



Request for Proposals

RFP 2024-32

District of Nipissing Social Services Administration Board
Organizational Review

Date issued:

28-June-2024

Question Deadline:

12-July-2024

Closing Date and Time:

26-July-2024



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PART 1 – INTRODUCTION

1.1 Invitation to Proponents

This Request for Proposals (RFP) is an invitation by the **District of Nipissing Social Services Administration Board (DNSSAB)** to prospective Proponents to submit a Proposal for an Organizational Review as further described in [Part 2 – The Scope/Deliverables \(the “Scope”\)](#).

The DNSSAB is requesting Proposals from Proponents who are both interested and capable of providing consulting services and recommendations. The onus is on the Proponent to show their knowledge, understanding and capacity to conduct the work outlined in the Request for Proposal (RFP). The purpose of this RFP is to enable DNSSAB to identify the best qualified Proponent whose Proposal represents the best value to and best fit with the organization. The detail and clarity of the written submission will be considered indicative of the respondent’s expertise and competence.

1.2 Organizational Background

The DNSSAB is incorporated under Ontario’s District Social Services Administration Boards Act. The DNSSAB has the mandate under this Act to manage the delivery of Social Services - social assistance (Ontario Works), early years programming and childcare, social housing & homelessness services, and emergency medical services (land ambulance) on behalf of the eleven (11) municipalities and residents of unincorporated territories in the District of Nipissing.

NDHC is a non-profit, local housing corporation operating pursuant to the *Housing Services Act, 2011*, S.O. 2011, c.6, schedule 1 and incorporated under the Ontario *Business Corporations Act*, R.S.O. 1990, c. 8.16. NDHC is a not-for-profit Corporation where DNSSAB is the sole legal and beneficial shareholder. NDHC provides housing facilities for individuals and families of low and moderate income.

The District of Nipissing covers 17,000 square kilometers and is comprised of approximately 86,000 residents. A Map and District breakdown can be found in [Appendix A](#).

1.3 General Acceptance

Submission of a Proposal indicates acceptance by the respondent of all the conditions contained in this RFP, including [Appendix E – Terms & Conditions of RFP](#), unless clearly and specifically noted in the Proposal submitted and further confirmed in a formal Contract between the DNSSAB and the Proponent. Deviations from the RFP must be clearly identified in the written submission.

Proposals are subject to a formal Contract being negotiated, prepared and executed. The DNSSAB reserves the right to negotiate the terms and conditions of the Contract.

1.4 RFP Contact

For the purposes of this procurement process, the Procurement Representative shall be:

Chris Cairns, MBA
Procurement Representative
Contract and Purchasing Specialist
District of Nipissing Social Services Administration Board
Email: dnssab.contracts@dnssab.ca



1.5 **No Guarantee of Volume of Work or Exclusivity of Contract**

The DNSSAB makes no representation, warranty, or guarantee regarding the accuracy of the information contained in this RFP. The Proponent is responsible for obtaining all the information necessary to prepare a Proposal.

The DNSSAB makes no guarantee as to the value or the volume of the Scope/Deliverables. Nothing in the RFP is intended to relieve the Proponent from forming their own opinions and conclusions concerning the matters addressed in this RFP.

Any future contract entered with the selected Proponent will be non-exclusive as DNSSAB will retain the right to hire another, or take the work internally, if it so needed to, without penalty or liability to the successful proponent.

1.6 **Canadian Free Trade Agreement (CFTA)**

Proponents should note that procurements falling within the scope of Chapter 5 of the Canadian Free Trade Agreement (CFTA) are subject to that chapter but that the rights and obligations of the parties shall be governed by the specific terms of this RFP. For further reference, please see the Internal Trade Secretariat website at <https://www.cfta-alec.ca/>.

1.7 **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 appropriate sections, section numbers and titles within this RFP.

PART 2 – THE SCOPE / DELIVERABLES

2.1 **Project Description**

The District of Nipissing Social Services Administration Board is seeking to engage a consultant to conduct an independent third-party Operational / Organizational review (“the Project”). The review will examine the organizational structure, personnel and resources required in the delivery of services and projects in all departments and benchmark key performance indicators against other like organizations. The review will investigate communications, both internally and externally, as well as policies, procedures, and plans for public engagement. In addition, the review is to investigate overall organization effectiveness, identify gaps and recommend options to eliminate the gaps to improve the operational effectiveness.

2.2 **Background**

DNSSAB is geographically centred in Northeastern Ontario serving a population of approximately 86,000 residents spanning a geographic area of 17,000 square kilometers. The DNSSAB strives to be an employer of choice within the region for highly qualified employees and maintain positive employee relations. DNSSAB / NDHC consists of approximately 280 employees with both Union and Non-Union employees.

Staff provide a wide range of services including, but not limited to, paramedic services, housing and homelessness services, children's services, Ontario Works operations and various corporate functions. DNSSAB is structured under the Chief Administration Officer, with a Management Team representing the following operations / departments:

- Employment and Social Services (Ontario Works)
- Children's Services
- Housing Services (Homelessness and Housing)
- Paramedic Services
- Corporate Services (Finance & Administration, Human Resources, Project Management)
- Planning, Outcomes and Analytics
- Nipissing District Housing Corporation - NDHC (Housing Operations)

The DNSSAB Board is made up of 12 Municipal councillors and elected members from the Townships Without Municipal Organization (TWOMO), who exercise powers, duties and responsibilities relating to Social and Paramedic Services, while respecting the DSSAB Act and the DNSSAB's Procedural By-Laws.

The Nipissing District Housing Corporation (NDHC) manages over 896 rent-geared-to-income and market rental units within the District of Nipissing. Its mandate is to provide safe and affordable housing to those who need it the most, as well as support healthy, secure communities for its tenants. DNSSAB is the Corporation's sole shareholder as well as the Service Manager. In this role, the DNSSAB provides the local housing corporation with sufficient funding to maintain the housing stock in good condition and make it available to eligible households.

DNSSAB / NDHC recognizes that it is good business and public practice to undertake such reviews from time to time to ensure that DNSSAB's structure and operations can effectively, efficiently, and substantially meet local community expectations, Board priorities, provincial / federal legislation and program changes in an ever-changing environment and landscape.

2.3 Project Objectives

This Organizational Review is to be conducted through an objective process that is factual, data driven, analytical and client focused. The review will provide recommendations to improve the overall effectiveness, efficiencies and client focus of DNSSAB's operations while balancing financial sustainability of the organization with the ability to deliver a wide range of social services.

The project will examine the current organization design, structure, and resources and their alignment with the Board's responsibilities, legislated mandates, and delivery of core services. The review will also check for the optimal use of DNSSAB resources and that the operating structure and processes are efficient, effective, and poised for high-quality service delivery.

The objectives of the Organizational Review include:

- a) Identification of DNSSAB's direct clients, core services, and non-core services (i.e., supportive /ancillary services).
- b) Identification of the core business processes/ functions necessary to deliver the identified services and meet client needs. This should include reviewing the current workflows and level of interaction between departments.
- c) Engagement of stakeholders for feedback on DNSSAB's service delivery and ability to meet district needs. Stakeholders include DNSSAB's member municipalities and service providers/partners.

