



**Request for Proposals
For
Audit & Accountability Fund**

Request for Proposals No.: **RFP30-2019**

Issued: **July 24, 2019**

Submission Deadline: **August 14, 2019 by 2:00:00 pm local time**



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[List of annexes or additional appendices**]**



PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Proponents

The City has recently applied for a Provincial Funding through Ontario Ministry of Municipal Affairs and Housing. “Audit and Accountability Fund”.

On May 21, 2019 the Premier announced the creation of the Audit and Accountability Fund: \$7.35 million for large urban municipalities and district schoolboards interested in conducting service delivery and administrative expenditures reviews with the goal of finding efficiencies while protecting important front-line services. Eligible municipalities may apply individually or collectively, with other eligible municipalities to conduct an independent third-party review of the municipal service delivery expenditures to find efficiencies.

This Request for Proposals (the “RFP”) is an invitation by the City of Niagara Falls (the “City”) to prospective consulting service providers to submit proposals to review various City Departments, as further described in Section A of the RFP Particulars (Appendix D) (the “Deliverables”).

It shall be recognized by all respondents that funding for this project is contingent on the awarded proponent completing a finalized report to the City’s contact no later than October 31, 2019 in order to comply with the Ministry’s requirement for publically posting the report of deliverables no later than November 30th, 2019. Proponents who feel that they cannot make the timelines identified in this solicitation should not submit a response.

1.2 RFP Contact

For the purposes of this procurement process, the “RFP Contact” will be:

Dave Butyniec – Manager of Procurement – dbutyniec@niagarafalls.ca

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials, or other representatives of the City, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the proponent and the rejection of the proponent’s proposal.

1.3 Contract for Deliverables

1.3.1 Type of Contract

The selected proponent will be requested to enter into direct contract negotiations to finalize an agreement with the City for the provision of the Deliverables. Proponents should submit a sample Form of Agreement and attached as (Appendix A) and include in the submission response. This sample contract is to form the basis for commencing negotiations between the City and the selected proponent. It is the City’s intention to enter into an agreement with only one (1) legal entity per awarded contract. Joint submissions are acceptable, however, if a joint submission is made the submission must clearly indicate which party will act as the prime contractor.



1.4 RFP Timetable

1.4.1 Key Dates

Issue Date of RFP	Wednesday July, 24, 2019
Deadline for Questions	Wednesday, July 31, 2019 by 2:00:00 pm local time
Deadline for Issuing Addenda	Wednesday August 7, 2019 by 2:00:00 pm local time
Submission Deadline	Wednesday August 14, 2019 by 2:00:00 pm local time
Anticipated Contract Award (subject to approval of Provincial financing)	Approximately August 30, 2019

The RFP timetable is tentative only, and may be changed by the City at any time. For greater clarity, business days means all days that the City's administrative office is open for business.

1.5 Submission of Proposals

1.5.1 Proposals to be Submitted at Prescribed Location

Sealed Submissions of the Proposal in a clearly marked envelope which includes the prescribed form(s) as instructed are to be delivered to:

City of Niagara Falls – Procurement Section
3200 Stanley Avenue, Niagara Falls, Ontario L2E 6S4

1.5.2 Proposals to be Submitted on Time

Proposals must be submitted on or before the Submission Deadline set out in the RFP Timetable. Proposals received after the Submission Deadline will not be accepted.. Proposals submitted after the Submission Deadline will not be accepted. Proponents are advised to make submissions well before the deadline. Proponents making submissions near the deadline do so at their own risk.

Submissions received after the deadline, whether delivered personally, or if mailed, regardless of post markings, will not be considered. Fax or electronic (e-mail) submissions will not be accepted.

1.5.3 Proposals to be Submitted in Prescribed Format

Proposals should be comprised, formatted and submitted in 2 envelopes as indicated below:

Envelope #1



One (1) original “marked as original” and three (3) paper copies of the technical proposal in an envelope excluding all Purchase Price Schedule(s) and any attachments to such schedules (the “Pricing Documents”);

One (1) electronic copy (USB Key) in either Microsoft Office or Adobe Acrobat format of the complete proposal, excluding the Purchase Price Details.

Envelope #2

One (1) original “marked as original” paper copy of the Respondents Pricing Documents.

1.5.4 Amendment of Proposals

Proponents may amend their proposals prior to the Submission Deadline. If amending the proposal, a written request must be made to the City’s contact.

1.5.5 Withdrawal of Proposals

At any time throughout the RFP process until the execution of a written agreement for provision of the Deliverables, a proponent may withdraw a submitted proposal. To withdraw a proposal prior to the Submission Deadline, the proponent should contact the City’s Procurement Contact. To withdraw a proposal after the Submission Deadline, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the proponent. The City is under no obligation to return withdrawn proposals.

[End of Part 1]



PART 2 – EVALUATION, NEGOTIATION AND AWARD

2.1 Stages of Evaluation and Negotiation

The City will conduct the evaluation of proposals and negotiations in the following stages:

2.2 Stage I – Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements. If a proposal fails to satisfy all of the mandatory submission requirements, the City will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. If the proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its proposal will be rejected. The Rectification Period will begin to run from the date and time that the City issues a rectification notice to the proponent. The mandatory submission requirements are set out in Section C of the RFP Particulars (Appendix D).

2.3 Stage II – Evaluation

Stage II will consist of the following two sub-stages:

2.3.1 Mandatory Technical Requirements

The City will review the proposals to determine whether the mandatory technical requirements as set out in Section D of the RFP Particulars (Appendix D) have been met. Questions or queries on the part of the City as to whether a proposal has met the mandatory technical requirements will be subject to the verification and clarification process set out in Part 3.

2.3.2 Rated Criteria

The City will evaluate each qualified proposal on the basis of the non-price rated criteria as set out in Section F of the RFP Particulars (Appendix D).

2.4 Stage III – Pricing

Stage III will consist of a scoring of the submitted pricing of each qualified proposal in accordance with the price evaluation method set out in Pricing (Appendix C). The evaluation of price will be undertaken after the evaluation of mandatory requirements and rated criteria has been completed.

2.5 Stage IV – Ranking and Contract Negotiations

2.5.1 Ranking of Proponents

After the completion of Stage III, all scores from Stage II and Stage III will be added together and the proponents will be ranked based on their total scores. The top-ranked proponent will receive a written invitation to enter into direct contract negotiations to finalize the Agreement with the City. In the event of a tie, the selected proponent will be the proponent selected by way of coin toss.



