



**LOWER TRENT**  
**C O N S E R V A T I O N**

## Request for Proposal

# LTC Organizational and Salary Review

RFP #2025-CS-01

RFP Released: May 30, 2025

Deadline for Questions: 4:00 pm (local time): June 10, 2025

Deadline for Proposal Submissions: 4:00 pm (local time): June 23, 2025

Lower Trent Conservation  
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Trenton, ON K8V 0N1

[www.ltc.on.ca](http://www.ltc.on.ca)

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## Introduction

### Background

Lower Trent Conservation (LTC) was formed in 1968 under the *Conservation Authorities Act* to protect, restore and manage water and other natural resources within the Lower Trent Conservation watershed region and is one of 36 Conservation Authorities in Ontario.

LTC is a community-based, non-profit environmental protection organization with jurisdiction across 2,070 square kilometres including the Trent River and eight main tributaries, as well as areas that flow directly into Lake Ontario and the Bay of Quinte between Grafton and Quinte West. LTC's major areas of activities include providing services to seven (7) local municipalities and the general public to:

- protect life and property from natural hazards such as flooding and erosion;
- regulate and administer development activities;
- collect, monitor, analyse and report on water quality data;
- protect sources of municipal drinking water;
- manage 17 conservation lands properties and maintain trails within 10 of the properties;
- create stewardship opportunities for healthy ecosystems.

In addition, LTC leads the administration for the regional Drinking Water Source Protection program and the Bay of Quinte Remedial Action Plan program(s) funded by other government sources.

LTC has 21 full time employees and 5 – 7 seasonal employees. The governance model is a 10-member Board of Directors representing the seven municipalities in the watershed.

LTC's Chief Administrative Officer is responsible for the effective operations of the corporation and the Board of Directors.

### What we need – An Overview

Details are set out in the section "Our Requirements".

Qualified Human Resources Consultants to conduct an organizational review to assess the existing processes, practices, staffing, culture and organization to identify opportunities for improvement that will optimize service delivery, address workloads and modernize opportunities while making the best use of resources. This project is required to anticipate future needs based on current and anticipated legislative changes.

A qualified Compensation Consultant to conduct a comprehensive review of LTC's current compensation program to ensure competitiveness within the relevant market with budgetary considerations to help attract and retain qualified staff as well as meet requirements for pay equity compliance.

LTC requires an unbiased, current and forward-looking evaluation of its operations to achieve its mandate effectively and efficiently.

## Key Information

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### Context

- a. This Request for Proposal (RFP) is an open invitation to submit a proposal for the project of the LTC Organizational and Salary Review contract opportunity.
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### Questions

- a. Questions must be submitted by 4:00 pm on **June 10, 2025**  
LTC will provide answers to all interested firms in a consistent manner and response to Questions will be issued by 4:00 pm on **June 16, 2025** to all interested parties.
  - b. All questions must be submitted via email  
Email address: [information@ltc.on.ca](mailto:information@ltc.on.ca)  
Subject Line: **RFP #2025-CS-01**
- 



### Submitting your Proposal

- a. Due by 4:00 pm (local time) on **June 23, 2025**
  - b. Deliver by electronic mail to: [information@ltc.on.ca](mailto:information@ltc.on.ca)
  - c. Subject line clearly identified: **RFP #2025-CS-01**
  - d. Must be submitted as one (1) digital PDF document
  - e. Late proposals received will not be accepted under any circumstances
  - f. All proposals shall constitute committed offers and may not be withdrawn for a period of ninety (90) days following the last day to accept proposals.
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### Selection Criteria

This request for proposal is not a Tender. Lowest proposed costs will not necessarily be accepted. Lower Trent Conservation reserves the right not to accept a proposal it deems incomplete or deficient or exceeds available funding.

