant and describe work completed in the last three to five years.

(d) Financial Proposal – Total 30 Points

- Complete Pricing Form as provided in Appendix B.

The City is interested in the financial proposal that provides the best value for money for the City. In assigning points in this category, the evaluation team will engage in comparative evaluation of Appendix B, proposed financial proposals, and evaluate them based on considerations which, in the sole opinion of the City, are relevant to a determination of the best value for money. For greater clarity, the lowest financial proposal will not necessarily be found to offer the best economic value over the term of the engagement contract.