The City reserves the right to publish the name of the selected proponent on the electronic bidding system.

2.5.2 Contract Negotiation Process

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3) and will not constitute a legally binding offer to enter into an Agreement on the part of the City or the proponent, and there will be no legally binding relationship created with any proponent prior to the execution of a written Agreement. The terms and conditions found in the Form of Agreement (Appendix A) are to form the basis for commencing negotiations between the City and the selected proponent. Negotiations may include requests by the City for supplementary information from the proponent to verify, clarify, or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by the City for improved pricing, reasonable changes in the scope or performance terms from the select proponent.

2.5.3 Time Period for Negotiations

The City intends to conclude negotiations and finalize the agreement with the top-ranked proponent during the Contract Negotiation Period, commencing from the date the City invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to satisfy the pre-conditions of award listed in Section E of the RFP Particulars (Appendix D), provide requested information in a timely fashion and conduct its negotiations expeditiously.

2.5.4 Failure to Enter into Agreement

If the pre-conditions of award listed in Section E of the RFP Particulars (Appendix D) are not satisfied or if the parties cannot conclude negotiations and finalize the Agreement for the Deliverables within the Contract Negotiation Period, the City may discontinue negotiations with the top-ranked proponent and may invite the next-best-ranked proponent to enter into negotiations. This process will continue until an Agreement is finalized, until there are no more proponents remaining that are eligible for negotiations, or until the City elects to cancel the RFP process.

2.5.5 Notification of Negotiation Status

Other proponents that may become eligible for contract negotiations may be notified at the commencement of the negotiation process with the top-ranked proponent.

[End of Part 2]



PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1 General Information and Instructions

3.1.1 Proponents to Follow Instructions

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 section numbers of this RFP.

3.1.2 Proposals in English

All proposals are to be in English only.

3.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in an integrated format, without reference to the content of websites or other external documents. The examination of the proponent's proposal should not require a reviewer to search outside the proposal for external documents. Any document not integrated with a proposal will not be considered to form part of the proposal.

3.1.4 References and Past Performance

In the evaluation process, the City may consider the proponent's references and may also consider the proponents past performance or conduct on previous contracts with the City or other institutions.

3.1.5 Information in RFP Only an Estimate

The City and its advisers 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 Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

3.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

3.1.7 Proposal to be Retained by the City

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



3.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

The City makes no guarantee of the value or volume of work to be assigned to the successful proponent. The Agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. The City may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

3.2 Communication after Issuance of RFP

3.2.1 Proponents to Review RFP

Proponents should promptly examine all the documents comprising this RFP and may direct questions or seek additional information in writing by e-mail to the RFP Contact on or before the Deadline for Questions. No such communications are to be directed to anyone other than the RFP Contact. The City is under no obligation to provide additional information, and the City is not responsible for any information provided by or obtained from any source other than the RFP Contact. It is the responsibility of the proponent to seek clarification from the RFP Contact on any matter it considers to be unclear. The City is not responsible for any misunderstanding on the part of the proponent concerning this RFP.

3.2.2 All New Information to Proponents by Way of Addenda

This RFP may be amended only by addendum in accordance with this section. 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 addendum. Each addendum forms an integral part of the RFP and may contain important information, including significant changes to the RFP. Proponents are responsible for obtaining all addenda issued by the City. In the Submission Form (Appendix B), proponents should confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If the City determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, the City may extend the Submission Deadline for a reasonable period of time.

3.2.4 Verify, Clarify, and Supplement

When evaluating proposals, 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, including but not limited to clarification with respect to whether a proposal meets the mandatory technical requirements set out in Section D of the RFP Particulars (Appendix D). The City may revisit, re-evaluate, and rescore, or reject the proponent's proposal or ranking on the basis of any such information.



3.3 Notification and Debriefing

3.3.1 Notification to Other Proponents

Once a definite Agreement is executed by the City and a proponent, the other proponents may be notified directly by public posting, in the same manner that this RFP was originally posted, of the outcome of the procurement process.

3.3.2 Debriefing

Proponents may request a debriefing after publication of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within thirty (30) days of such notification.

3.3.3 Procurement Protest Procedure

If a proponent wishes to challenge the RFP process, it should provide written notice to the RFP Contact in accordance with applicable procurement protest procedures. The notice must provide a detailed explanation of the proponent's concerns with the procurement process or its outcome.

3.4 Conflict of Interest and Prohibited Conduct

3.4.1 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of the City in the preparation of its proposal that is not available to other proponents; (ii) having been involved in the development of the RFP, including having provided advice or assistance in the development of the RFP; (iii) receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the RFP; (iv) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process); or (v) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or
- (b) in relation to the performance of its contractual obligations under an Agreement for the Deliverables, the proponent's other commitments, relationships, or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.



3.4.2 Disqualification for Conflict of Interest

The City may disqualify a proponent for any conduct, situation, or circumstances, determined by the City, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

3.4.3 Disqualification for Prohibited Conduct

The City may disqualify a proponent, rescind an invitation to negotiate or terminate an Agreement subsequently entered into if the City determines that the proponent has engaged in any conduct prohibited by this RFP.

3.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Submission Form (Appendix B).

3.4.5 Proponent Not to Communicate with Media

Proponents must not at any time directly or indirectly communicate with the media in relation to this RFP or the ranking or selection of proponents pursuant to this RFP, or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.4.6 No Lobbying

Proponents must 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(s).

3.4.7 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, 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.

3.4.8 Past Performance or Past Conduct

The City may prohibit a proponent from participating in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process, including but not limited to the following:

- (a) illegal or unethical conduct;
- (b) refusal of the proponent to honour submitted pricing or other commitments;



- (c) any conduct, situation or circumstance determined by the City, in its sole and absolute discretion, to have constituted a Conflict of Interest;
- (d) the involvement of the respondent in a lawsuit with the City; or
- (e) the respondent having threatened the City with a lawsuit within the previous two years.

3.5 Confidential Information

3.5.1 Confidential Information of the City

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 the City's confidential information;
- (b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent Agreement for the Deliverables;
- (c) must not be disclosed without prior written authorization from the City; and
- (d) must be returned by the proponent to the City, or destroyed if so requested by the City, immediately upon the request of the City.