- d) Assess organization structure and design, and alignment of staff, departments, and resources to achieve service outcomes aligning with legislated mandates and the Board's strategic goals and priorities.
- e) Understand current performance in delivering core services efficiently and effectively, meeting client needs, and achieving service objectives and outcomes. Include performance strengths and/or weaknesses and areas for improvement.
- f) Assess current performance with desired performance and identify any gap/barriers between the two and opportunities for improvement.
- g) Undertake comparative analysis/benchmarking with other service managers and/or industry standards/best practices, in key areas such as organization design, performance, and outcomes.

2.4 Project Methodology

The successful proponent will be expected to achieve the objectives outlined above through a project methodology that incorporates, at a minimum, the following elements:

- a) An evidence-based and data-driven approach that incorporates qualitative and quantitative information and data, local knowledge and experience, and stakeholder engagement.
- b) Assisting the Chief Administrative Officer (CAO) in planning and communicating the process from initial engagement to completion to ensure the objectives of the Board are being addressed.
- a) Assisting the CAO and Management Team in planning and communicating the engagement throughout the duration of the project to DNSSAB staff and to the general public.
- b) Interview or survey key staff (i.e., Board Members, Members of Management Team, a sample of middle management, supervisory staff, and front-line employees of each department) to obtain comments and observations about current operations.
- c) Interview or survey key stakeholders (i.e., member municipalities and service providers) to obtain information about current operations.
- d) Compile and review pertinent background information, such as organizational charts, staff counts, background studies or reports that would be beneficial in conducting the review and general industry norms or standards for the delivery of services per department. DNSSAB will facilitate supplying background information and documents as required.
- e) Compare DNSSAB services and operations to similar service managers/DSSAB's or comparable public organizations with an emphasis placed on identifying those who utilize best practices and processes.
- f) Opportunity identification, prioritization and potential implementation plan(s).
- g) Development and presentation of Final Report.

This project will be executed in a phased approach and is anticipated to be completed within nine (9) months. The successful proponents will work with the Project Team and CAO to determine and finalize the work plan outlining the approach prior to commencing the engagement. Interim reports may be required at the conclusion of each project phase. In addition, the successful proponent may need to be available for more than one (1) presentation and will need to be available after project engagement for potential follow up on any questions or clarifications.

2.5 Project Deliverables

The desired outcome of this organizational review is a thorough assessment of the operational effectiveness of the Organization to deliver Social and Paramedic Services, identification of areas for improvement, areas of success and the proposal of respective recommendations moving forward.

Deliverables will include:

- a) A work plan that defines the proposed methodology, as outlined in ss. 2.4, while identifying the assumptions, data variables, key deliverables & milestones, and research questions. A report outline, and a project schedule (Gantt chart preferred) are also to be completed. Note: DNSSAB and Proponent will agree to a mutual date on this deliverable, however, it will be early in the project's timelines.
- b) Comparative data including benchmarking of services, service levels and programs within comparable DSSAB's/CMSM's (Service Managers), Municipalities and/or alternative public organizations. This analysis of data should include, but not be limited to, DNSSAB's direct clients, core services, non-core services (i.e., supportive /ancillary services), and structure.
- c) Review of organizational and management structure. Recommendations for adjustments to the overall organization structure, which may include clarifying roles, responsibilities, authority levels, and eliminating duplication and/or overlap of responsibilities within and between departments in the corporation.
- d) Identification of performance strengths, weaknesses, and areas for improvement in delivering core services effectively and efficiently, meeting client needs, and achieving service objectives and outcomes.
- e) Recommend improvements for effective and timely delivery of internal (i.e. department to department) and external services provided, including a plan for improvements that optimize workflows, core business processes and functions. The plans should identify opportunities to achieve cost savings and/or service efficiencies through the modernization of processes, procedures, technology and human capital.
- f) Identify and develop where necessary key performance indicators for organizational measurement and internal and external communication.
- g) An assessment of current human capital resources, recommendations for alignment of resources to meet current and foreseeable requirements, gap identification, and cost / benefit analysis for improvements.
- h) A report submitted that thoroughly addresses all Project Deliverables. This report shall include, but not be limited to, benchmarking data, recommendations on Organizational Structure, performance strengths/weaknesses, proposed key performance indicators for organizational measurement, and analysis of current human capital / capital resources. Report will be submitted and presented to the DNSSAB Board.

Please note that the Organizational Review report will be shared with the DNSSAB and NDHC Board of Directors, the member municipality councils, First Nations, other related community and government stakeholders, and the general public. It is also understood that all final materials produced by the Consultant, including all data sets, reports, and presentations, will become the property of DNSSAB who will be able to use and reproduce all materials, reports and data as it sees fit. The Consultant must be available after the project engagement to answer any follow up questions.



2.6 Role of DNSSAB

DNSSAB will support the Consultant during the term of the Project as follows:

- Coordinate the initial kick-off meeting with the Consultant.
- Arrange virtual progress meetings with the Consultant, at the discretion of DNSSAB, but no more than bi-weekly (twice per month), throughout the duration of the project.
- Provide, at the discretion of DNSSAB, any necessary documents, reports, and information identified by the Consultant.
- Provide relevant and available documents including, but not limited to, policies, procedures, organizational structure, job descriptions, communications, and reporting.
- Arrange venues for internal and external stakeholders / employee meetings.
- Review and approve any survey tool and questions contained within an online/paper survey.
- Reasonably make available any personnel and/or stakeholders should the Consultant need them.
- Provide feedback on all plans and reports.

PART 3 – EVALUATION OF PROPOSALS

3.1 Timetable

The RFP timetable is set forth to establish submission and response timelines. The DNSSAB reserves the right to change the timetable at any time.

ITEM	DATE	TIME
Issue Date	28-June-2024	1:00 p.m.
Deadline for Questions	12-July-2024	4:00 p.m.
Deadline for Issuing Addenda	19-July-2024	4:00 p.m.
Closing Date	26-July-2024	1:00 p.m.
RFP Evaluation & Interview Period	August 2024	n/a
Project Engagement to Begin	September 2024	n/a
Project Engagement Completed	May 2025	n/a



3.2 Timeline Submission Instructions

Proposals received at or after 1:01 p.m. on **26-July-2024** will not be accepted. Proponents are cautioned that the timing of their submission is based on when the Proposal is received rather than when a Proponent submits it, as transmission can be delayed due to file transfer size, transmission speed or other technical factors.

3.3 Submitted Bids

All bids are to be submitted in electronic format to dnssab.contracts@dnssab.ca prior to deadline.

3.4 No Incorporation by Reference

The entire content of the Proponent's Proposal must be submitted in a fixed form and the order and manner requested. The content of websites or references to external documents and links will not be considered part of the Proposal.

3.5 Confirmation of Submission

The Procurement Representative will send a confirmation e-mail to the Proponent advising the Proposal was submitted successfully. If a Proponent does not receive a confirmation e-mail, they should contact the Procurement Representative within 24 hours of Proposal deadline. The Proponent assumes full responsibility for receipt of the Proposal by the deadline.