1. Evaluations of proposals [**June 24-30, 2025**]
  2. Interviews, if required [**July 7, 2025**]
  3. Approval by CAO / Board of Directors [**July 10, 2025**]
  4. Anticipated Contract Execution [**July 21, 2025**]
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**Note** – The successful contractor shall carry and maintain insurance written by an insurance company licensed to do business in Ontario for the term of the contract and must provide for the following:

- a. Workplace Safety & Insurance Board (WSIB) clearance certificate
- b. General Liability Insurance – minimum \$2 million coverage

# Our Requirements

## A. Statement of Work

### Task 1: Outline Review Parameters

Prepare a Kick-off Meeting and Work Plan.

- Kick-off Meeting
  - Meet with CAO and Manager, Corporate Services to identify the main areas of focus for the review.
- Work Plan
  - Develop a written work plan detailing what is required (meetings, documentation, etc.) for conducting the review, a schedule of activities, and a schedule of deliverables.
  - Describe management approach for completing the project on schedule and on budget. This should include a review of the contractor's staff, their roles, structure, and reporting frequency.

### Task 2: Status Review and Future Needs Identification

Evaluate existing processes, collect evidence by interviewing staff and managers, review existing documentation including legislative/regulatory mandates, strategic plan, LTC staff roles and responsibilities, governance, finance etc.

Areas of interest to be included in the **organizational review** are the following:

- Evaluate existing organizational structure, culture, staff workloads, roles and responsibilities, operational processes and workflows with respect to legislative requirements, organizational mandates, strategic plans, and program and service delivery.
- Identify organizational and operational efficiencies and future needs.
- Make recommendations.

Areas of interest to be included in the **salary review** are the following:

- Assessment of current base pay compared to market rates, internal equity, and performance
- Review of employee performance metrics, achievements, and goals
- Review and provide feedback and/or recommendations on LTC's current job evaluation system.
- Gather data from other comparator organizations
- Prepare an analysis of the financial impact for implementation and identify the most equitable and cost-effective way to implement any recommendations.
- Review of status in relation to pay equity legislation.

### Task 3: Analysis

Review and analyse information gathered during the status review and future needs identification. Incorporate any relevant information and observations made, including strengths, weaknesses, opportunities, and threats.

### Task 4: Final Review and Report

The final review and report should include the following:

- Presentation of the review findings and recommendations to CAO and Manager, Corporate Services for comment.
- Delivery of a final review report for presentation to the Board of Directors. The report should

encompass recommendations from the other deliverables and any other value-added recommendations for actions.

## B. Schedule of Deliverables

1. Project kick-off meeting will be held within two weeks of contract execution.
2. Draft work plan will be delivered within two weeks of the kick-off meeting and finalized within two weeks after that.
3. Remaining deliverable schedule will be finalized in the work plan.

## C. Required Qualifications

1. Persons or firms proposing to submit a proposal must be qualified human resource and compensation professionals with experience in performing organizational and salary reviews.
2. Contractor must demonstrate:
  - An understanding of the RFP requirements
  - Experience with organizational reviews
  - Experience with salary reviews
  - Required HR qualifications
3. Proposer must submit the following:
  - Resumes or similar statement of qualifications for all individuals proposed for this project.
  - Summary of general qualifications for this type of project.
  - At least three (3) recent (within the past 5 years) references from similar public or other organizations for projects of similar nature and size to LTC's that were successfully completed, including the client's name and contact person's telephone number, a description of the project and the date work was completed. LTC reserves the right to contact the Contractor's references.

## D. Proposal Submittal Requirements

A separate cover letter including the name, address, and contact information of the contractor, and signed by the person or persons authorized to represent the Firm must accompany the proposal submission.

Submitted proposals must follow the format outlined below and all requested information must be supplied. Failure to submit proposals in the required format will result in elimination from proposal evaluation. **Late submissions will not be accepted under any circumstances.** The cost for developing the proposal is the responsibility of the Contractor and shall not be chargeable to LTC.

Each proposal must be submitted in two (2) separate segments:

1. **Practical Proposal** – Do not include any cost information in the Practical segment. The Practical Proposal should include the following:
  - a. Summary (Section A) – state overall approach to meeting the objectives and satisfying the scope of work to be performed, the sequence of activities, and a description of methodology or techniques to be used.

