



# DISTRICT OF PORT HARDY

**Request For Proposal  
RFP 1220-20-584-2024  
Employee Complete  
Compensation Review**

**Closing Time:**

Monday, May 13, 2024  
3:00 PM, Local Time, Port Hardy, BC

**Closing Location:**

District of Port Hardy  
7360 Columbia Street  
Port Hardy, BC V0N 2P0  
Attention: Heather Nelson-Smith

By email to [tenders@porthardy.ca](mailto:tenders@porthardy.ca)

|                                    |  |       |
|------------------------------------|--|-------|
| <b>PROPONENT NAME</b>              |  |       |
| Street Address:                    |  |       |
| District Province Postal Code:     |  |       |
| Contact Name:                      |  |       |
| Telephone number:                  |  | Fax:  |
| Email:                             |  | Date: |
| Signature: by authorized signatory |  |       |

By my signature above, I have read, understood and accepted the requirements outlined in the Request for Proposal; we hereby propose to supply the Services in accordance with the Request for Proposal and as outlined in this Form of Proposal.



# DISTRICT OF PORT HARDY

## PART 1 - RFP PROCESS & GENERAL REQUIREMENTS

### **1.0 GENERAL INFORMATION**

- 1.1 The District of Port Hardy seeks proposals to assess the wage and compensation package for all exempt and unionized positions contained in policy within the District of Port Hardy Municipality.
- 1.2 This is a request for proposals, not a call for tenders or requests for offers. No contractual obligations shall arise between the District and a Proponent upon the Proponent's submission of a Proposal to the District.
- 1.3 Though the District fully intends to proceed through the RFP to select the services at this time, the District is under no obligation to proceed to the Contract or any other stage. The receipt by the District of any information (including submissions, ideas, plans, drawings, models, or other materials communicated or exhibited by any intended Proponent or on its behalf) shall not impose any obligations on the District. There is no guarantee by the District, its officers, employers, or Managers that the process initiated by the issuance of this RFP will continue or that this RFP process or any RFP process will result in a contract with the District for the purchase of goods or services.
- 1.4 Proponents will be solely responsible for their expenses with this RFP, including preparing and submitting a Proposal and any subsequent negotiations with the District.
- 1.5 This RFP shall be governed by and construed in accordance with the laws of the Province of British Columbia.

### **2.0 NO COLLUSION**

Except as otherwise specified or as arising because of the provision of the Contract Documents, no person, whether natural or body corporate, other than the Proponent has or will have any interest or share in this Proposal or in the proposed Contract which may be completed in respect thereof. There is no collusion or arrangement between the Proponent and any other actual or prospective Proponents in connection with proposals submitted for this Request for Proposals, and the Proponent does not know the contents of different proposals. It has made no comparison of figures, agreement, or arrangement, express or implied, with any other party in connection with the making of the Proposal.

### **3.0 CONFLICT OF INTEREST**

At no time during the Proposal stage, evaluation stage, after award, or during the preparation of the Scope of Work shall a District employee or Council Member or appointed Authority, Committees or Commissions be in any way connected with



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the Proponent. Proponents are to include, with their initial Proposal and at any subsequent time requested by the District, full details of any employee, person, firm or corporation that could be considered in conflict with the District.

## 4.0 COMMUNICATIONS AND ENQUIRIES

All enquiries regarding this RFP are to be directed, in writing or by email, to the following persons before the specified closing date/time. Information from any other source is not official and should not be relied upon. Enquiries and responses will be recorded and may be distributed to all Proponents at the District of Port Hardy's option.