3.6 Amendment of Proposals

Proponents may amend their Proposals prior to the Submission Deadline by submitting the amendment in electronic format, by e-mail to the DNSSAB Procurement Representative. The submission must clearly indicate the RFP title and number and full legal name of the Proponent. Any amendment should clearly indicate which part of the Proposal the amendment is intended to affect.

3.7 Withdrawal of Proposals

At any time throughout the RFP process, a Proponent may withdraw a submitted Proposal. To affect a withdrawal, a notice of withdrawal must be sent to the DNSSAB Procurement Representative and must be signed by an authorized representative. DNSSAB is under no obligation to return withdrawn Proposals.

3.8 Questions

Proponents should promptly examine all the documents comprising this RFP and may direct questions or seek additional information by e-mailing the Procurement Representative at dnssab.contracts@dnssab.ca on or before the Deadline for Questions. Under no circumstance is a Proponent to direct questions or request additional information from anyone other than the Procurement Representative. DNSSAB is not obligated to respond to questions and/or provide additional information, however best efforts will be made to respond, and such responses shall be made public and available to all Proponents as an Addendum.

3.9 Addenda

DNSSAB may issue Addenda during the procurement process until the deadline for issuing Addenda has passed. Proponents are responsible for obtaining all Addenda issued by DNSSAB through either www.dnssab.ca or through www.bidsandtenders.com. If Addenda is issued after the deadline date, the closing date will be adjusted accordingly.

3.10 Stages of Proposal Evaluation

The DNSSAB will conduct the evaluation of Proposals and selection of the most qualified Proponent in the following four stages described in further detail below:

- (a) Stage 1 – Mandatory Requirements (**pass/fail**).
- (b) Stage 2 – Evaluation of Rated Criteria through Submission of Proposals (**60 points / 100 points**) **Note: Further breakdown of Stage 2 scoring is in [Appendix C](#).**
- (c) Stage 3 – Evaluation of Pricing (**20 points / 100 points**).
- (d) Stage 4 – Presentation, Interview and Final Negotiation (**20 points / 100 points**).

i) Stage 1 - Mandatory Requirements

Stage 1 will consist of a review to determine which Proposals comply with all the mandatory requirements. Proposals failing to satisfy the mandatory requirements will be excluded from further consideration. Proposals satisfying the mandatory requirements will proceed to Stage 2.

Mandatory Requirements are entirely based on submission of the Mandatory Submission Form(s), located in [Appendix B](#). Other than inserting the information requested on the mandatory submission forms set out in this RFP, a Proponent may not make any changes to any of the forms.

ii) Stage 2 – Evaluation of Rated Criteria and Submission of Proposals

For Stage 2, each Proponent must complete a Proposal document. Further detail can be found in [Appendix C](#). The Proposal must be signed by an authorized representative of the Proponent.

iii) Stage 3 – Evaluation of Pricing

For Stage 3, each Proponent must complete the Pricing Form located in [Appendix D](#) and include it with their financial Proposal. The Pricing Form must be completed according to the instructions contained in the form. Fees must be provided in Canadian dollars, inclusive of all costs, applicable duties, overhead, and insurance costs, except for HST/GST.

Other Mandatory Requirements

Each Proposal must:

- a) Be in English
- b) Be for the entire Scope of Work as described in Part 2 of this RFP. Incomplete Proposals or Proposals for only part of the Deliverables described in Section 2 will be disqualified.

Evaluation and Pricing

Stages 2 and 3 will consist of a scoring by DNSSAB of each qualified Proposal based on the rated criteria and the pricing in accordance with [Appendix C](#) and [Appendix D](#). DNSSAB intends to shortlist to up to three (3) Proponents for presentation to DNSSAB, however, should DNSSAB deem it to be in its best interest, it may expand or contract this number accordingly.

Reference Form

Each Proponent must complete the Reference Form ([Appendix E](#)) and include it with its submitted Proposal. Reference follow-up will be conducted with all shortlisted Proponents.

3.11 Proposals to be submitted in Prescribed Manner

Proponents should submit one (1) signed original and one (1) back-up copy for each of the Mandatory Requirements Form, the Technical Proposal, and the Financial Proposal, in separate files for each. Proposals to be submitted to dnssab.contracts@dnssab.ca.

- a) The Mandatory Requirements submission (Requirements) should be saved to a MS Word or .PDF file, indicating the Proponents name and address, and saved as: **"2024-32 <Proponent Name> Mandatory Requirements Form"**. Please reference [Appendix B](#).
- b) The Proposal Requirements submission (Proposal) should be saved to a MS Word or .PDF file, indicating the Proponents name and address, and saved as: **"2024-32 <Proponent Name> Proposal Submission"**. Please reference [Appendix C](#).
- c) The Financial Proposal (Financial) should be submitted as a separate file saved to a MS Word or .PDF or EXCEL file, indicating the Proponent's name and address, and saved as: **"2024-32 <Proponent Name> Financial Submission"**. Please reference [Appendix D](#).

3.12 Stage 4 - Presentation to DNSSAB

Once the Proponents have been shortlisted, DNSSAB may arrange for a final 30 – 90-minute presentation of your solution to the Evaluation Committee. This presentation and subsequent question period will be the final stage of the Proponents total evaluation score. DNSSAB reserves the right to recommend Stage 4 be in person or virtual, and this will be determined during the evaluation process. Proponents who qualify will be given sufficient notice.