- b. Program Schedule (Section B) – provide projected milestones or benchmarks for completing the project (to include reports) within the total time allowed.
  - c. Project Organization (Section C) – describe the proposed management structure, program monitoring procedures, and organization of the proposed team. Provide a statement detailing your approach to the project, specifically addressing the Firm’s ability and willingness to commit and maintain staffing to successfully complete the project on the proposed schedule.
  - d. Qualifications (Section D) – describe the capabilities of the Firm. Provide references of other similar studies or projects performed during the last five years demonstrating ability to successfully complete the work. Include contact name, title, and telephone number for any references listed. Provide a statement of your Firm’s background and related experience in performing similar services for other similar organizations as LTC.
  - e. Assigned Personnel (Section E) – provide the following information about the staff to be assigned this project:
    - i. List all key personnel assigned to the project by level, name and location. Provide a resume or similar statement describing the background, qualifications and experience of the lead person and all persons to be assigned to the project. Substitution of project manager or lead personnel will not be permitted without prior written approval of LTC.
    - ii. Provide a spreadsheet of the labour hours proposed for each labour category at the task level.
    - iii. Provide a summary of your Firm’s general qualifications to meet required qualifications and fulfil statement of work, including additional Firm personnel and resources beyond those who may be assigned to the project.
  - f. Declaration of Conflict of Interest (Section F) - each Contractor representative, on behalf of the team members must sign the Declaration of Conflict of Interest form (Attachment 1) and continue to be under an obligation to declare all Conflicts of Interests or any situation that may be reasonably perceived as a Conflict of Interest that exists now or may exist in the future.
2. **Cost Proposal** – LTC anticipates awarding a fixed price contract. LTC wishes to obtain the best value-for-money over the contract. This means achieving the right combination of fit for purpose, quality, on time delivery, quantity and price. Cost information must be provided as listed below:
- a. Labour – the cost proposal must list the fully-burdened hourly rates and the total number of hours estimated for each level of professional and administrative staff to be used to perform the tasks required by this RFP. Costs should be estimated for each of the components of the work plan.
  - b. Travel – the cost estimate and basis to include trip destination, purpose of trip, length of trip, mileage expense, accommodations, etc.
  - c. Other – direct costs estimate for office supplies, postage, printing, etc. and provide basis for these costs.

We anticipate that all Contractors responding to this RFP will offer LTC preferred vendor rates comparable to government, non-profit, or charitable rates/fees.

Prices should be tendered in CDN\$. Unless otherwise agreed, LTC will arrange contractual payments in CDN\$. The total should identify and include HST.

The lowest costs will not be necessarily be accepted. LTC reserves the right not to accept a Cost Proposal it deems incomplete or deficient.

## Proposal Evaluation / Contractor Selection Criteria

Proposals will be evaluated by a panel of LTC staff members familiar with the subject matter of the project. The panel shall be appointed by the CAO or their designate. In addition, the evaluation panel may include such outside public sector or academic community expertise as deemed desirable by the CAO. The panel will make a recommendation to the CAO or the LTC Board of Directors for final selection of a contractor and negotiation of a contract.

Each member of the evaluation panel shall be accorded equal weight in their rating of proposals. The evaluation panel members shall evaluate the proposals according to the specific criteria and numerical weightings set forth below.

### Proposal Evaluation Criteria

CRITERIA	WEIGHTING
Understanding of Scope and Objectives	20
Technical/Management Approach	25
Contractor Qualifications	15
Previous Experience on Similar Projects	15
Cost	25
<b>TOTAL POINTS</b>	<b>100</b>

## Terms and Conditions of RFP Process

### Communications and public comment

Neither Contractors nor their representatives or team members shall: (i) make any public comment, respond to questions in a public forum, or carry out any activities to publicly promote or advertise their proposal, in the Project or this RFP process without LTC's prior written consent; or (ii) engage in any way whatsoever in any form of political or other lobbying to influence the outcome of this RFP process.

In the event of any lobbying or communication by a Contractor in contravention of the above clause, LTC may, in its discretion and at any time, prohibit a prospective Contractor from submitting an RFP Submission or reject the RFP Submission submitted by that Contractor in this RFP process, without further consideration.