3.5.2 Confidential Information of Proponent

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, including the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, as amended ("MFIPPA"). Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by the City to advise or assist with the RFP process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this RFP, such questions are to be submitted to the RFP Contact.

3.6 Procurement Process Non-Binding

3.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

- (a) this RFP will 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 will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this RFP.

3.6.2 No Contract until Execution of Written Agreement

This RFP process is intended to identify prospective suppliers for the purposes of negotiating potential Agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and the City by this RFP process until the successful negotiation and execution of a written Agreement for the acquisition of such goods and/or services.

3.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written Agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of the City to enter into an Agreement for the Deliverables.

3.6.4 Cancellation

The City may cancel or amend the RFP process without liability at any time.

3.7 Governing Law and Interpretation

The Terms and Conditions of the RFP Process (Part 3):

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and will 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 Ontario and the federal laws of Canada applicable therein.

[End of Part 3]



APPENDIX A – FORM OF AGREEMENT

Sample Only – To be Modified by Legal to Meet Scope of Work

THIS CONSULTING AGREEMENT made this day of , 20 .

B E T W E E N:

(INSERT COMPANY NAME)

Hereinafter referred to as the “Consultant”

- and -

THE CORPORATION OF THE CITY OF NIAGARA FALLS

Hereinafter referred to as the “City”

WHEREAS the City has requested the Consultant to furnish professional services in connection with the , as more particularly described in Schedule “A” attached to and forming part of this Agreement, hereinafter referred to as the “Project”;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants, conditions and agreements herein contained, the parties agree as follows:

GENERAL PROVISIONS

1. RETAINER

1.1 The City hereby retains the services of the Consultant in connection with the Project and the Consultant hereby agrees to provide the services described herein under the general direction and control of the City.

1.2 In this Agreement the word “Consultant” shall mean professionals and other specialists engaged by the City directly and whose names are party to this Agreement.

2. SERVICES

The services to be provided by the Consultant and by the City for the Project are set forth in paragraphs 23 and 26 hereof and such services as changed, altered or added to under paragraph 8 hereof, are hereinafter referred to as the “Services”.

3. COMPENSATION

The City shall pay the Consultant in accordance with the provisions set forth in paragraphs 31-34 inclusive.

4. STAFF AND METHODS



The Consultant shall use current state-of-the-art principles and shall skillfully and competently perform the Services and shall employ only skilled and competent staff who will be under the supervision of a senior member of the Consultant's staff.

5. DRAWINGS AND DOCUMENTS

Drawings and documents or copies thereof required for the Project shall be exchanged between the parties on a reciprocal basis. Documents prepared by the Consultant for the City may be used by the City for the Project herein described, including "as built" records. The City has ownership of the drawings. Drawings shall be prepared as per the City's current digital drawing and layering standards, unless approved otherwise by the City.

6. PATENTS

6.1 All concepts, products or processes produced by or resulting from the Services rendered by the Consultant in connection with the Project, or which are otherwise developed or first reduced to practice by the Consultant in the performance of its Services and which are able to be patented, capable of trademark or otherwise, shall be and remain the property of the Consultant.

6.2 The City shall have permanent, non-exclusive, royalty-free license to use any concept, product or process which is able to be patented, capable of trademark or otherwise produced by or resulting from the Services rendered by the Consultant in connection with the Project and for no other purpose or project.

7. RECORDS AND AUDIT

7.1 In order to provide data for the calculation of fees on a time basis, the Consultant shall keep a detailed record of the hours worked by and salaries paid to its staff employed for the Project.

7.2 The City may inspect and audit the books, payrolls, accounts and records of the Consultant, during regular office hours, with respect to any item which the City is required to pay on a time scale or disbursement basis, as a result of this Agreement.

7.3 The Consultant, when requested by the City, shall provide copies of receipts with respect to any disbursement for which the Consultant claims payment under this Agreement.

8. CHANGES, ALTERATIONS AND ADDITIONAL SERVICES

With the consent of the Consultant, the City may, in writing, at any time after the execution of the Agreement or the commencement of the Services, delete, extend, increase, vary or otherwise alter the Services forming the subject of this Agreement and if such action by the City necessitates additional staff or services, the Consultant shall be paid in accordance with paragraph 31 for such additional staff employed directly therein, together with such expenses and disbursements as allowed under paragraph 33.



9. SUSPENSION OR TERMINATION

- 9.1 The City may at any time, by notice in writing to the Consultant, suspend or terminate the Services or any portion thereof at any stage of the undertaking. Upon receipt of such written notice, the Consultant shall perform no further services other than those reasonably necessary to close out its Services. In such an event, the Consultant shall be entitled to payment in accordance with paragraph 34 for any of the Consultant's staff employed directly therein, together with such expenses and disbursements allowed under paragraph 33.
- 9.2 If the Consultant is practicing as an individual and dies before his Services have been completed, this Agreement shall terminate as of the date of his death and the City shall pay for the Services rendered and disbursements incurred by the Consultant, to the date of such termination.

10. INDEMNIFICATION

- 10.1 The Consultant shall indemnify and save harmless the City from and against all claims, actions, losses, expenses, costs, demands, suits and other proceedings or damages of every nature and kind whatsoever which the City, its employees, officers or agents may suffer as a result of the negligence of the Consultant, its employees, officers or agents in performance of this Agreement.
- 10.2 The Consultant shall indemnify and save harmless the City from and against all claims, actions, losses, expenses, costs or damages of every nature and kind whatsoever which the City, its employees, officers or agents may suffer as a result of misuse, misappropriation or alleged misuse or misappropriation by the Consultant, its employees, officers or agents of intellectual property in the performance of this Agreement.
- 10.3 The City agrees to indemnify and save harmless the Consultant from and against any and all claims, losses, damages, liability and costs arising out of or in any way connected with the presence, discharge, release or escape of contaminants of any kind, excluding only such liability as may arise out of the negligence of the Consultant in the performance of consulting services to the City within this Project.