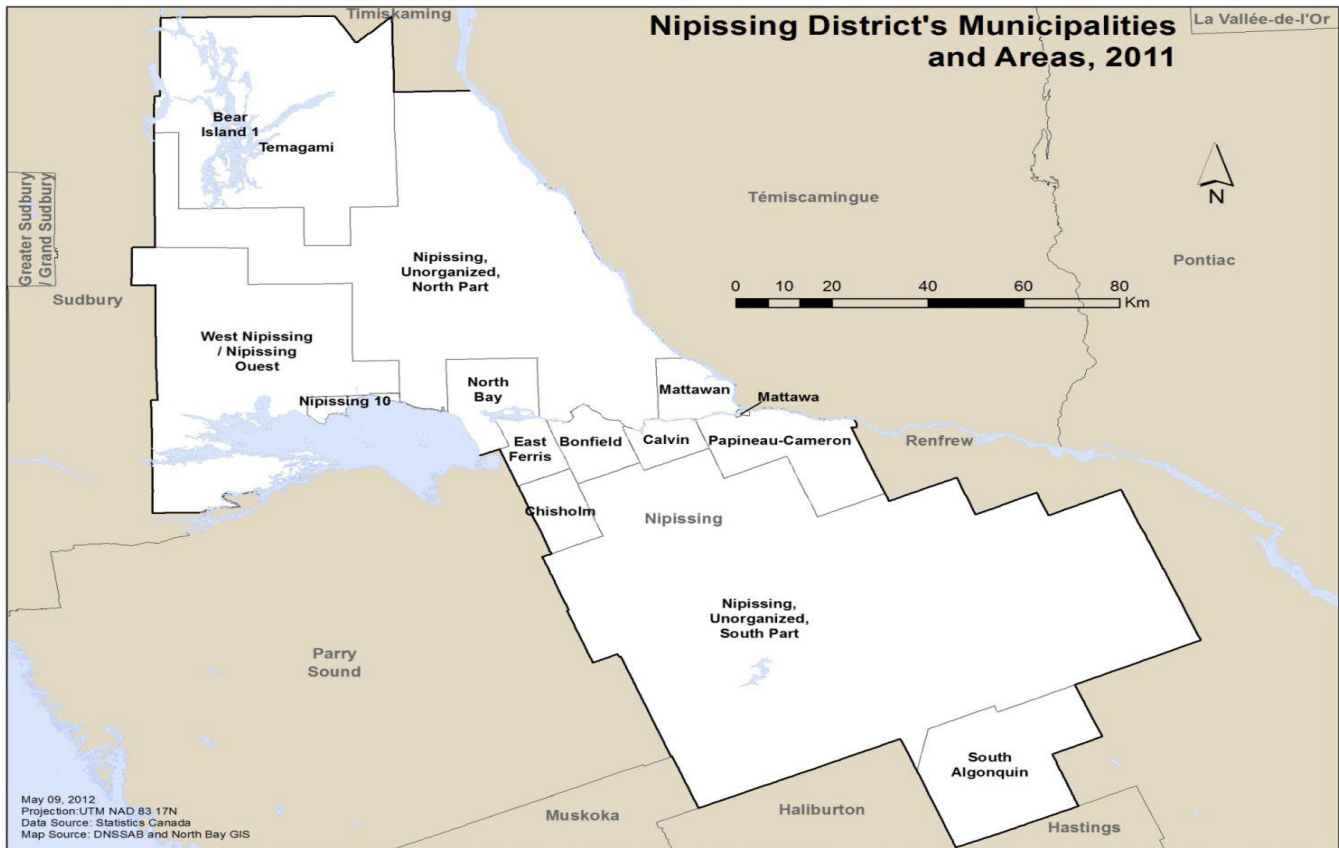
3.13 Selection and Final Negotiation

Once the Proposals have been evaluated as per Stages 1 through 4, and the final presentations have been completed, the top-ranked Proponent may be selected to enter direct negotiations.

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

END OF PART 3

APPENDIX A – MAP OF NIPISSING DISTRICT & MUNICIPALITIES / COMMUNITIES



Municipalities and Communities in Nipissing District				
municipalities (11), First Nations (2) and unincorporated areas (2)				
Municipality/Territory/Census Division	Communities	Municipal Office	Population	Type
City of North Bay	North Bay	North Bay	52,662	Municipality
Municipality of West Nipissing	West Nipissing (Sturgeon Falls); Verner; Cache Bay; Field	West Nipissing (Sturgeon Falls)	14,583	Municipality
Municipality of East Ferris	Astorville; Corbeil	Corbeil	4,946	Municipality
Nipissing, Unorganized, South Part		None (Unorganized)	2,696	Unincorporated Area
Bonfield Township*	Bonfield	Bonfield	2,146	Municipality
Town of Mattawa*	Mattawa	Mattawa	1,881	Municipality
Nipissing 10	Nipissing First Nation	Nipissing First Nation	1,640	First Nation
Nipissing North		None (Unorganized)	1,591	Unincorporated Area
Township of Chisholm		Powassan (outside of District)	1,312	Municipality
Township of South Algonquin	Whitney; Madwaska	Whitney	1,055	Municipality
Township of Papineau-Cameron*		Mattawa	982	Municipality
Municipality of Temagami	Temagami; Marten River	Temagami	862	Municipality
Municipality of Calvin*		Mattawa	557	Municipality
Bear Island 1	Bear Island First Nation	Bear Island First Nation	244	First Nation
Municipality of Mattawan*		Mattawa	153	Municipality
* Eastern Cluster				



APPENDIX B – MANDATORY REQUIREMENTS

MANDATORY REQUIREMENT – FORM 1 – PROPONENTS DECLARATION

Proponent's Information

Proponent must provide all requested information below; if any information is not provided, the Proposal may be disqualified at DNSSAB's sole discretion.

Company Name:

Company Address:

Company's Contact Person:

Contact Email:

Contact Phone:

Acknowledgment of Addendums

We acknowledge receipt of _____ addendums and agree that the addendum/addenda form part of the RFP. I am aware that failure to acknowledge the correct amount of Addendum(s) may result in the disqualification of my Proposal at DNSSAB's sole discretion.

Proponent's Declaration

Please initial beside each statement with which you agree. For DNSSAB's purpose, only those Proponents who have accepted (initialed) each statement of the Proponent's Declaration will be considered; failure to agree to any statement may disqualify your Proposal at DNSSAB's sole discretion.

I/WE have reviewed all documents associated with this RFP and agree to all its terms and conditions.

I/WE declare that the Proposal submitted has been made entirely in accordance with the terms and conditions outlined in the RFP.

I/WE declare that this Proposal is the only Proposal submitted by us and that no other Proposal was submitted, by us, using a different name, subsidiary, or by any other means.

I/WE declare that this Proposal offers a single Solution and does not contain multiple Solutions and/or Pricing strategies based on distinct acceptance periods or conditions.

I/WE declare that this Proposal was submitted by a Proponent (and all Participating Entities) who is not an Opposing Party in legal action against the DNSSAB.

I/WE declare that this Proposal is made without collusion, connection, knowledge, comparison of figures or arrangement with any other Proponent, Company, firm or persons making a submission and is in all respects fair and without collusion for fraud.

I/WE declare that the Proponent's Company empowers the undersigned to negotiate all matters with DNSSAB's representatives relative to this RFP and any future Contract, and the person named below has the authority to submit this Proposal on behalf of the Proponent's Company.

I/WE declare that no persons associated with the Proposal have initiated communication about this RFP after it was issued and before the Closing Date or before one or more Contracts are entered in respect of the Scope of Work, which is its subject, with any member of DNSSAB's Personnel and/or the media.



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I/WE declare that no person associated with the Proposal has been convicted of a criminal offence, including but not limited to fraud or theft.

I/WE declare that no person associated with the Proposal has been convicted of any quasi-criminal offence pursuant to applicable legislation or regulations, including but not limited to the Occupational Health and Safety Act, as amended, where the circumstances of that conviction demonstrate a disregard on the part of the Proponent for the health and safety of its workers, DNSSAB's employees, and/or the general public.

I/WE declare that no person associated with the Proposal has committed professional misconduct, acts, or omissions that adversely reflect on the commercial integrity of the Proponent.

I/WE declare that if any future Contract is to be negotiated with DNSSAB regarding the subject matter herein, the negotiations and the Contract shall be governed, construed and enforced under the laws of the Province of Ontario and the federal laws of Canada.

I/WE, including Non-Resident Proponent, shall comply with all Federal, Provincial (Ontario) and Municipal Laws, Acts, Ordinances, regulations, and By-Laws that in any way pertain to the Scope of Work outlined in this RFP or to the employee of the Proponent.

I/We, including Non-Resident Proponent, shall charge applicable HST for Ontario.

I/WE agree that any and all employees or personnel subject to the provision of the Goods and/or Services completed in the Solution will be properly trained under the Occupational Health and Safety Act, that every supervisor appointed is a 'competent person' as defined in the Act, and all work shall comply with the Act's regulations.