Heather Nelson-Smith, CAO  
District of Port Hardy  
250-949-6665 hnelson.smith@porthardy.ca

## 5.0 PROPOSAL INSTRUCTIONS

5.1 Proponents should submit one (1) original hard copy of their Proposal to:

District of Port Hardy  
7360 Columbia Street  
Port Hardy, BC V0N 2P0  
Attention: Heather Nelson-Smith

or submitted electronically in one (1) PDF file with the Subject "**EMPLOYEE COMPLETE COMPENSATION REVIEW Submission – RFP 1220-20-584-2024**" in the subject line to [tenders@porthardy.ca](mailto:tenders@porthardy.ca)

5.2 The District will receive Proposals at the location and time indicated on the title page of this Request for Proposal.

5.3 The Proponent is responsible for ensuring that the District receives its Proposal before the closing time indicated on the title page of this Request for Proposal. The District does not accept facsimiles.

## 6.0 CONTRACT REQUIREMENTS

6.1 The District anticipates that any contract arising from this RFP will be based on the District's Consulting Services Agreement and Statement of Work provided by the Proponent.

6.2 The District expects the works to be completed within three (3) months of award.

## 7.0 OWNERSHIP OF PROPOSALS AND FREEDOM OF INFORMATION

7.1 All documents submitted with your Proposal will become the property of the District and shall be subject to the disclosure provisions of the *BC Freedom of Information and*



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*Protection of Privacy Act (FOIPPA) and Community Charter.* A Proponent may stipulate that a portion(s) of their Proposal contains confidential information and is supplied to the District in confidence. However, under FOIPPA, the District may nevertheless be obligated to disclose all or part of a Proposal in response to a request made under the Act, even if the Proponent has stipulated that part of their Proposal is supplied in confidence. The Proponent should review Section 21 and other provisions of FOIPPA better to understand the District's disclosure responsibilities under the Act.

## 8.0 INSURANCE, PERMITS AND LICENSES

8.1 The Proponent shall obtain and continuously hold, for the term of the Contract, insurance coverage with the District listed as "Additional Named Insured" the minimum limits of not less than those stated below:

- a) Commercial General Liability Insurance not less than five million dollars (\$5,000,000) per occurrence.
- b) WorkSafeBC clearance letter.
- c) Vehicle Third Party Liability not less than two million dollars (\$2,000,000) per occurrence.
- d) Error & Omissions Insurance not less than five hundred thousand dollars (\$500,000) per occurrence.

8.2 The successful Proponent must obtain a District of Port Hardy Municipal Business license before starting Work.

8.3 The Successful Proponent must indemnify the District and their employees, officers, directors and agents (each an "Indemnified Person") against all claims, actions, proceedings, damages, losses, costs, expenses and liabilities of any kind incurred that an Indemnified Person may sustain, incur, suffer or be put to, either before or after this Contract ends, which are based upon, arising out of or occur, directly or indirectly, because of, any act or omission by you or by any of your agents, employees, officers, directors, or Successful Proponents in providing the Services, except liability arising out of any independent negligent act by the District. The Successful Proponent accepts responsibility for the acts and omissions of all Subcontractors it may engage in rendering the Service on the Project.

8.4 The Proponent must comply with all applicable laws and bylaws within the jurisdiction of the Work. The Proponent must further comply with all conditions and safety regulations of the Workers' Compensation Act of British Columbia and must be in good standing during the term of any Contract entered into from this process.

## 9.0 GIFTS AND DONATIONS

Proponents will not offer entertainment, gifts, gratuities, discounts, or special services, regardless of value, to any employee of the District. The Proponent shall report to the Chief Administrative Officer any attempt by District employees to obtain such favours.



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## 10.0 EVALUATION AND SELECTION PROCESS

10.1 The District will evaluate all submitted valid Proposals. The District will not necessarily accept any or all Proposals. The objective of the evaluation and selection process is to identify the Proposal that offers the best value for the services requested in the District's opinion.

10.2 The District will evaluate the requirements, and only those deemed by the District to have the right experience/capabilities/methodology etc., will have their price evaluated.