11. INSURANCE AND LIMIT OF LIABILITY

The Consultant shall be required to purchase and maintain in force, at its own expense (including the payment of all deductibles) and for the duration of this Agreement, the following policies of insurance, which policies shall be in a form and with an insurer acceptable to the City. A certificate of these policies originally signed by the insurer or an authorized agent of the insurer must be delivered to the City prior to the commencement of the Consultant's Services:

- (a) Professional Liability (errors and omissions coverage) for the performance of Services by the Consultant providing that the policy is:



- i In the amount of not less than Two Million Dollars (\$2,000,000) total coverage, and Two Million Dollars (\$2,000,000) coverage per claim;
 - ii Not to be construed as a limit of the liability of the Consultant in the performance by the Consultant of the Services under this Agreement; and
 - iii Notwithstanding anything to the contrary contained in this Agreement, kept in full force and effect for a period of time ending no sooner than two years after the termination or expiry of this Agreement, as the case may be;
- (b) Comprehensive General Liability, provided that the policy:
 - i is in the amount of not less than Five Million Dollars (\$5,000,000), per occurrence;
 - ii adds the City as additional insured;
 - iii has provisions for cross-liability as between the Consultant and the City, broad form contractual liability, owner's/contractor's protective liability, contingent employer's liability, employer's liability, non-owned automobile liability and personal injury liability;
 - iv provides non-owned automobile coverage; and
 - v provides for 30 days' prior written notice of cancellation or material change;
- (c) The Consultant shall also furnish the City with a certified copy of a Standard Automobile Liability Insurance Policy on all owned and leased vehicles with inclusive limits of not less than Two Million Dollars (\$2,000,000) per occurrence for bodily injury and property damage with a deductible not greater than Five Thousand Dollars (\$5,000);
- (d) All policies listed above:
 - i Shall apply as primary insurance and not excess to any other insurance available to the City; and
 - ii To remain in force until final acceptance of the work described herein by the City.

At the expiry date of the policies, the Consultant shall provide original signed Certificates or electronic equivalents thereof, evidencing renewals or replacements to the City prior to the expiration date of the original policies, without notice or request by the City.

12. CONTRACTING FOR CONSTRUCTION



Neither the Consultant, nor any person, firm or corporation associated or affiliated with the Consultant, or subsidiary to the Consultant, shall tender for the construction of the Project or have an interest either directly or indirectly in the construction of the Project.

13. ASSIGNMENT

Neither party may assign this Agreement without the prior consent in writing of the other.

14. PREVIOUS AGREEMENTS

This Agreement supersedes all previous agreements, arrangements or understanding between the parties, whether written or oral, in connection with or incidental to the Project.

15. APPROVAL BY OTHER AUTHORITIES

Unless otherwise provided in this Agreement, where the work of the Consultant is subject to the approval or review of an authority, department of government, or agency other than the City, such applications for approval or review shall be the responsibility of the Consultant, but shall be submitted through the offices of the City and unless authorized by the City in writing, such applications for approval or review shall not be obtained by direct contact by the Consultant with such other authority, department of government or agency.

16. PRINCIPALS AND EXECUTIVES

The use of principals and executives on a time basis by the Consultant will be in accordance with paragraph 23(c).

17. SPECIALIZED SERVICES

The Consultant may engage others for specialized services, provided that prior approval is obtained, in writing, from the City and may add a mark-up of not more than five (5) percent of the cost of such services to cover office administration costs when claiming reimbursement from the City, plus the cost of the additional insurance incurred by the Consultant for the specialized services.

18. INSPECTION

The City, or persons authorized by the City, shall have the right, at all reasonable times, to inspect or otherwise review the Services performed or being performed under the Project and the premises where they are being performed.

19. PUBLICATION

The Consultant agrees to obtain the written consent of the CAO or his designate, before publishing or issuing any detailed information regarding the Project.



20. CONFIDENTIAL DATA

- 20.1 The Consultant shall not divulge any specific information identified as confidential, communicated or acquired by it or disclosed by the City in the course of carrying out the Services provided for herein. No such information shall be used by the Consultant on any other project without the approval, in writing, of the City.
- 20.2 For the purposes of this Project all digital data submitted to the Consultant by the City is deemed confidential and subject to the conditions set out in the City's Electronic Intellectual Property End User License Agreement.

21. ARBITRATION

- 21.1 Any dispute, difference or disagreement between the parties hereto in relation to the Agreement may, with the consent of both parties, be referred to arbitration.
- 21.2 No person shall be appointed to act as arbitrator who is in any way interested, financial or otherwise, in the conduct of the work on the Project or in the business or other affairs of either the City or the Consultant.
- 21.3 The award of the arbitrator shall be final and binding upon the parties.
- 21.4 The provisions of the Arbitrations Act, 1991 shall apply.

22. TIME

- 22.1 The Consultant shall perform the Services expeditiously to meet the requirements of the City and shall complete any portion or portions of the Services in such order as the City may require and the City shall have the right to take possession of and use any completed or partially completed portions of the Services, notwithstanding any provisions expressed or implied to the contrary.
- 22.2 The City shall give due consideration to all designs, drawings, plans, specifications, reports, tenders, proposals and other information submitted by the Consultant and shall make any decisions which it is required to make in connection therewith, within a reasonable time so as not to delay the work of the Consultant.

ESTIMATES, SCHEDULES AND STAFF LIST

23. PREPARATION OF ESTIMATE OF FEES, SCHEDULE OF PROGRESS AND STAFF LIST

Prior to execution of this Agreement, the Consultant shall provide, for approval by the City:

- (a) An estimate of the total fees to be paid for the services;
- (b) A Schedule showing an estimate of the portion of the Services to be completed in each month and an estimate of the portion of the fee which will be payable for each such month and a complete schedule showing the



entire estimated amount of fees, including an estimated time schedule to carry out the services;

- (c) A staff list showing the number, classifications, salaries and hourly salaries and/or rates of staff and/or hourly rates for principals and executives for which the Consultant will seek payment on a time basis. The Consultant shall relate such information to the particular type of work that such staff is to perform, while employed on the Project. Such list shall designate the member of the Consultant's staff who is to be the liaison person between the Consultant and the City;
- (d) A list of expected disbursements and equipment items, including the rates for items expected to be used to provide the consulting services; and
- (e) Identify anticipated date of any cost of living increments which would affect payroll costs, including the estimated percentage increases.

