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## **REQUEST FOR PROPOSAL**

### **Exempt Compensation & Workload Review**

The City of Parksville is requesting proposals from qualified Consultants/Consulting firms to complete an exempt compensation and workload review.

Attached are the Terms of Reference, Submission and Evaluation Criteria, and Instructions to Proponents which are to be used as the basis for your submission.

**Submissions will be received up to 3:00:00 p.m. Pacific Standard Time  
March 25, 2024**

The City appreciates all proposal responses; however, only short-listed or successful candidates will be contacted.

February 15, 2024

**CORPORATION OF THE CITY OF PARKSVILLE**

**REQUEST FOR PROPOSAL**

**EXEMPT COMPENSATION & WORKLOAD REVIEW**

**TERMS OF REFERENCE**

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**INTRODUCTION**

The City of Parksville is requesting proposals from qualified Consultants/Consulting firms to conduct a total compensation review for exempt staff, a salary review of select in-scope staff, and an overall workload review.

**BACKGROUND**

The City of Parksville is a mid-sized municipality located on the east coast of Vancouver Island. The City's population at the last census was 13,642. The surrounding unincorporated areas include an additional 16,500 people. The area is experiencing population growth and Parksville's Council has stated a strong desire to attract young families to the City. The City is experiencing challenges related to recruitment and workload management.

The City of Parksville last conducted an exempt salary review in 2018. Since that time, the marketplace for skilled local government professionals has become increasingly more competitive, and economic pressures including affordable housing and inflation have made it more difficult to attract and retain qualified employees. Workload has also been identified as an issue, particularly among management/supervisory staff, but also across the organization.

The City has approximately 100 employees, of which 25 are exempt, as noted below:

Chief Administrative Officer
Fire Chief
Director of Operations
Director of Finance
Director of Community Planning and Building
Director of Corporate Services
Director of Engineering and IT
Manager of Utilities
Manager of Public Works
Manager of Parks
Manager of Finance

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Manager of Administrative Services/Corporate Officer
Manager of Human Resources & OHS
Manager of Communications
Manager of Information Systems
Manager of Infrastructure (Engineering)
Capital Asset Accountant
Assistant Fire Chief (Fire Prevention & Admin)
Assistant Fire Chief (Operations & Training)
OHS Program Manager
Human Resource Consultant
Deputy Corporate Officer/Executive Assistant
Accountant/Payroll Coordinator
HR Assistant
Communications Assistant

In addition, the City wishes to include salary reviews of the following in-scope positions:

Chief Building Inspector
Fire Services Rescue Technician(s)
Engineering Technologists (I, II & III)

## **PROJECT GOALS**

The goal of this review is to examine the City's current exempt staff compensation; identify comparative municipalities based on competitive criteria, comparable positions and community profile; and make recommendations on a compensation structure including salary, benefits and other incentives possible in a public service context; pay bands, or a grid system that is applicable and beneficial, as well as a Policy recommendation that establishes a framework for a comprehensive compensation program.

Specific goals are to:

1. Ensure that all existing exempt staff positions are fairly compensated in a salary structure within the context of comparable positions in the public sector.
2. Ensure the City of Parksville is able to effectively attract and retain its employee base through competitive and fair compensation and sustainable and manageable workload expectations.

3. Support employee engagement by demonstrating a commitment to understanding market conditions.
4. Identify department and position specific workload pressures and recommend optimum staffing levels and/or priority positions required to perform the work in a sustainable structure.

### **SCOPE OF WORK**

The minimum outputs / deliverables for this project must include:

- Review the total compensation for Exempt Staff, including salary grid, benefits, leave accruals, and flexible work options to provide recommendations for a classification and total compensation plan.
- Review job descriptions 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.
- Conduct a job evaluation, compensation review, and recommend a compensation model that supports a systematic and equitable pay structure.
- Complete an internal salary relationship analysis including the review of current salary administration guidelines, policies, and practices to ensure internal equity.
- 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 exempt positions.
- Review salary of select in-scope positions i.e. Chief Building Inspector, Fire Services Rescue Technician, Engineering Technologist I, II, and III.
- Research and conduct staff interviews to analyze and quantify exempt staff workloads and department service to evaluate capacity levels and identify resource needs.
- Furnish a complete report with costing options and recommendations that will be provided to Council for decision support purposes.
- Participate in project kick-off, milestone, and wrap-up meetings with City project team and prepare and present reports to Senior Staff and Council.