10.3 Proposals will be evaluated based on the following criteria:

| Evaluation Criteria    | Weighting  |
|------------------------|------------|
| Overview of Experience | 50         |
| Methodology            | 30         |
| Price                  | 20         |
| <b>Total</b>           | <b>100</b> |

10.4 At its discretion, the District may request any or all of the Proponents to present their proposals and/or interview with the Selection Committee. Note that any information provided by the Proponents in their proposals or discussed in presentations/interviews may be incorporated into any Contract with the Proponent.

10.5 The District advises all Proponents that the process for evaluation/interview and finalizing the lead/winning Proponent may take three weeks.

## 11.0 NEGOTIATIONS

11.1 The contract award may be subject to negotiations with the lead Proponent, who is deemed to provide the best value to the District. Such negotiations include, but not limited to, the following:

- a) Changes to the requirements or Scope of Work proposed by the Proponent
- b) Price; and
- c) Specific contract details as deemed reasonable by the District

11.2 Suppose a written contract cannot be negotiated within fourteen (14) days of notification with the lead Proponent. In that case, the District may, at its discretion at any time, thereafter, terminate negotiations with the lead Proponent and either enter into negotiations with the next qualified Proponent or cancel the RFP or negotiate with another supplier.



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## PART 2 - SCOPE OF WORK

### **12.0 BACKGROUND**

**12.1** The District of Port Hardy has approximately 4000 people, with a service delivery range from 4000 to 8000 residents of the North Island, including utilities servicing and recreational programming and facilities. Port Hardy is located on the Traditional Territory of the Kwakiutl people at the end of Highway 19 on the northernmost tip of Vancouver Island. We still have affordable housing for sale but little to no newer homes to choose from, and we have limited rental stock, which makes transitioning to our community as a new employee difficult if you are not willing to purchase right away or have the ability to renovate a purchased home.

### **13.0 PROJECT RATIONALE**

**13.1** From our knowledge, a compensation and benefits review has not been completed in the past decade for the District of Port Hardy. With two collective agreements ending in 2024 and the need to ensure that employees are fairly compensated for our region and the Work they do, it is essential to do a fulsome review of what Port Hardy can offer, how we can retain those employees who are working hard for us and how we can attract those new employees to our region for the long term. Salaries have been adjusted for exempt employees using other wage analysis reports and the local wages known to the hiring committee and Council, but an in-depth review is required. The District employs 8 exempt, 16 full-time unionized, and approximately 14 part-time/casual unionized positions.

### **14.0 PURPOSE AND SCOPE OF WORK**

**14.1** Range of Services to be provided by the Proponent:

The goal of the Compensation Review is to examine the District's current employee compensation, identify comparative municipalities based on competitive criteria and community affordability, and determine necessary adjustments to ensure the District's compensation is equitable within the municipal marketplace, allowing Port Hardy to attract and retain the best and brightest.

**14.2** The successful Proponent will:

1. Review job descriptions and conduct employee interviews to gain a solid understanding of the roles and responsibilities of each position to compare to other organizations, not relying on "title" alone as a comparator.
2. Conduct a job evaluation compensation review and develop a pay grade model that creates a systematic and equitable classification and/or structure.
3. Identify and define appropriate external labour market comparable municipalities, considering proximity, size, population, economic climate and affordability.



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4. Analyze and summarize positions against the appropriate comparators.
5. Complete an internal salary relationship analysis including the review of current performance evaluation tools, and the redevelopment of performance evaluations, and guidelines to ensure internal equity.
6. Recommend a compensation pay structure including salary ranges for each job classification that defines the number of pay steps or minimum/maximum for each range for all regular positions.
7. Recommend a salary structure based on equity of positions and parity within/across the organization.
8. Recommend methodologies to be utilized for policy development and ongoing maintenance of the classification and compensation system developed.
9. Conduct a review of the benefits package, vacation time, time in lieu, compressed work week, overtime, and banked time allotments provided by the District comparison to the comparator organizations.
10. Make recommendations based on feedback from employees on what benefits they are most interested in to keep their current compensation package relevant to the current time, market, and relevant to their personal needs.