Other than as expressly permitted or required in this RFP, any attempt on the part of any Contractor or any of its representatives or team members to contact any of the following persons, directly or indirectly, with respect to this RFP, may lead to disqualification of a Contractor or rejection of an RFP Submission:



1. any member of the Board of LTC; its officers, directors, employees, or appointees;
2. any expert or advisor assisting LTC, or the evaluation panel, other than the CAO or Manger, Corporate Services.

No potential or actual RFP Contractors and no employee, agent or representative of the RFP Contractors, may offer or give any gratuity in the form of entertainment, participation in social events, gifts or otherwise to any member of LTC, its Board members, officers, directors, employees, or appointees, whether or not for the purpose of seeking favourable treatment in respect to the evaluation of RFP Submissions, effective from the date of the release of the RFP until the final approval of the Pre-qualified Contractors by LTC.

Where LTC deems that this section has been breached, it may exclude the Contractor's RFP Submission from consideration.

### **Use of Information**

This RFP may not contain all of the information that a Contractor may need in deciding whether to submit a proposal.

LTC and its representatives shall not be liable for any information or advice or any errors or omissions that may be contained in this RFP or the addenda, appendices, data, materials or documents (electronic or otherwise) attached or provided to the Contractors' pursuant to this RFP or otherwise with respect to the Project.

LTC and its representatives make no representations or warranties, and there are no representations, warranties or conditions, either express or implied, statutory or otherwise, in fact or in law, with respect to the accuracy or completeness of this RFP or such addenda, appendices, data, materials or documents and LTC and its representatives will not be responsible for any claim, action, cost, loss, damage or liability whatsoever arising from any Contractor's reliance on or use of this RFP or any other technical or historical addenda, appendices, data, materials or documents provided, delivered or made available by LTC or its representatives.

Each Contractor is responsible for obtaining its own independent financial, legal, accounting, and professional advice with respect to the Project, the RFP, and any addenda, appendices, data, or documents provided, delivered or made available or required by LTC.

### **Cost and Expenses of Contractors**

All costs and expenses incurred by each Contractor in the preparation and delivery of its RFP Submission or in providing any additional information necessary for the evaluation of its RFP Submission shall be borne solely by that Contractor.

Neither LTC nor its representatives will be liable to pay any costs or expenses of any Contractor or prospective Contractor or to reimburse or compensate a Contractor or prospective Contractor in any manner whatsoever under any circumstances, including in the event of the rejection of any or all RFP Submissions.

### **Completeness of Response**

Each Contractor is responsible for ensuring that it has all of the information necessary to respond to this RFP and for independently informing and satisfying itself with respect to the information contained in this RFP, and any conditions that may in any way affect its RFP Submission.

## Rights of the Sponsor

In addition to any other express rights or any other rights which may be implied in the circumstances, LTC reserves the right to:

1. Make public the names of any or all Contractors;
2. Request written clarification or the submission of supplementary written information in relation to the clarification request from any Contractor and incorporate a Contractor's response to that request for clarification into the Contractor's response;
3. Waive formalities and accept responses which substantially comply with the requirements of this RFP;
4. Verify with any Contractor or with a third party any information set out in a response;
5. Check references;
6. Disqualify any Contractor whose response contains perceived misrepresentations or any other inaccurate or misleading information;
7. Disqualify any Contractor or the response of any Contractor who has engaged in conduct prohibited by this RFP;
8. Make changes, including substantial changes, to this RFP provided that those changes are issued by way of addenda in the manner set out in this RFP;
9. Accept any response in whole or in part;
10. Discuss with any Contractor different or additional terms to those contemplated in this RFP or in any Contractor's response;
11. Reject any or all responses in its absolute discretion.

LTC shall not be liable for any expenses, costs, losses or any direct or indirect damages incurred or suffered by any Contractor or any third party resulting from LTC exercising any of its express rights under this RFP or exercising any rights which may be implied in the circumstances.

## Examination and Interpretation of Documents

LTC may, at its discretion, independently verify any information in none, one or some of the RFP Submissions. LTC has the right to disqualify any Contractor and to reject the RFP Submission of any Contractor's RFP Submission that contains any false or misleading information.