24. SUBSEQUENT CHANGES IN THE ESTIMATE OF FEES, SCHEDULE OF PROGRESS AND STAFF LIST

The Consultant will require written approval from the City for any of the following changes:

- (a) Any increase in the estimated fees beyond those approved under paragraph 23(a);
- (b) Any change in the schedule of progress, which results in a longer period than provided in paragraph 23(b); and
- (c) Any change in the number, classification and salary ranges of the staff provided under paragraph 23(c).

25. MONTHLY REPORTING OF PROGRESS

When requested by the City, the Consultant shall provide the City with a written report showing the portion of the Services completed in the preceding month.

26. UPSET LIMITS FOR FEES CHARGED

In any event, the cost of the design portion of the Consulting Services shall not exceed an upset limit of _____ Dollars (\$) _____) excluding HST.

DETAILED DESIGN, SCOPE OF WORK AND DESIGN SERVICES

27. DETAILED DESIGN

27.1 The Consultant shall provide to the City the information outlined in paragraphs 23-26 inclusive, prior to a recommendation to Municipal Council for retaining the Consulting Services. Such information shall become part of this Agreement, as found in the proposal entitled " _____ ", as submitted by the Consultant.



27.2 The Consultant shall provide the services for Detailed Design and such work shall include the following:

Estimated Fees during Phases	Amounts
Estimated fees for the design phase of the Project	\$ (excluding HST)
Estimated fee for "as built drawings" and liaison with City during construction phase of Project	\$
City contingency (to be entered by the City)	\$
Estimated total fees for the Project (to be entered by the City)	\$ (excluding HST)

28. SCOPE OF WORK

As per proposal attached hereto.

29. DESIGN SERVICES

The services to be provided by the Consultant in the execution of "Design Services" for the Project shall be as per the proposal submitted by the Consultant, as referred to in paragraph 27.1.

30. LIAISON WITH CITY STAFF DURING CONSTRUCTION

30.1 The City's staff will administer the contracts during construction, provide site supervision services and provide for all construction layout for all phases of construction, including co-ordination with utility companies and other agencies for the installation and relocation of existing or proposed utilities and infrastructure.

30.2 Notwithstanding the above City's services to be provided, the Consultant will be required, as part of this Agreement, to provide the following services during the construction phases of the Project, if requested by the City:

- (a) Advise the City's staff on the Consultant's interpretation of the drawings and specifications and issue supplementary details and instructions during the construction period, as required;



- (b) Review, for the City's approval, the construction schedule proposed by the Contractor and comment on the procedures, methods and sequence of work;
- (c) Consider and advise on alternative methods, equipment and materials proposed by the Contractor;
- (d) Advise on validity of charges for additions or deletions and advise on the issue of change orders; and
- (e) Attend job meetings as deemed necessary.

The above services are in addition to the Design Services and will be charged at the rates as indicated in this Agreement.

BASIS OF PAYMENT

31. FEES CALCULATED ON A TIME BASIS

The City shall pay the Consultant a fee, calculated on a time basis, for that part of the Services described in paragraphs 23-26 inclusive. Fees on a time basis shall be as follows:

- (a) Principals and executives on normal assignments, as per the proposal. The rate will be reviewed annually and adjusted accordingly;
- (b) Staff on normal assignments, as per the proposal;
- (c) Services during construction:
 - i For all services, except for full-time staff continuously on site;
 - ii For principals and executives on normal assignments, as per the proposal. This rate will be reviewed annually and adjusted accordingly;
 - iii For other staff, as per the proposal; and
 - iv For site staff working full time continuously, as per the proposal;
- (d) CADD equipment and computer costs, as per the proposal; and
- (e) Total Station Survey Equipment costs, as per the proposal.

32. TIME EXPENDED

All time expended on the assignment, whether in the Consultant's office, at the City's premises or elsewhere and including travel time, shall be chargeable. This also includes, but is not limited to, stenographic and clerical staff engaged in the preparation of documents such as reports and specifications.



33. REIMBURSABLE EXPENSES

33.1 In addition to the fee, the Consultant shall be reimbursed at cost plus an administrative charge of five (5) percent for all expenses properly incurred by it in connection with the Project, including but not limited to, vehicle use charges, travelling and living expenses, long distance telephone charges, teletype and telegraph charges, printing and reproductions, progress photography, advertising for tenders, special delivery and express charges, overtime premium costs and the cost of providing and maintaining site offices, supplies and equipment and chemical and physical tests. With the exception of advertising for tenders and test costs, the above expenses and five (5) percent administration charge shall be included when calculating upset limit costs as specified in paragraph 26.

33.2 The approval of the City shall be obtained prior to overtime hours being authorized on any phase of the Services.

34. PAYMENT

The Consultant shall submit an invoice to the City for that part of the design of the Project completed in the immediately preceding month, calculated upon the basis of the Consultant's actual payroll and disbursement costs, as calculated in paragraphs 31-34 inclusive.

IN WITNESS WHEREOF the City and the Consultant hereto have hereunto affixed their corporate seals, duly attested by the hands of their proper signing Officers and the said signing Officers certify that they have authority to bind their corporation.

COMPANY NAME

Per: _____

Name:

Title:

Name:

Title:

**THE CORPORATION OF THE
CITY OF NIAGARA FALLS**

Per: _____

James M. Diodati, Mayor



Dean Iorfida, City Clerk

APPENDIX B – SUBMISSION FORM

1. Proponent Information

Please fill out the following form, naming one person to be the proponent's contact for the RFP process and for any clarifications or communication that might be necessary.	
Full Legal Name of Proponent:	
Any Other Relevant Name under which Proponent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Fax Number:	
Company Website (if any):	
Proponent Contact Name and Title:	
Proponent Contact Phone:	
Proponent Contact Fax:	



Please fill out the following form, naming one person to be the proponent's contact for the RFP process and for any clarifications or communication that might be necessary.

Proponent Contact Email:

2. Acknowledgment of Non-Binding Procurement Process

The proponent acknowledges that the RFP process will be governed by the terms and conditions of the 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 for greater certainty, does not give rise to a Contract A bidding process contract), and that no legal relationship or obligation regarding the procurement of any good or service will be created between the City and the proponent unless and until the City and the proponent execute a written agreement for the Deliverables.

3. Ability to Provide Deliverables

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in its proposal.

4. Non-Binding Pricing

The proponent has submitted its pricing in accordance with the instructions in the RFP and in Pricing (Appendix C) in particular. 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 proposal or its eligibility for future work.