- Outline an implementation plan for the recommended approach that considers implications for service levels, taxpayer burden and long-term safety, security and viability of the organisation and its public assets.

The Scope of Work described above is not intended to be limiting or exhaustive. The consultant will develop a detailed project methodology and identify additional project tasks necessary for the successful completion of the project based on their expertise and industry best practices.

### **OBJECTIVE**

The objective of this request for proposal is to provide the City with an innovative and efficient Consultant who is effective in working in a multi-disciplinary team-based environment to coordinate several technical assessments and provide critical recommendations. Upon selection of the successful proponent, a detailed Contract will be required confirming the deliverables for each assessment.

### **REPORTING STRUCTURE**

The project will be led by staff in the Human Resources Division, with one staff member (Kelly Kalanchey, Manager of Human Resources & OHS), who will act as the overall Project Manager. The Project Manager will be the primary point of contact for the Consultant.

### **KEY STAKEHOLDERS**

- Project Team
  - Manager, Human Resources
  - Chief Administrative Officer
  - Manager, Finance
  - Director, Corporate Services
- Senior Staff
- City Council

### **CITY RESPONSIBILITIES**

City staff will support the Proponent by providing:

1. A list of all Exempt positions and the current position profiles.
2. Current Exempt salary grid.

3. Exempt group benefit plan.
4. Current vacation, time in lieu, overtime, and banked time allocations provided to Exempt staff.
5. A copy of the 2018 exempt salary review – final report.
6. Support to schedule meetings and presentations.
7. Support in creating the presentation of the final report to Council.
8. Financial and organizational reference material for context.

### **BUDGET**

The City has established a total budget of up to \$30,000 for consultant services, which is inclusive of all costs, excluding GST.

### **DELIVERABLES**

The key deliverables include but are not limited to:

- Bi-weekly updates to Project Manager (can be phone call or e-mail).
- Meetings with project team to collect information & data, solicit input, and review recommendations.
- Complete and submit a draft report for City review one month prior to final report. The draft report should explain the data analysis, methodology, summary of findings and recommendations.
- Complete and submit Final Report with an executive summary:
  - A Final Report (electronic and hard copy); and
  - Correspondence related to this project including all data.
- Presentation of the final report.

### **TIMELINE**

The project shall be completed no later than four (4) months after award or provide a schedule of dates based on interim deliverables.

### **FUTURE WORKS**

The City reserves the right to engage the Consultant chosen from this RFP for future work related to this project.

**THE CORPORATION OF THE CITY OF PARKSVILLE**  
**REQUEST FOR PROPOSAL**  
**EXEMPT COMPENSATION & WORKLOAD REVIEW**  
**SUBMISSION AND EVALUATION CRITERIA**

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**PROPOSAL SUBMISSION**

Your submission should be organized into the documents listed below using a PDF or Microsoft Excel format:

- Cover Letter
- Proposal submission  
Complete proposal submission highlighting the below evaluation criteria, including links or samples of similar work,
- Financial Submission
- Appendices – if required

**EVALUATION CRITERIA**

The following items should be included in your proposal submissions and ***will be the basis for evaluation***. Information should be provided sequentially as shown:

*No assumptions should be made that information regarding the Proponent or its participants, their experience, expertise and performance on other projects is known, other than the documentation and responses submitted by the Proponent.*

**Cover Letter**

5 points

Your proposal should include a Cover Letter containing the following information:

- Should identify the Prime Consultant and any sub-consultants that make up the team.
- Should contain company name, address, website, telephone number, email address and primary contact person.
- Signed by the person or persons authorized to sign on behalf of the company.
- Should acknowledge any addendums issued for this Request for Proposal.

Qualifications

20 points

- Provide qualifications and resume for the Project Manager who has the overall responsibility for the project. The Project Manager should designate the backup person to act on their behalf during holidays, sickness, etc.
- Provide qualifications and resume of the key staff or any key sub-consultants in each discipline who will be involved in the project; their duties, their role in the project and percentage of their time devoted to this project.

Knowledge and Experience

25 points

- The proposal shall demonstrate the knowledge and experience of the individual proposed as Project Manager as well all required specialists and experts that may be necessary to complete the work.
- Teams must demonstrate they have expertise and experience in projects of similar scope, size and complexity (please provide a sample final report which the City will maintain in confidence) and are familiar with challenges of the project.
- Provide a matrix with a minimum of three (3) projects for each team member, highlighting their previous experience in their area of specialty.
- Provide a minimum of three (3) references from clients that the Proponent has served, highlighting similar previous experience.