I/WE agree to hold DNSSAB safe and harmless from any property damage; or claims by individuals or third parties, including any legal costs incurred by DNSSAB in connection therewith, on a solicitor/client basis, due to defective, damaged or unsuitable goods and/or services.

DECLARATION OF A CONFLICT OF INTEREST *(if applicable, provide details below)*

DECLARATION OF A JOINT SUBMISSION *(if applicable, provide details below)*

Completed by:

Company

Authorized Signature

Name

Title

I HAVE THE AUTHORITY TO BIND THE CORPORATION



MANDATORY REQUIREMENT - FORM 2 – INSURANCE

Proponents must submit the following document(s) with this form. Failure to provide the required documentation will result in disqualification, and your Proposal will receive no further consideration at DNSSAB's sole discretion.

YES NO

 I/WE have submitted a copy of a current Business License or Letters of Incorporation.

 I/WE have submitted verification of Commercial General Liability Insurance coverage of at least \$5,000,000.00 per occurrence.

 I/WE have submitted verification of Errors and Omission Insurance coverage of at least \$2,000,000.00 per occurrence.

Completed by:

Company

Authorized Signature

Name

Title

I HAVE THE AUTHORITY TO BIND THE CORPORATION



MANDATORY REQUIREMENT – FORM 3 – PARTICIPATING ENTITIES

Participating Entity agreements made by the Proponent will not release the Proponent from any obligation to DNSSAB concerning the performance of its obligations under the Contract. DNSSAB will not be responsible for payment to the Proponent's Participating Entities if the Proponent defaults on its responsibilities. The Proponent is responsible for communicating this information to its Participating Entities.

Proponent's Declaration

Please initial beside the statement which best describes how Participating Entities are associated with your Proposal:

Yes	If Participating Entities are associated with this Proposal, provide details using the table below.
No	If by own forces, state so here (initial)

If Yes above, provide a list of all Participating Entities you will be using to undertake the work (add as many rows as necessary) and include their role and the amount, in dollars, allocated from your Proposal that will be expensed to the Participating Entity.

Listing of Participating Entities				
Type	Responsibility	Amount (\$)	Company Name and Address	Contact Person
<input type="checkbox"/> Affiliate <input type="checkbox"/> Associate <input type="checkbox"/> Dealer <input type="checkbox"/> Distributor <input type="checkbox"/> Partner <input type="checkbox"/> Consultant <input type="checkbox"/> Sub-consultant <input type="checkbox"/> Contractor <input type="checkbox"/> Reseller <input type="checkbox"/> Sub-contractor <input type="checkbox"/> Sub-processor <input type="checkbox"/> Subsidiary <input type="checkbox"/> Third-party service provider <input type="checkbox"/> Other _____				
<input type="checkbox"/> Affiliate <input type="checkbox"/> Associate <input type="checkbox"/> Dealer <input type="checkbox"/> Distributor <input type="checkbox"/> Partner <input type="checkbox"/> Consultant <input type="checkbox"/> Sub-consultant <input type="checkbox"/> Contractor <input type="checkbox"/> Reseller <input type="checkbox"/> Sub-contractor <input type="checkbox"/> Sub-processor <input type="checkbox"/> Subsidiary <input type="checkbox"/> Third-party service provider <input type="checkbox"/> Other _____				

Completed by:

_____ Company

_____ Authorized Signature

_____ Name

_____ Title

I HAVE THE AUTHORITY TO BIND THE CORPORATION

APPENDIX C – PROPOSAL SUBMISSION

Content of Submissions

The DNSSAB invites submissions from qualified consultants. Submissions shall be no more than 20 pages of content in length, excluding appendices, using a twelve-point font.

Submissions shall include the following information:

1. The name of the firm responding to this RFP.
2. Your understanding of the project.
3. Your firm's leadership and project management skills and experience. Please include a proposed high-level project plan indicating timelines, deliverables and action plan with dates.
4. Your firm's experience in the preparation of Organizational Reviews. Please indicate your organizations alignment with the proposed Project Objectives, and what value your team may add. Reference section **2.3 of this RFP** for a more detailed expectation.
5. Evidence of your firm's ability to work collaboratively with government, municipalities, other DSSAB's/CMSM's, stakeholders, and the public.
6. The identification of members of
 - a. The team, including a summary of the qualifications and relevant experience and the roles and responsibilities of each member of the team; and
 - b. Those in supporting roles.
7. The identification of a project lead who will assume overall responsibility for the consulting team.
8. **Referencing section 2.4 of this RFP (Project Methodology)** please fully articulate in your Proposal how your organization will approach and fulfill all requirements communicated within this section.
9. **Referencing section 2.5 of this RFP (Project Deliverables)**, please fully articulate your firm's ability and strategy as to how the deliverables will be accomplished. Please describe how you will add value to DNSSAB by addressing the deliverables.

Scoring Breakdown for Proposal Submission (Total 60 points):

- **Firm's understanding of the project – 5 points**
- **Project Plan/Timelines – 5 points**
- **Leadership, Experience & Team – 10 points**
- **Alignment with Project Objectives – 5 points**
- **Collaboration with stakeholders – 5 points**
- **Approach to Project Methodology – 10 points**
- **Proposal & ability to fulfill Project Deliverables – 20 points**

Note: Proponents must score 40/60 to qualify.



APPENDIX D – FINANCIAL SUBMISSION

Provide a detailed breakdown of all costs associated with your Solution. Prices must be fully itemized and complete (no estimates). Prices must be in Canadian dollars. (Exclude HST). Prices submitted shall be considered firm for any Contract's length, including for any extension term(s).

Note: Financial Submission will be scored out of 20 points, with the lowest cost qualified proponent receiving 100% of the score. Higher cost (qualified) bids will be pro-rated against the lowest cost and scored accordingly. Note, proponents may submit pricing using below template, or may submit in alternate format. Proponents are responsible for including ALL COSTS in their Financial Submission.

Staffing Cost (add more rows or delete as necessary)

Price Item	ROLE/POSITION	Unit Price	Office Use
Staffing Costs	Consultant/Project Lead		(Unit Price * 1) = Price
Staffing Costs	Project Manager		(Unit Price * 1) = Price
Staffing Costs	Other		(Unit Price * 1) = Price

Programming Costs (add more rows or delete as necessary)

Price Item	Unit Price	Office Use
Programming Costs – Printing, Supplies and Materials		(Unit Price * 1) = Price
Programming Costs - Disbursements/Travel		(Unit Price * 1) = Price
Programming Costs – Board Presentation		(Unit Price * 2) = Price

Administrative Costs / Other Costs (add more rows as necessary)

Price Item	Unit Price	Office Use
Administrative Costs		(Unit Price * 1) = Price

TOTAL PROPOSAL COST

Total Categories	Total Price	Office Use
Staffing Cost & Programming Cost & Admin Cost		(Total Price * 1) = Submitted Price

Completed by:

Company

Authorized Signature

Name

Title

I HAVE THE AUTHORITY TO BIND THE CORPORATION



APPENDIX E – REFERENCE FORM

Please provide a minimum of three (3) unique references from companies (DNSSAB excluded) for whom you have supplied, installed, and/or supported with the same or similar scope and magnitude of work requested in this RFP within the past five (5) years.