5. Addenda

The proponent is deemed to have read and taken into account all addenda issued by the City prior to the Deadline for Issuing Addenda. The proponent is requested to confirm 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.

6. No Prohibited Conduct

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

7. Conflict of Interest

Proponents must declare all potential Conflicts of Interest, as defined in section 3.4.1 of the RFP. This includes disclosing the names and all pertinent details of all individuals



(employees, advisers, or individuals acting in any other capacity) who: (a) participated in the preparation of the proposal; **AND** (b) were employees of the City within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

- The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:



8. 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 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 advisers retained by the City to advise or assist with the RFP process, including with respect to the evaluation this proposal.

Signature of Witness

Signature of Proponent
Representative

Name of Witness

Name of Proponent Representative

Title of Proponent Representative

Date

I have the authority to bind the
proponent.



APPENDIX C – PRICING

1. Instructions on How to Provide Pricing

- (a) Proponents should provide the information requested under section 3 below (“Required Pricing Information”) by reproducing and completing the table below in their proposals, or, if there is no table below, Proponent shall develop their own pricing form showing pricing breakdown for all major categories of their proposal, excluding HST.
- (b) Rates must be provided in Canadian funds, inclusive of all applicable duties and fees, excluding taxes HST, which should be itemized separately.
- (c) Rates quoted by the proponent must be all-inclusive and must include all labour (including but not limited to salary, benefits and training) and material costs, all travel and carriage costs (including but not limited to accommodations, hospitality, incidents and food expenses), all insurance costs, all costs of delivery (including but not limited to fuel, travel, equipment cost, vehicle surcharges, disbursements), all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.

2. Evaluation of Pricing

Pricing is worth 25 points of the total score.

Pricing will be scored based on a relative pricing formula using the rates set out in the pricing form. Each proponent will receive a percentage of the total possible points allocated to price for the particular category it has submitted a proposal for, which will be calculated in accordance with the following formula:

$$\text{Lowest Price} \div \text{Proponent's Price} \times \text{Weighting} = \text{Proponent's Pricing Points}$$

3. Required Pricing Information

In a separate envelope (Envelope #2), Proponents should provide a Gantt Chart detailing the “Proposed Work Plan, Schedule and Resources” required to complete the project. Although this information should be included in the Technical submission, the Financial details should be removed and only detailed in envelope #2.



APPENDIX D – RFP PARTICULARS

A. The Deliverables

Project Overview

The successful Proponent will focus on identifying ways to leverage technology to be a smart City while also looking at operational efficiencies within the following departments, Administrators Office, Business Development, Clerks, Human Resources, Finance, Legal, Mayor's Office, Municipal Works, Planning and Building, Recreation and Culture, Transportation, with administrative staff, mobile workforces, large operational teams and scheduling should be the primary focus and will be referred to as “specific departments” throughout Appendix D. Please see specific list for each department listed below;

Business Development

Clerks

Human Resources

Finance

- Accounting
- Accounts Payable/Receivable
- Central Stores
- Information Systems
- Procurement
- Revenue
- Risk Management

Legal

Municipal Works

- Cad/Survey
- Cemeteries
- Engineering
- Fleet
- Environmental Services
- Fields/Parks
- Forestry
- Infrastructure
- Inspection

Planning and Building

- By-Law



- Facilities
- Planning & Development

Recreation and Culture

- Fields/Parks
- Pools

Transportation

- Parking
- Traffic

More specifically, opportunities exist with:

1. Modernization of Service Delivery and Processes which would include leveraging technology to modernize how staff, equipment and materials are tracked and;
2. Administrative Process Review, which would; Identify opportunities to further integrate operational teams that now fall under Engineering, Building and Facility Maintenance, Parking and By-Law Enforcement, Roads and Parks Maintenance, Procurement, Environmental Services, Recreation and Cultural Services; and
3. Identification of operational efficiencies in all other City departments listed with administrative staff, mobile work forces, large operational teams and scheduling.

For each recommendation include a detailed roadmap of the implementation plan with estimated cost/savings and the timing.

Project Description

As previously noted, the City has applied for Provincial Funding from Ontario Ministry of Municipal Affairs and Housing, "Audit and Accountability Fund". Funding has been requested to a maximum of \$250,000 (including HST). Funding is not guaranteed and is subject to approval. The intent of the Provincial Program is to help municipalities become more efficient and modernize service delivery while protecting front line jobs. Front line jobs may be redeployed to other services but not eliminated. The City is required to post publicly the independent third-party report that outlines the analysis, findings and actionable recommendations by November 30, 2019.

Project Restrictions

The Provincial Program does not cover review projects where:

- The object of the review project is to identify opportunities for revenue generation or reductions in front line services
- The review does not result in a formal report prepared by a third party
- The object of the review extends beyond municipal accountability



The City is seeking the results of the independent third-party review to provide:

- Identified efficiencies within the outlined scope that can be prioritized and implemented in 2020;
- Identified efficiencies within the outlined scope that are larger in magnitude and can be prioritized for implementation beyond 2020.

The expectation of the City is that a number of efficiencies are identified within the scope of work and the third party review provides:

- A suggested plan for implementation;
- A projected cost savings for each efficiency identified;
- A total annual cost savings, assuming the plan presented is implemented.

Outline Specification and Minimum Standard of Work

The following Outline Specification and Minimum Standard of Work has been provided as a preliminary guide to assist proponents determine the level of service required:

Conduct a broad ranging review and analysis of the operational and administrative functions for departments with mobile workforces, operational teams, scheduling and to make recommendations for changes to reduce costs and improve efficiencies in the implementation of decisions and flow of information.

The successful firm will perform a review of the role(s) and organizational effectiveness of the specific departments and their various facets of public services. The review will focus on the function(s) of the specific departments (rather than specific processes), and assess how effectively they contribute to the Municipality in achieving its purpose as a local government. For the purpose of this project, "function" is defined to include: organizational structure, staffing levels and effectiveness in delivering services to citizens. The project scope includes, but is not necessarily limited to the below tasks.