## **15.0** Materials provided by the District

The District will support the Proponent by providing:

1. A list of all positions and the current position profiles.
2. Current annual salary amounts for all positions and years of Service for each employee.
3. Current benefits, vacation, time in lieu, overtime, and banked time allocations provided to all employees.
4. Support to schedule employees interviews.
5. Supported creating the presentation of the final report to the Council.
6. Financial and organizational reference material for context.

## **16.0** PROJECT DELIVERABLES

**16.1** The following minimum outputs/deliverables for this Project at a minimum must include:

- Compensation Review of the total compensation for all employees
- Review of the benefits vacation, time in lieu, compressed work week, and banked time allotments



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in consideration of the total compensation package with recommendations for consideration on modifications.

- A comprehensive compensation schedule or policy providing rates, steps and bands as necessary, and policy language for the application and review of the program.
- A Job evaluation policy or procedure, complete with a compensation philosophy for recruitment and retention, establishes a consistent application of the policy as jobs change and are added/removed.
- The complete report will be internal for administration only.
- Support in amending the report to be public-facing and presented to the Council.
- Project kick-off, milestone, and wrap-up meetings with the District project team and with the Council. The Scope of Work described above is not intended to be limiting or exhaustive. The Proponent should develop a detailed project methodology and identify additional project tasks necessary for the District of Port Hardy Employee Compensation Review Request for Proposals April 2024
- All data collected and information produced for this assignment becomes the property of the District of Port Hardy. Proponents should submit a detailed description within their project proposal of how they intend to deliver data collected and produced for this assignment.

## 17.0 SUBMISSION REQUIREMENTS

The Proposal should include:

- a) **Cover Page:** The front page of this RFP with the required Proponent information filled out and signed.
- b) **Cover Letter:** (1 page max) Provide a summary of the services to be provided, a general overview of the company, its structure, size, and capability to perform the Work required and Include the name, telephone, fax, and email address of the contact person for the Proposal.
- c) **Proposal Overview:** To assist in receiving similar and relevant information and to ensure your Proposal receives fair evaluation, the District asks that Proponents provide detailed information for the elements listed in Section 14.2 Purpose and Scope of Work to be provided by the Proponent of this RFP. Proponents are asked to reply to each point throughout the RFP, and the Proponent must identify any specific provisions with which it is unwilling or unable to comply. A proposal response must be submitted in enough detail to allow the District to determine the Proponent's position based on the documents received. Every effort should be made to include complete details of services you or your company would provide.
- d) **Project Understanding, Concept and Methodology:** This section should





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address the Proponent's local knowledge & understanding of the District's needs and provide details of the Proponent's approach to the Work of the RFP, including all tasks listed in Section 2 Purpose & Scope of Work. The Proponent should outline the project vision, processes, and systems used for planning, scheduling, and cost estimating and how they intend to provide quality project and information management. This section should address how the Proponent Plans to deliver the services in Port Hardy.

- e) **Overview of Experience:** (4 pages max) This section must highlight the firm's past performance, experience, and recent relevant projects (within the last three years) that demonstrate the company's ability to meet the requirements outlined in this RFP. This section should include the firm's name and address, the year it was established, the primary office that will be performing the Work of the RFP and the number of employees in the firm. For any sub-consultants or subcontractors, the same information listed above must be provided as well as the length of the working relationship between the Proponent and their Subconsultant/ Subcontractor. At least two recent client references must be provided, including name and contact information and a brief description of the services offered.

*The District reserves the right to contact the references to confirm the nature and performance of the Work provided by the Proponent. The District reserves the right to seek a reference from sources other than those provided by the Proponent.*

- f) **Value Add:** Describe your organization's unique expertise and successes, as well as what sets your firm and proposed team apart from other organizations with respect to this Project, if applicable.