



**REQUEST FOR PROPOSAL**

**RFP CORP-2023-01**

**PROFESSIONAL CONSULTING SERVICES**

for a

**MUNICIPAL PAY EQUITY AND  
COMPENSATION REVIEW**

**Issue Date:** Monday, March 20<sup>th</sup>, 2023

**Closing Date:** Monday, April 3<sup>rd</sup>, 2023

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## **1.0 General Description of Project**

The Municipality of East Ferris requires the services of a qualified consultant to undertake a Pay Equity & Compensation Review for the Municipality and East Ferris Library Board. The Municipality seeks a consultant that has experience in such work including pay equity and compensation levels, including union and non-union pay grids. 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. 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.
- Preparing a thorough report and present it to the Council of the Municipality of East Ferris.

## **2.0 Background**

East Ferris is a rural, residential community comprised of the villages of Astorville and Corbeil. Located in Northeastern Ontario only 20 kilometers east of the City of North Bay, the Municipality of East Ferris is situated along the shores of Trout Lake and Lake Nosbonsing within easy access to urban amenities. The Municipality has experienced steady growth and currently has a population of just under 5,000.

In order to provide high quality services to our ever-growing population, the Municipality employs 23 permanent, full-time staff (13 non-union and 10 union) and the East Ferris Public Library employs 1 permanent, full-time and 3 permanent, part-time staff (non-union).

The Municipality of East Ferris is responsible for various activities governed by Ontario's *Municipal Act, S.O. 2001* including taxation, roads, planning and building, recreation, policing, 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. A Pay Equity and Compensation Review was last completed in 2010.

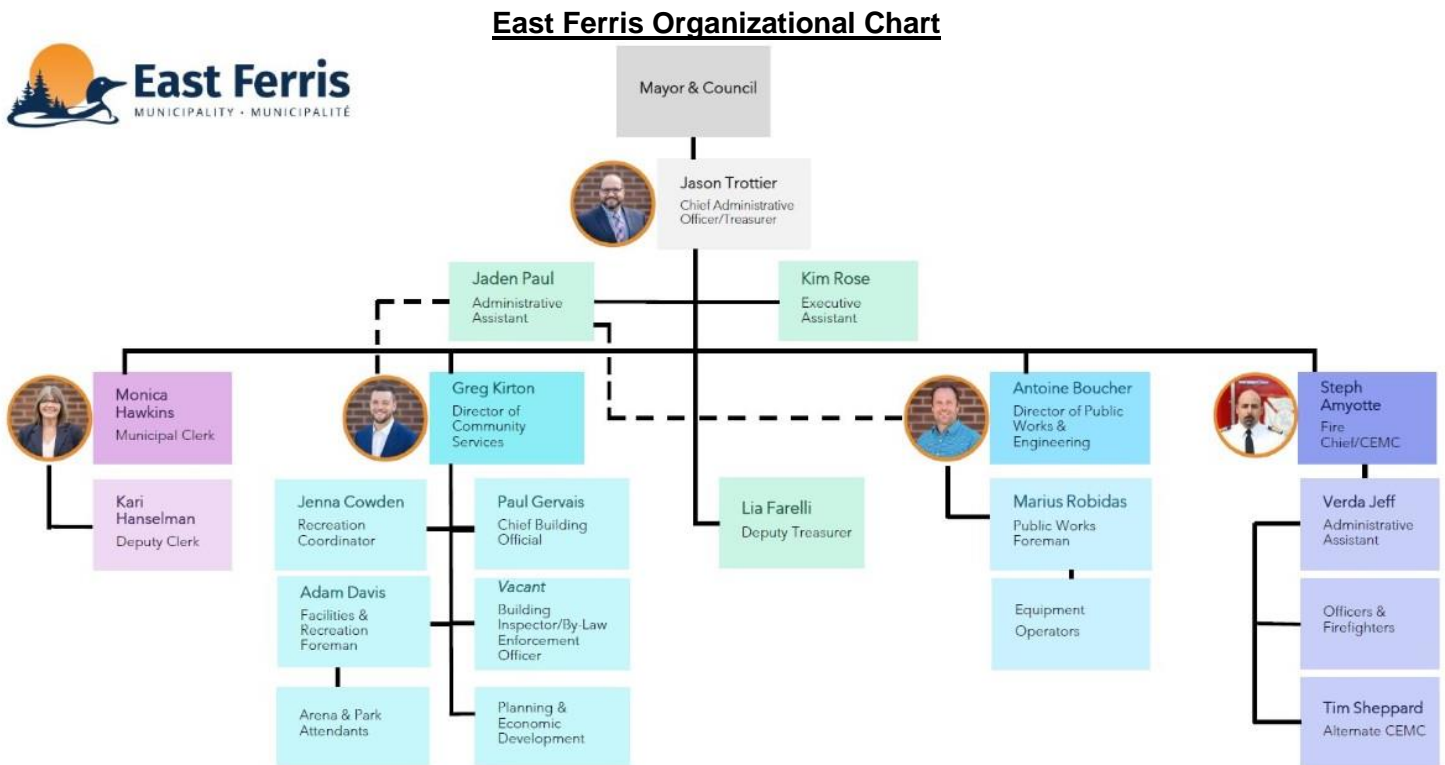
## 2.1 Municipal Personnel & Compensation System