The awarded firm will:

- Gather relevant data and produce inventory of functional improvement activities to date:
 - Identify and review all relevant documentation as it pertains to the project;
 - Become familiar with the current organizational structure;
 - Stakeholder consultation: Conduct interviews with identified stakeholders;
 - Complete an inventory of any ongoing and completed initiatives that address functional improvements within the organization.
- Determine the current state of the organization's functional effectiveness:



- Review of specific departments alignment and coordination of their current functions, activities, services and programs, including organizational structure;
- Review of individual departments organizational roles as they pertain to the municipality, strategic fit and core functions as part of, and stipulated in the Municipal Act and the City's current strategic plan;
- Review of the Municipality's activities as indicated by relevant master planning documents, key projects and supporting budgets (including successful and unsuccessful provincial grant applications in the past 36 months); and their linkages to the Municipality's mandate and corporate objectives;
- While the review of specific processes has not been identified in the scope of this project, it is expected that individual processes that are 1) impacted by recommended functions changes, and/or 2) identified as requiring improvement during stakeholder consultation, be flagged for future review;
- Examine and assess the effectiveness of specific departments accountability controls and performance measurement mechanisms:
 - Accountability Controls: clarify reporting relationships and flow of information, level of authority, decision making processes, and roles and responsibilities in order to ensure accountability internally, to Municipal Council, and to residents for achieving strategic outcomes/results.
- Identify and analyze performance gaps and areas for improvement including service improvements and recommended functional changes:
 - Identify strengths and weaknesses of current organizational structure including root causes behind current successes or challenges that could influence capacity to not only enhance functional performance, but achieve future innovation. Provide recommendations for alternative organizational structure options.
- Report on progress and findings:
 - Regular communication with the core project team;
 - Deliver bi-weekly status updates to the Project Manager, in addition to ongoing communication;
 - Produce an interim report that may identify immediate opportunities where implementation of changes may take place concurrently with the review, and provide support for implementing any of these opportunities (quick wins or low hanging fruit). The interim report should include preliminary resourcing information (estimated costs, staff time, etc.) to achieve implementation of the low hanging fruit as well as final resourcing to assist in identifying the contingency amount(s) that should be included in the 2020 budget;
 - Complete a final report that includes a summary and analysis of project findings, recommendations for moving forward, and a proposed implementation plan (with immediate, short and long-term actions identified);



- This action-oriented implementation plan must include timelines that recognize priorities and resource constraints. It must also outline the expected impacts of the proposed functional changes. The plan is intended to be used as a blueprint for action and should ensure implementation is doable and will achieve expected results;
- Provide a final presentation to the Project Team.
- Comparatives, best practices, and practical examples provided where necessary – for all recommendations included in the final report. Comparatives, best practices and practical examples should support the reasoning for a recommendation.

B. Material Disclosures

In responding to this RFP, the Proponent accepts full responsibility to understand the RFP in its entirety, and in detail, including any inquiries to the City of Niagara Falls as necessary to gain such understanding. The City of Niagara Falls reserves the right to disqualify any Proponent who, in the City's sole opinion, demonstrates less than such understanding. Further, the City reserves the right to determine, at its sole discretion, whether the Proponent has demonstrated such understanding. That right extends to cancellation of award, if award has been made. Such disqualification and/or cancellation shall be at no fault, cost, or liability whatsoever to the City of Niagara Falls.

Based on the performance of the successful Proponent, funding availability and approval by the Municipality, the City reserves the right to utilize the services of the successful Proponent for additional related work as yet unknown, that is over and above the scope identified, or return to the market with a new RFP document when it is deemed to be in the Municipalities' best interest.

C. Mandatory Submission Requirements

1 Submission Format Requirements

Proposals should be formatted to the requirements listed below. Proponents will be scored on their comprehension of the Request for Proposal and completion of their submission.

- a. Proposals should be formatted with the following Proposal Sections, named and listed in the same order listed below.
- b. Include tabs for each Proposals Section with the section number and name as listed below.
- c. Only the material requested below should be provided within each Proposal Section and in the order listed.
- d. Any additional information proponents wish to include such as Corporate Brochures, project photographs and letters of references shall be provided under Section viii. Supplemental Information.



Proposal Sections

i. Executive Summary

ii. Demonstrated Understanding of the Requirements

Provide a written statement demonstrating the Consultant's understanding of the project, including the scope of work.

iii. Experience and Qualifications

Each proponent should provide the following in its proposal:

- a. A description of the Proponent Organization;
- b. A description of its knowledge, skills and experience relevant to the Deliverables;
- c. In the form of a chart, list the names and the years of experience of the following members of the Project Team:
 - i. Project Manager / Lead
 - ii. Team Members / Staff
 - iii. Any others disciplines not listed

iv. References

Provide at least three (3) relevant projects with references (excluding the City of Niagara Falls), for projects provided within the last 3 years. Each project listed shall provide the following information:

- a. Project Name
- b. Description of the Project:
 - Duration of the project (Start / Ending);
 - Project Value
 - Describe Efficiencies identified and realized
 - Were proposed recommendations implemented
- c. Client/Owner's Information to include:
 - Corporate Name
 - Name of project contact
 - Address
 - Telephone number
 - Email address

v. Proposed Work Plan, Schedule and Resources

Provide a work plan and schedule to complete the assignment broken down into stages, identifying key milestones, point(s) in the project when the meetings with Stakeholders, project Team Members, etc. will take place, approval, deliverables etc.



The following high level approach should be considered in the development of the work plan:

- Project Start Up:
 - Confirm and validate detailed work plan of activities, schedule, timing;
 - Define roles and responsibilities of team members;
 - Identify any additional key documents for review;
 - Define status reporting process;
- Document / Comparable Review:
 - Review of all key document;
 - Review of organizational structure against comparable organizations;
 - Creation of baselines that recognize any uniqueness of the Municipality;
- Stakeholder Engagement:
 - Develop list of questions for stakeholder engagements;
 - Conduct interviews with stakeholders
- Functional Review:
 - Confirm alignment and coordination of the municipality's function against the Strategic Plan and Business Plans;
 - Given baselines, comparison to other Municipalities, and stakeholder interviews; determine the appropriate performance, function, organizational structure and staffing levels;
 - Where gaps have been identified, propose changes to improve operational and administrative functions;
- Meetings:
 - Estimated number of required on-site meetings;
 - Estimated number of conference call meetings;
- Reporting:
 - Prepare and present interim report;
 - Prepare and present final report.