Project Understanding and Methodology

35 points

- Proponents shall outline an approach to the project reflecting a clear understanding of the Scope of Work.
- Demonstrate your understanding of the project by describing key issues and potential resolutions that are appropriate for the Parksville context.
- Outline your abilities to use creative solutions, innovations, methodology or other traits that will allow your firm to successfully complete this project.
- Proponents should provide their methodology and work plan to achieve the program objectives and timelines.



- Provide cost control procedures and the Proponent's method for monitoring the project timeframe, quality of work and budget.

Fee Proposal

10 points

Proponents should provide a fee proposal, preferably in an Excel styled spreadsheet, including a detailed explanation of the makeup of the total cost for this project including:

- breakdown of project tasks, personnel responsible, number of hours, total number of staff hours, hourly rates and total proposal costs;
- submit a schedule of hourly rates should additional services be required;
- list of expected expenses, disbursements and any other probable costs; and
- all applicable value added taxes.

Sustainability

5 points

The City of Parksville, in support of our community and corporate goals, is committed to ensuring our purchasing decisions achieve best value by seeking supply and service arrangements which provide the optimum combination of quality, service, price, and sustainability considerations. Our objective is to integrate economic, social, and environmental considerations into our procurement development and award processes.

This RFP asks proponents to provide information about their internal efforts that align with the City's goals.

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The Evaluation Committee may apply the evaluation criteria on a comparative basis, evaluating the proposals by comparing one Proponent's proposal to another Proponent's proposal. The Evaluation Committee will not be obligated to select the proposal that offers the lowest price or cost or any proposal at all.

The weighting listed above with the evaluation criteria indicate the relative weighting anticipated by the City and is shown to give general guidance to Proponents in the preparation of proposals. The evaluation criteria will be applied to all proposals fairly and without bias to any Proponent or Proposal and the same criteria and weightings will be applied to all proposals.

The Evaluation Committee reserves the right to not complete a detailed evaluation of a proposal if the Evaluation Committee concludes, having undertaken a preliminary review of the proposal, that the Proponent or proposal as compared to all the proposals is not in contention to be the selected proposal.

**THE CORPORATION OF THE CITY OF PARKSVILLE**  
**REQUEST FOR PROPOSAL**  
**EXEMPT COMPENSATION & WORKLOAD REVIEW**  
**INSTRUCTIONS TO PROPONENTS**

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**1.0 SUBMISSION REQUIREMENTS**

- 1.1 Proposal submissions will be accepted up to **3:00 p.m., Pacific Standard time, March 25, 2024** (the “Closing Time”). All submissions and accompanying documents must be sent by email to [HR@parksville.ca](mailto:HR@parksville.ca). Hardcopy or facsimile submissions will **NOT** be accepted.

**Requested Files:**

Organize your submission into the following individual files (note the required file types):

- Cover Letter (File Type: PDF) – required
- Proposal Submission (File type: PDF) – required
- Pricing Submission (File type: PDF or Microsoft Excel) – required
- Appendices (File type: PDF) - optional

a) **Important Notes:**

Uploading and e-mailing large documents may take significant time, depending on the size of the file(s) and your Internet connection speed. Allocate sufficient time for all uploads to complete prior to closing time.

The City will not be liable for any delay in uploading/e-mailing submissions for any reason including technological delays, or issues by either party's network. The City will not be liable for any damages associated with Submissions not received prior to the closing time.

- 1.2 Proposals received and not conforming to Item 1.1 above, will be returned (unopened) to Proponent(s) without consideration.
- 1.3 Proposals, rather than tenders, have been requested in order to afford proponents a more flexible opportunity to employ their expertise and innovation, and thereby satisfy the City's needs in a more cost-effective manner. Proposals should be based on these Instructions and the attached Terms of Reference.
- 1.4 Any addenda to this Request for Proposal will be posted on the City's web site located at [website](#). **It is the sole responsibility of each proponent**

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**to make sure that it is in receipt of all addenda prior to the Closing Time and acknowledge receipt of all addenda on their cover letter accompanying its proposal.**

- 1.5 Proponents are solely responsible for any costs or expenses related to the preparation and submission of proposals.
- 1.6 After the Closing Time all proposals received by the City become the property of the City.
- 1.7 Your proposal must be irrevocable and capable of acceptance for a period of 90 days after the Closing Time.
- 1.8 This Request for Proposal is subject to the City's Purchasing Policy which may be viewed [online](#) and the laws of the Province of British Columbia.
- 1.9 This Request for Proposal is subject to the terms and conditions of the New West Partnership Trade Agreement (NWPTA) and the Canadian Free Trade Agreement (CFTA).