Personnel employed by the Municipality/East Ferris Public Library include:

Type	Union / Non-Union	Number
Chief Administrative Officer/Treasurer	Non-Union	1
Directors (Community Services / Public Works)	Non-Union	2
Managers (Fire Chief / Clerk)	Non-Union	2
Administration	Non-Union	6
Operations (Fire, Recreation, Public Works, Building)	Non-Union	3
	Union	10
Public Library – Chief Executive Officer/Librarian	Non-Union	1
Public Library – Part-Time	Non-Union	3

Employee compensation for the unionized workforce is managed through the following:

Who	Agreement	Comment
UFCW Local 175	Collective Bargaining Agreement	<i>Labour Relations Act</i>



## 3.0 Scope of Work

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

must take into consideration any and all differences in unionized, non-unionized and management staff.

- **Review Pay Equity:** The chosen consultant will review Municipality of East Ferris salary scale and position ranking to ensure compliance with Pay Equity legislation.
- **Job Evaluation and Ranking:** The Municipality of East Ferris went through a salary review process in 2010. Since that time, several positions have been added, removed, and/or modified. The consultant will provide review and comment on these new or modified 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.
- **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 East Ferris remains competitive while ensuring value to the tax-payer's dollar.
- **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.
- **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.
- **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 East Ferris.
- 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 including unionized employees, where necessary.
  - d) Prepare a preliminary report to include identification of gaps, strengths and draft recommendations for changes addressing current challenges and embracing future opportunities designed to achieve the following outcomes including:
    - i. Draft implementation and internal communication strategies.
    - ii. Review and amend the preliminary draft report to incorporate comments received.
    - iii. Revise job descriptions based on the organizational structure.
    - iv. Draft personnel policy directions.

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.

#### 4.0 Contact

Questions regarding this RFP should be directed to:

Jason Trottier, CAO/Treasurer  
Municipality of East Ferris  
25 Taillefer Road  
Corbeil, ON P0H 1K0

(Phone): 705-705-2740

Email: Jason.trottier@eastferris.ca

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

#### 5.0 Proposed Project Schedule

RFP Issued	Monday, March 20, 2023
Deadline for submission of proposals	Monday, April 3, 2023 @ 4:00 p.m.
Awarding of Proposal	Wednesday, April 12, 2023
Delivery of Final Report from Consultant	Friday, July 14, 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 Council approves the acceptance of a complete plan. A proposed work schedule for the review process must be submitted as part of the proposal to ensure completeness of the process.

## **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

Provide brief descriptions of two projects dealing with organizational and compensation reviews prepared by or under the direction of your firm. Include in your description the techniques used in the process and the outcome(s).

i) Presentation

Proposers may be requested to be available for an interview with municipal staff 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 (1) bound copy of the proposal on 8 ½ inches x 11 inches paper printed on both sides of the pages and an electronic (PDF) version of the proposal shall be submitted to:

**Municipality of East Ferris  
25 Taillefer Road  
Corbeil, ON P0H 1K0**

**Attention: Jason Trottier, CAO/Treasurer**  
**Email: [jason.trottier@eastferris.ca](mailto:jason.trottier@eastferris.ca)**

The deadline for the submission of a Proposal is **Monday, April 3<sup>rd</sup>, 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 East Ferris is an equal opportunity employer and requires all Respondents to comply with policies and regulations concerning equal opportunity. The Respondent, in the performance of this contract, agrees not to discriminate in its employment due to an employee's or applicant's race, religion, national origin, ancestry, gender, sexual preference, age, physical handicap or any other characteristic protected by law.

## **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. It is anticipated that the Municipality of East Ferris will award the project on April 12<sup>th</sup>, 2023 (but no later than April 30<sup>th</sup>, 2023).

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.

East Ferris 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.

## **13.0 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 East Ferris who reserves ownership rights to all ideas and concepts developed.

## **14.0 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.