PRELIMINARY SCHEDULE		
Item	Action By	Date
Request for Proposal (RFP) Closing	Municipality	August 14, 2019
In-Person Interview with Highest Scoring Proponent(s)	Municipality & Proponent	August 21, 2019
Request for Proposal (RFP) Award (Contingent on Ministry Approval of Funding)	Municipality	Estimated: August 30, 2019
Project Execution	Awarded Proponent	Estimated: Day After Award
Interim Report	Awarded Proponent	October 15, 2019
Final Report	Awarded Proponent	October 31, 2019
Project Delivery to municipal Council	Awarded Proponent	November 12, 2019

For each stage and milestone, of the work plan, Proponents shall identify any and all Municipal resource expectations. Resources may include but not limited to, expected staffing hours, municipal resources, i.e. meeting rooms, etc.

vii. Pricing

Pricing (Appendix C) information should be separated and enclosed in a separate sealed envelope (Envelope #2) as identified in section 1.5.3 of this RFP. While cost is an important factor, the City will select a proponent using all of the criteria listed above.

viii. Supplemental Information

Proponent may include any additional information in this section, however, this section will not be considered in the scoring matrix.

2. Submission Form (Appendix B)

Each proposal must include a Submission Form (Appendix B) completed and signed by an authorized representative of the proponent.

3. Pricing (Appendix C)

Each proposal must include pricing information that complies with the instructions contained in Pricing (Appendix C).

D. Mandatory Technical Requirements

In conjunction with the Mandatory Submission Requirements, proponents must meet a minimum score of 70% for each of the technical requirements. Sections include:

- i. RFP Comprehension and Completion;
- ii. Demonstrated Understanding of the Requirements;



- iii. Experience and Qualifications;
- iv. References;
- v. Proposed Work Plan, Schedule and Resources.

Proponents who do not meet the minimum threshold will not receive consideration for the Financial Proposal. Further to this, Proponents who feel that they cannot meet the timelines identified in this RFP should not submit a proposal.

E. Pre-Conditions of Award

The selected proponent must satisfy the following conditions and provide the following information within 14 days of the notice of selection:

1. CERTIFICATE OF INSURANCE

The selected proponent must provide the City with a Certificate of Insurance acceptable to the City Solicitor and must be on forms acceptable to the City. If the Certificate of Insurance is provided in a non-original form (e.g. a facsimile, photocopy or scanned electronic copy), the proponent acknowledges and agrees that the City is fully entitled to treat any such Certificate as an original and that the proponent will be responsible for the accuracy and validity of the information contained therein. If required by the City, certified copies of all the above-mentioned policies shall be delivered to the City. All subsequent policy renewals and Certificates of Insurance thereafter, during the time that the Contract is in force, shall be forwarded to the City within fifteen (15) days of their renewal date.

The Supplier hereby agrees to put in effect and maintain insurance for the Term, at its own cost and expense, with insurers having a secure A.M. Best rating of B + or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person in the business of the Supplier purchase and maintain at all times during the term of the Contract or cause to purchase and maintain at all times during the term of the Contract, but not limited to, the following:

- a) Commercial General Liability Insurance
Commercial General Liability insurance for all Deliverables to a limit of not less than five million dollars (\$5,000,000) per occurrence.

The policy will be extended to include:

- Bodily injury, death and property damage;
- Cross liability and severability of interest;
- Blanket contractual;
- Premises and operations;
- Personal and advertising injury;
- Broad form property damage;
- Products and completed operations;
- Owner's and contractor's protective;
- Non-owned Automobile to a limit of not less than two million dollars (\$2,000,000).

The policy shall be endorsed to:



- Include **The Corporation of the City of Niagara Falls** as an additional insured; and
- Contain an undertaking by the insurers to give thirty (30) days prior written notice in the event that there is a material change in the foregoing policies or coverage affecting the Additional Insured(s) or cancellation of coverage before the expiration date of any of the foregoing policies.

b) Automobile Insurance

Automobile Insurance (OAP1) for both owned and leased vehicles with inclusive limits of not less than two million dollars (\$2,000,000). Coverage must also apply in the event the operations of the insured results in a pollution condition, including remediation costs.

Proof of automobile insurance will not be required if the Supplier provides a signed letter stating that they do not own or lease vehicles.

c) Professional Liability Insurance

The Insurance Coverage shall be in the minimum amount of:

- i. \$1,000,000.00 per occurrence, and
- ii. \$2,000,000.00 per project

The Consultant shall provide to the City proof of Professional Liability Insurance carried by the Consultants.

2. WORKPLACE SAFETY AND INSURANCE BOARD CLEARANCE

The selected proponent shall provide:

- a) A valid, current Clearance Certificate declaring that the selected bidder is registered with Workplace Safety and Insurance Board ("WSIB"), and has an account in good standing; or
- b) A Letter of Good Standing issued by WSIB.

If WSIB coverage is not required by law to be carried by the selected proponent, the selected proponent shall provide one of the following (as the case may be):

- a) An Exemption Letter from WSIB, satisfactory to the City's Solicitor;
- b) An Independent Operators Status Certificate issued by WSIB; or
- c) Such further and other evidence as may be satisfactory to the City's Solicitor.

In addition to the indemnification provided by the selected bidder elsewhere in this RFP, the selected bidder agrees to indemnify the Corporation of the City of St. Catharines and its respective elected officials, directors, officers, agents, employees, and volunteers, successors and assigns for all losses, claims, expenses (including reasonable legal fees) or other charges related to the selected bidder's status with WSIB.



3. AODA STANDARDS OF ACCESSIBILITY COMPLIANCE

Information and communications (without limitation, documents, materials and presentations) provided to the City as part of the Deliverables, which shall be posted to the City's website shall be provided in an AODA compliant format, specifically without limitation, meaning that the said documents must conform to World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.0 Level AA.

F. Rated Criteria

The following sets out the categories, weightings and descriptions of the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Rated Criteria Category	Weighting (Points)
RFP Comprehension and Completion (Executive Summary, Format)	10
Demonstrated Understanding of the Requirements	15
Experience and Qualifications	15
References	15
Proposed Work Plan, Schedule and Resources	20
Proposed Price / Financial Model	25
Total Points	100

Proposals whose Pricing is significantly and disproportionately lower than that of the other proponents, may be considered to have undervalued, and therefore, misinterpreted the scope of work. These proposals may not be considered in this evaluation.