## **2.0 DEFINITIONS**

- 2.1 The Corporation of the City of Parksville is referred to as the "City".
- 2.2 The entity submitting a proposal is referred to as the "Proponent".
- 2.3 The successful Proponent is referred to as the "Consultant".

## **3.0 CONFIDENTIALITY**

- 3.1 The City recognizes the importance to Proponents that their ideas and plans remain confidential; otherwise, they may be reluctant to disclose such information. The City will endeavour to respect and protect the confidentiality of such information and will treat it as supplied in confidence within the meaning of section 21 of the *Freedom of Information and Protection of Privacy Act*.
- 3.2 By submission of a proposal the Proponent agrees to maintain in confidence all information provided by the City in relation to the RFP. The contents of the RFP and any information provided by the City or its consultants in relation to this RFP may not be used or disclosed by a Proponent for any purpose other than in relation to the proposed or actual submission of a proposal.

#### 4.0 **COPYRIGHT OR OWNERSHIP**

- 4.1 All documents, reports, working papers or other materials submitted to the City shall become the sole and exclusive property of the City, in the public domain, and not the property of the Consultant. The Consultant will be required to assign any and all copyright to the City. The City will have exclusive rights to copy, edit, publish and re-use all material in connection with this project and as reference material for future works at the City without further compensation to the Consultant.

#### 5.0 **PRICING**

- 5.1 Your proposal should identify the "Net Total Cost" (which must include materials costs, labour costs, expenses/disbursements, sub-consultant(s) fees and expenses and any other charges) **excluding applicable taxes**, so as to be the final cost to the City for the proposed services.
- 5.2 The activities or tasks listed in the attached Terms of Reference are minimum requirements to be undertaken. Proponents may also provide separate pricing on additional requirements they feel would benefit the City in meeting its goal.
- 5.3 All prices proposed should be in Canadian funds.

#### 6.0 **INVOICES**

- 6.1 All invoices paid as a result of this Request for Proposal will be paid as per the City's standard payment terms – Net 30 Days.
- 6.2 All invoices, quoting the City's [Purchase Order Number](#), should be submitted electronically to [HR@parksville.ca](mailto:HR@parksville.ca)

#### 7.0 **INDEMNIFICATION**

- 7.1 In carrying out these works the Consultant, and/or their sub-consultant(s) will act as an independent Consultant(s). The Consultant must agree to keep the City indemnified against any and all claims, actions or demands that may be brought, made or arise in respect of anything done or omitted to be done by the Consultant or its' employees who shall be and remain at all times and for all purposes, the servants or employees of the Consultant or their sub-consultant(s), save and except to the extent that such claims action or demands arise from or relate to the negligence, wrongful act or omission of the City, or any of its officers or employees.

**8.0 CONFLICT OF INTEREST**

8.1 Proponents must ensure that they are not in a position that may be perceived as a conflict of interest.

**9.0 COMPLIANCE WITH LAW**

9.1 The Consultant shall comply with, and observe, all applicable laws and relevant regulations of any federal, provincial or municipal government or authority applicable to the supply of the service.

**10.0 BUDGET**

10.1 Acceptance of any proposal may be subject to budget considerations and available funding.

**11.0 CANCELLATION**

11.1 The City reserves the right to cancel this Request for Proposal at any time and for any reason, and will not be responsible for any loss, damage, cost or expense incurred or suffered by any Proponent as a result of that cancellation.

11.2 The City reserves the right to cancel the Contract, at its sole and absolute discretion, with 30 days' written notice to the Consultant, and the Consultant will have no rights or claims against the City. The Consultant will be entitled to be paid for all authorized work and expenses to termination date. Cancellation would not, in any manner whatsoever, limit the City's right to bring action against the Consultant for damages for breach of contract.