Description	Referee No. 1	Referee No. 2	Referee No. 3
Has the Referee been Informed?			
Referee's Company			
Referee's Full Name			
Referee's Job Title			
Referee's Email Address			
Referee's Phone Number and Extension			
Description of goods and/or services provided			
Value of goods and/or services provided (\$)			
Date work commenced (month & year)			
Date work ended (month & year)			

Completed by:

I authorize the District of Nipissing Social Services Administration Board to contact the above references, as well as, complete verification for required licenses and/or credentials.

_____ Company

_____ Authorized Signature

_____ Name

_____ Title

I HAVE THE AUTHORITY TO BIND THE CORPORATION

APPENDIX F – TERMS AND CONDITIONS

4.0 Definitions

In this RFP and any other documents, as determined by DNSSAB, forming part thereof, words and expressions parenthetically defined shall have the meaning therein provided; however, all capitalized terms noted below shall have the following meanings regardless of such definitions applying to both the singular and plural forms of any such words and terms:

"Addenda" means documents made available by DNSSAB which amends or clarifies the RFP.

"Administration Cost" means any expenditure incurred by the Proponent in the course of its regular or ongoing operations that enable the Proponent to provide the Goods and/or Services, including salaries, wages and benefits for administrative staff and back-office functions (such as those providing accounting, reporting, IT support, communications, security, and human resources and program management functions); salaries, wages, and benefits for staff associated with planning, managing and evaluating services; legal and accounting fees; bank fees; postage fees; courier fees; telephone fees; internet fees; contracted expenses for service delivery (i.e., security costs, IT, equipment, training, Consultant, printing etc.); and lease or finance/interest costs attributed to administrative functions.

"After Hours" means the provision of Goods and/or Services after Business Hours which may not adhere to the Business Day and, therefore, might include Saturday-Sunday, statutory or civic holidays observed in the Province of Ontario or by the DNSSAB, in addition to services being offered Monday to Friday.

"AODA" means the Accessibility for Ontarians with Disability Act, 2005, SO 2005, Chapter 11, as may be amended from time to time and all regulations thereunder.

"Appendix" means supplementary informative documentation prepared by the Client and/or the submission forms necessary for a Proponent to submit as part of their Proposal submission.

"Board" means the governing board of directors for the District of Nipissing Social Services Administration Board.

"Business Day" means Monday to Friday inclusive, except statutory or civic holidays observed in the Province of Ontario and by DNSSAB.

"Business Hours" means 8:30 a.m. to 4:30 p.m. on a Business Day.

"CAO" means the Chief Administrative Officer of the District of Nipissing Social Services Administration Board or designate.

"Closing Date" means the date and time noted in ss. 1.6 wherein the submission of a Proposal is due.

"Company" means any person, Entity, corporation, or business that has acquired copies of the RFP and therefore is interested and/or intends to submit a Proposal in response.

"Confidential Information" means information that may have economic value from not being generally known and/or is subject to efforts that are reasonable under the circumstances to maintain its secrecy; it may include information contained in formulas, patterns, compilations, programs, methods, techniques, processes, products, services, devices, mechanisms and any Personal Information.

"Conflict of Interest" includes situations wherein a Proponent (including members of their family) and/or any person associated with a Proposal:

- can personally benefit financially from their involvement;
- can gain an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage in relation to the selection of a Preferred/Successful Proponent;
- where its other commitments, relationships, or financial interests could or could be seen to exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement; and/or
- where it could or could be seen to compromise, impair or be incompatible with the effective performance of its contractual obligations; and/or
- where Personnel of the District of Nipissing Social Service Administration Board and/or Nipissing District Housing Corporation (including board members and employees at or above the level of supervisor) can receive a personal and/or financial benefit and:
 - Where the personal or business interests of a board member, officer or agent of the Board are in conflict with the interests of DNSSAB; or
 - where a personal gain, benefit, advantage or privilege is directly or indirectly given to or received by a board member, officer or agent or a person related to any one of them as a result of a decision by the Board;
 - where the Board giving a direct or indirect gain, benefit, advantage or privilege to a board member, officer or agent or a person related to any one of them;
 - where a board member, officer or agent or a person related to any one of them receiving a direct gain, benefit, advantage or privilege from DNSSAB as a result of the person's position with the Board;
 - where DNSSAB, in offering housing accommodation or in setting rents or other occupancy charges, gives any advantage or privilege to Personnel who are tenants that are not available to tenants who are not Personnel.

"Contract" means the agreement, intended to be enforceable by law, negotiated between DNSSAB and the Consultant, which shall further refine the expectations, obligations, terms and conditions contemplated by this RFP and which has been mutually executed.

"District" means the area known as the District of Nipissing.

"DNSSAB" means District of Nipissing Social Services Administration Board and any other government agency or Board on behalf of which DNSSAB is acting, including the Nipissing District Housing Corporation. For this RFP, DNSSAB shall mean the Entity negotiating and awarding the Contract.

"Evaluation Committee" means the relevant representation from DNSSAB, as selected by DNSSAB, which may include third-party advisors that evaluate Proposals and recommend, to DNSSAB, a Preferred Proponent. The Evaluation Committee does not have the authority to bind DNSSAB.

"FIPPA" means the Freedom of Information and Protection of Privacy Act, RSO 1990 C. F.11, as may be amended from time to time and all regulations thereunder.

"Goods" means any item of intellectual and/or tangible personal property proposed by the Proponent and may include:

- Deeds and instruments relating to or evidencing the title or right to such intellectual property, personal property and/or chattels and/or a right to recover or receive such property;
- Tickets or like evidence of the right to be in attendance at a particular place at a particular time or times or of a right to transportation;
- Energy, however, generated;
- Vehicles or any other motorized form of transportation;
- Items of tangible personal property intended for installation as a fixture or for incorporation into the land, a building or structure, or ornamental or industrial trees, grass sod, flowering plants, shrubs, soil, seed or fertilizer.



- Construction resources, plans, materials and/or equipment.
- Artistic creations, including design, schematics, literary, media, music, representation, photo, workshops, seminars, and/or drawings.
- Any documentation (materials, books, videos, articles) related to the installation, implementation, training, support, and maintenance of the item of procurement.
- Computer infrastructure (server or cloud-based), hardware and/or Software.

"Include," "includes," and "including" denote that the subsequent list is not exhaustive.

"May/should" denotes permissive (not mandatory).

"MFIPPA" means the Municipal Freedom of Information and Protection of Privacy Act, RSO 1990, c. M.56, as may be amended from time to time and all regulations thereunder.

"Must/shall/will" denotes imperative (mandatory). Proposals not satisfying mandatory requirements will be non-compliant and may not be considered further at DNSSAB's sole discretion.

"Opposing Party" means a Proponent with an outstanding, unresolved claim or legal proceeding against DNSSAB or a Proponent against whom the DNSSAB has an outstanding, unresolved claim or legal proceeding.