**12.0 PROPONENT'S EXPENSES**

12.1 Proponents are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with the City, if any. If the City elects to reject all proposals, the City will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

**13.0 LIMITATION OF DAMAGES**

13.1 No Proponent shall have any claim for any compensation of any kind whatsoever, as a result of participating in this RFP, or as a result of the City's rejection of that Proponent's proposal, or as a result of the City's award of a Contract to another Proponent or no Proponent and by

submitting a proposal each Proponent shall be deemed to have agreed that it has no claim.

#### **14.0 RESPONSIBILITY OF PROPONENTS**

- 14.1 Each Proponent is responsible for informing themselves as to the contents and requirement of this proposal. Each Proponent is solely responsible to ensure that they have obtained and considered all information necessary to understand the requirements of the proposal and to prepare and submit their proposal. The City will not be responsible for any loss, damage or expense incurred by a Proponent as a result of any inaccuracy or incompleteness in this proposal, or as a result of any misunderstanding or misinterpretation of the terms of the proposal on the part of any Proponent.
- 14.2 If a Proponent is in doubt as to the true meaning of any part of this Request for Proposals, or finds omissions, discrepancies or ambiguities, a request for interpretation or correction may be submitted to the office of Supply Management Services and, if deemed necessary by the City, an addendum will be issued in accordance with section 1.4. This procedure also applies should the City, of its own accord, wish to expand or delete any part of this Request for Proposal.

#### **15.0 ACCURACY OF INFORMATION**

- 15.1 The City makes no representation or warranty, either expressed or implied, with respect to the accuracy or completeness of any information contained in or referred to in this RFP or any record or document associated with it.

#### **16.0 SOLICITATION**

- 16.1 If any director, officer, employee, agent or other representative of a Proponent makes any representation or solicitation to the Mayor, any Councillor, officer or employee of the City with respect to the Proposal, whether before or after the submission of the Proposal, the City shall be entitled to reject the Proposal.

#### **17.0 PUBLICITY**

- 17.1 The Consultant shall not make any statement of fact or opinion regarding any aspect of the Request for Proposals or resulting Contract to the media or any member of the public without the prior written authorization of the City.

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- 17.2 All publicity relating to this project is subject to the approval of the City and no mention of the Project in advertising or articles in any publication will be permitted unless authorized in advance, in writing by the City.

## **18.0 EVALUATION PROCESS**

- 18.1 An evaluation committee made up of City representatives will be reviewing proposal submissions. The City reserves the right to accept any or none of the proposals submitted and will evaluate proposals based on the best value offered to the City and not necessarily the lowest price.
- 18.2 The City reserves the right to conduct pre-selection meetings with Proponents. The City further reserves the right to conduct post-selection meetings in order to correct, change or adapt the selected proposal to the wishes of the selection committee.
- 18.3 The Proponent acknowledges that the City shall have the right to reject any and all proposals for any reason or to accept any Proposal which the City in its sole unrestricted discretion deems most advantageous to itself, including any Proposal that does not contain the content or form required by this Request for Proposal, or for failure to comply with the process for submission noted in this Request for Proposals. By submitting a proposal, the Proponent acknowledges the City's right under this clause and absolutely waives any right of action against the City for the City's failure to accept the Proponents' proposal whether or not such right of action arises in contract, negligence or any other cause of action.
- 18.4 The lowest or any proposal will not necessarily be accepted.

## **19.0 CONTRACT AWARD AND EXECUTION**

- 19.1 The RFP and proposal of the selected Proponent shall become part of any contract initiated by the City. The selected Proponent shall be expected to enter into a contract that is substantially the same as the sample contract included. In no event should a Proponent submit its own standard contract terms and conditions as a response to this RFP. The Proponent should submit with its proposal any exceptions or contract deviations that its firm wishes to negotiate.
- 19.2 The Consultant will be required to enter into a written contract, in a form approved by the City Solicitor. The attached Appendix A – Professional Services Agreement will form the basis of the contract from this RFP.

**20.0 ENQUIRIES**

- 20.1 All enquiries regarding this Request for Proposal must be directed in writing to Kelly Kalanchey, Manager of Human Resources & OHS, via email to [HR@parksville.ca](mailto:HR@parksville.ca). All questions must be received at least 5 (five) days prior to the closing time and date.
- 20.2 The City will not be responsible for, and the Proponent shall not rely upon, information, instructions or clarifications given to a Proponent other than in the form of a written addendum issued by the City. Without limiting the foregoing, any verbal representations, promises, statements or advice made by any employees of the City shall not be relied upon.