"Participating Entity" includes any other entities other than the Proponent who is included in the Proposal as either an affiliate, associate, partner, Consultant, sub-consultant, contractor, sub-contractor, sub-processor, subsidiary, third-party service provider, distributor, dealer, and/or reseller necessary for the provision of the Proponent's Solution for the requested Scope of Work.

"Party" means DNSSAB and/or the Proponent, as the context may require.

"Personal Information" means any identifiable information about an individual that is therefore required to be protected pursuant to MFIPPA or any other laws (including regulations and common law) pertaining to the protection of personal, health, or insurance information.

"Personnel" means board members, employees, partners, shareholders, directors, officers, agents, assigns, representatives, contractors, subcontractors, sub-service providers, consultants, sub-consultants, temporary agencies, volunteers or anyone for whom at law a Party is responsible for in connection with or in any way related to the delivery and/or performance of obligations under this RFP and/or Contract.

"PHIPA" means the Personal Health Information Protection Act, 2004, SO 2004, c. 3, as may be amended from time to time and all regulations thereunder.

"PIPEDA" means the Personal Information Protection and Electronic Documents Act (SC 2000, c. 5), as may be amended from time to time and all regulations thereunder.

"Preferred Proponent" means the Proponent (s) short-listed by the Evaluation Committee, who is then recommended to DNSSAB.

"Price" means the charges, fees, and/or quotes provided by the Proponent in its Proposal as the total acquisition costs for its Solution.

"Procurement Representative" means the representative of DNSSAB, designated by DNSSAB, who is the primary contact person regarding this RFP, particularly its procurement processes.



"Programming Cost" means payments, benefits and/or expenditures reasonably proposed by the Proponent to be necessary to achieve the Solution outlined in the Proposal.

"Proponent" means a legal entity, being a person, partnership, firm or corporation that has submitted a Proposal in response to this RFP. Proponent includes any entity affiliated or related to the Proponent (including any entity with the same directing mind as the Proponent) as solely determined by DNSSAB.

"Proposal" means the submitted information, documents and/or forms as requested by DNSSAB under s. 3, which are provided and/or completed by a Proponent as a response to DNSSAB's request for the Goods and/or Services specified in the Scope of Work.

"Qualified Proposal" means that the Proponent and/or their Proposal has not been disqualified.

"Responsible Proponent" means a Proponent who can fully perform the contract requirements and has the integrity and reliability to ensure the performance of the contractual obligations.

"RFP" means this solicitation document and includes any incorporated Appendices and Addenda issued by DNSSAB that describe the Goods and/or Services to be purchased by DNSSAB and the terms upon which the Goods and/or Services are to be purchased.

"Scope of Work" means the need, problem, and/or project to which DNSSAB seeks Goods and/or Services through this RFP, detailed in Part 2.

"Service" means the work and/or tasks to be taken by the Proponent to meet the expectations, requirements, milestones, targets and/or deliverables outlined in the Scope of Work, inclusive of any description, whether commercial, industrial, trade, or otherwise, of all professional, technical and artistic, goods, services, and the transporting, acquiring, supplying, storing and otherwise dealing with any action, construction, project, activity, support, and/or program required for the satisfactory completion of the Scope of Work and any terms and conditions associated with any ensuing Contract.

"Solution" means the proposed Good and/or Service which address DNSSAB requirements and expectations as outlined in the Scope of Work.

"Staffing Cost" means the proposed wages, mandatory employment-related costs (as required by law) or benefits (as required by a collective agreement or company policy) requested by the Proponent which have been reasonably proposed to be necessary to their Solution.

"Successful Proponent" means the Proponent selected by DNSSAB for contract negotiations.

"Consultant" means the Successful Proponent with an executed Contract for the Scope of Work.

"WSIA" means the Workplace Safety and Insurance Act, 1997, SO 1997, c.16, Sch. A, as may be amended from time to time and all regulations thereunder.

"WSIB" means Workplace Safety and Insurance Board.

4.1 General Information and Instructions

(A) Deemed Acceptance



- (1) By responding to this RFP, Proponents agree to accept all terms and conditions incorporated into this RFP into their Proposal and agree by any decision of DNSSAB, including the evaluation of Proponents qualifications as final. By submitting a Proposal, the Proponent also confirms that it has received, or has had the opportunity to obtain, independent legal advice in connection with its RFP review and Proposal, preparation, and has read this RFP in its entirety, understands its content, and is submitting its Proposal freely and voluntarily (without duress or undue influence from any party) with full capacity and authority to do so.

(B) Proponents to Follow Instructions

- (1) Proponents should structure their Proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a Proposal should reference the applicable part, section, subsection, or paragraph numbers of this RFP.

(C) Information in RFP Only an Estimate

- (1) The DNSSAB and its representatives shall not be liable for any information or advice or any discrepancies or errors or omissions that may be contained in this RFP or an Addenda, appendices, data, materials, or documents (electronic or otherwise) attached or provided to the Proponents pursuant to this RFP.
- (2) The DNSSAB and its advisors make no representation, warranty, or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to Proponents the general scale and scope of the work. It is the Proponent's responsibility to obtain all the information necessary to prepare a Proposal in response to this RFP.

(D) Proponents Shall Bear Their Own Costs

- (1) The Proponent shall bear all costs associated with or incurred in the preparation and presentation of its Proposal, including, if applicable, costs incurred for interviews, and/or presentations.

4.2 Communication after Issuance of RFP

(A) Proponents to Review RFP

- (1) Proponents shall promptly examine all of the documents comprising this RFP, and
 - (a) Shall report any errors, omissions, or ambiguities; and
 - (b) May direct questions or seek additional information in writing by email to the DNSSAB Procurement Representative on or before the Deadline for Questions. All questions submitted by Proponents by email to the DNSSAB Procurement Representative shall be deemed to be received once the email has entered the Representative's email inbox. No such communications are to be directed to anyone other than the Procurement Representative. The DNSSAB is under no obligation to provide additional information, and DNSSAB shall not be responsible for any information provided by or obtained from any source other than the Procurement Representative.



- (2) It is the responsibility of the Proponent to seek clarification from the Procurement Representative on any matter it considers to be unclear. The DNSSAB shall not be responsible for any misunderstanding on the part of the Proponent concerning this RFP or its process.

(B) All New Information to Proponents by Way of Addenda

- (1) This RFP may be amended only by an addendum in accordance with this subsection. If the DNSSAB, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all Proponents by addenda. Each addendum forms an integral part of this RFP.
- (2) Such addenda may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by the DNSSAB.

(C) Post-Deadline Addenda and Extension of Submission Deadline

- (1) If any addendum is issued after the Deadline for Issuing Addenda, the DNSSAB may at its discretion extend the Submission Deadline for a reasonable period.

(D) Verify, Clarify and Supplement

- (1) When evaluating responses, DNSSAB may request further information from the Proponent or third parties to verify, clarify, or supplement the information provided in the Proponent's Proposal. The DNSSAB may revisit and re-evaluate the Proponent's response or ranking based on any such information.

(E) No Incorporation by Reference

- (1) The entire content of the Proponent's Proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the Proponent's Proposal will not be considered to form part of its Proposal.

(F) Proposal to Be Retained by the DNSSAB

- (1) The DNSSAB will not return the Proposal, or any accompanying documentation submitted by a Proponent.

4.3 Debriefing

(A) Debriefing – Following Award

- (1) Upon written request from any Proponent, the DNSSAB may provide a more detailed oral debriefing either by phone or in person, as required by the Proponent. The written request shall be submitted to the Procurement Representative no later than 15 calendar days after notification of award.
- (2) The acceptance of the successful Proposal shall not be discussed during a debriefing.

4.4 Prohibited Conduct

(A) Proponent Not to Communicate with Media



- (1) A Proponent may not at any time directly or indirectly communicate with the media in relation to this RFP, or any agreement entered pursuant to this RFP, without first obtaining the written permission of the Procurement Representative.

(B) No Lobbying

- (1) A Proponent may not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful Proponent.

(C) Illegal or Unethical Conduct

- (1) Proponents shall not engage in any illegal business practices, including but not limited to, activities such as bid-rigging, price-fixing, bribery, fraud, or collusion. Proponents shall not engage in any unethical conduct, including but not limited to, other inappropriate communications, offering gifts to members of the Board of Directors, employees, officers or other representatives of the DNSSAB; 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.

(D) Past Performance or Inappropriate Conduct

- (1) The DNSSAB may prohibit a Proponent from participating in the procurement process based on past performance or based on inappropriate conduct in a prior procurement process.
- (2) Such inappropriate conduct shall include, but not be limited to the following:
 - (a) All the conducts as described in Part 4 – Section 4.4;
 - (b) The refusal of the Proponent to honour its pricing or other commitments made in its Proposal; or
 - (c) Any other conduct, situation or circumstance determined by DNSSAB, in its sole and absolute discretion, to constitute a Conflict of Interest.

4.5 Confidential Information

(A) Confidential Information of DNSSAB

- (1) All information provided by or obtained from the DNSSAB in any form in connection with this RFP either before or after the issuance of this RFP:
 - (a) Is the sole property of DNSSAB and must be treated as confidential;
 - (b) Is not to be used for any purpose other than replying to this RFP and the performance of any subsequent Contract;
 - (c) Must not be disclosed by the Proponent to any person, other than persons involved in the preparation of the Proponent's Proposal or the performance of any subsequent Contract, without prior written authorization from the DNSSAB; and
 - (d) Shall be returned by the Proponents to the DNSSAB immediately upon the request of the DNSSAB.



(B) Confidential Information of Proponent

- (1) A Proponent should identify any information in its Proposal, or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the DNSSAB. The confidentiality of such information will be maintained by the DNSSAB, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their Proposals will, as necessary, be disclosed, on a confidential basis, to the DNSSAB advisors retained for the purpose of evaluating or participating in the evaluation of their Proposals. If a Proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the DNSSAB Contact.

4.6 Procurement Process Non-Binding

(A) No Contract and No Claims

- (1) The procurement process is not intended to create and shall not create a formal legally binding bidding process and shall instead be governed by law applicable to direct commercial negotiations.
- (2) For greater certainty and without limitation:
 - (a) Neither the Proponent nor the DNSSAB shall have the right to make any claims (in Contract, tort, equity or otherwise) against the other with respect to the award of a Contract, failure to award a Contract or failure to honour a response to this RFP.

(B) No Contract until Execution of Written Contract

- (1) The RFP process is intended to identify the highest ranked Proponent for the purposes of entering into a Contract. No legal relationship or obligation regarding the procurement of any good or service shall be created between the Proponent and the DNSSAB by the RFP process until the issuance of a purchase order for the acquisition of such goods and/or services.

(C) Non-Binding Price Estimates

- (1) While the pricing information provided in responses will be non-binding prior to the issuance of a purchase order, such information will be assessed during the evaluation of the responses and the ranking of the Proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation, ranking or Contract award.

(D) Disqualification

- (1) DNSSAB may disqualify the Proponent or rescind a Contract subsequently entered into if the Proponent's response contains misrepresentations, omissions, or any other inaccurate, misleading, or incomplete information.
- (2) Proponents may be excluded from eligibility to submit, or a submitted Proposal may be summarily rejected, where the Evaluation Committee, in their sole, final, binding opinion, has determined that either the Proponent and/or Proposal, as per the context, fits the circumstances of one or more of the following disqualification items:
 - Proposal is one of two or more Proposals submitted by same Proponent, whether under the same or different names or as multiple options within the Proposal.

- Proponent did not attend any mandatory site meetings (if applicable)
- Proposal was submitted or received after the Closing Date
- Proposal is submitted in any way other than electronically through an e-mail to dnssab.contracts@dnssab.ca.
- Collusion with one or more other Companies and/or Proponents
- The Proposal is submitted by a Proponent that has a Conflict of Interest
- The Proposal was submitted by a Proponent that is not a Responsible Proponent
- The Proposal was submitted by a Proponent that is an Opposing Party.
- The Proposal is incomplete, conditional, illegible, obscure or limited in any way.
- Proposal's Prices appear to be as unreasonable and/or unbalanced as to likely affect the interest of DNSSAB adversely.
- Proposal is executed by a person who does not have the authority to bind the Proponent's Company.
- Proponent who has initiated communication with Personnel of DNSSAB other than the Procurement Representative, and/or the media.
- The Proposal contains a limitation or qualification on the DNSSAB's right to publicly disclose the Proponent's name and, if applicable, any Proposal's Price and/or Cumulative Score.
- Proponent's past performance or past conduct during a previous procurement process and/or Contract resulted in higher ultimate costs, unsatisfactory results/performance, difficulties, and/or did not provide the best value to DNSSAB.
- By responding to this RFP, Proponents will be deemed to have agreed that any decision by the Evaluation Committee to disqualify a Proposal or Proponent will be final and binding.

4.7 Reserved Rights

The DNSSAB reserves the right to:

- a) Amend or modify the scope of a project, and/or cancel or suspend the Proposal Solicitation at any time for any reason.
- b) Require Proponents to provide additional information after the Closing Date for the Proposal Solicitation to support or clarify their Proposals.
- c) Not accept any or all Proposals.
- d) Not accept a Proposal from a Proponent who is involved in litigation, arbitration, or any other similar proceeding against DNSSAB.
- e) Reject any or all Proposals without any obligation, compensation, or reimbursement to any Proponent or any of its team members.
- f) Withdraw a Proposal Solicitation and cancel or suspend the Proposal Solicitation process.
- g) Extend, from time to time, any date, any time period or deadline provided in a Proposal Solicitation (including, without limitation, the Proposal Solicitation Closing Date), upon written notice to all Proponents.
- h) Assess and reject a Proposal on the basis of
 - i. Information provided by references;
 - ii. The Proponent's past performance on previous Contracts;

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

4.8 Governing Law and Interpretation

A. Governing Law

(1) The terms and conditions in this Part 4:

- (a) Are included for greater certainty and are intended to be interpreted broadly and separately (with no particular provision intended to limit the scope of any other provision);
- (b) Are non-exhaustive (and shall not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations); and
- (c) Are to be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

END OF PART 4 AND RFP