LTC also has the right to disqualify any Contractor and/or to reject the RFP Submission of any Contractor which, in LTC's discretion, has failed to disclose any information that would, if disclosed, materially adversely affect LTC's evaluation of the relevant Contractor's RFP Submission. LTC is under no obligation to independently verify any information in any RFP Submission.

## Debriefing

Any Contractor which has not been approved to proceed further in the procurement process may request in written format, a debriefing from LTC within 30 days of LTC awarding the contract.

## Conflict of Interest and Ineligible Persons

Each Contractor representative, on behalf of the team members must declare (Attachment 1) and continue to be under an obligation to declare all Conflicts of Interests or any situation that may be reasonably perceived as a Conflict of Interest that exists now or may exist in the future.

In connection with its RFP Submission, each Contractor shall: (i) avoid any Conflict of Interest in relation to the Project; (ii) disclose to LTC without delay any actual or potential Conflict of Interest that arises during the RFP process; and (iii) comply with any requirements prescribed by LTC to resolve any Conflict of Interest.

In addition to all contractual or other rights or rights available at law or in equity or legislation, LTC may immediately exclude a Contractor from further consideration or remove the Contractor from the RFP process if: (i) the Contractor fails to disclose an actual or potential Conflict of Interest; (ii) the Contractor, or any Team Member fails to comply with any requirements prescribed by LTC to resolve a Conflict of Interest; or (iii) the Contractor's Conflict of Interest issue cannot be resolved.

Upon receipt of the Contractor's submission, LTC shall, in its discretion, decide as to whether they consider there to be a real, perceived or potential Conflict of Interest and whether such a Conflict of Interest can be mitigated. The Contractor shall be notified of LTC's decision.

### **Use of Confidential Information**

Confidential Information: (i) shall remain the sole property of LTC, and the Contractor shall treat it as confidential; (ii) may not be used by the Contractor for any other purpose other than submitting an RFP response or in the performance of any subsequent agreement; (iii) may not be disclosed by the Contractor to any person who is not involved in the Contractor's preparation of its RFP Submission, or the performance of any subsequent agreement, without prior written authorization from the party in respect of whom the Confidential Information relates; and (iv) may not be used in any way that is detrimental to LTC.

The Contractor acknowledges and understands that LTC is subject to the *Municipal Freedom of Information and Protection of Privacy Act* and information submitted through this process will be dealt with in accordance with the provisions of the Act.

The provisions in this section shall survive any cancellation of this RFP and the conclusion of the RFP process.

### **Legal Matters**

This RFP is not an offer to enter into any contract or Project Agreement of any kind whatsoever. This RFP is not intended to create a binding contract. This RFP process shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

This RFP document or addenda to this RFP document contains the entire requirements related to this RFP. Other information and/or documentation provided to the Contractor or obtained by the Contractor prior to the release of this RFP shall not have any force or effect.

### **Incorporation by Reference by Contractor**

The entire content of the Contractor's submission must be submitted in the prescribed fixed format and the content of websites or other external documents referred to in the Contractor's submission will not be considered to form part of its submission.

# Attachments

## ATTACHMENT 1- DECLARATION OF CONFLICT OF INTEREST

**TO: Lower Trent Conservation**

**RE: Request for Proposal – Organizational and Salary Review**

For the purposes of this declaration of conflict of interest means any situation or circumstance where, in relation to the performance of its obligations under the Agreement, the Contractor’s other commitments, relationships or financial interests (i) could or could be seen to exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or (ii) could or could be seen to compromise, impair, or be incompatible with the effective performance of its obligations under the Agreement.

I, the undersigned, on behalf of the Firm (corporation/partnership/sole proprietorship) named below, declare that:

- NO CONFLICT OF INTEREST
- CONFLICT OF INTEREST (Explain Below)

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(Attach additional pages if needed)

Date: \_\_\_\_\_

Business Name: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_

Signatory Name: \_\_\_\_\_

Signatory Title: \_\_\_\_\_

I have the power to bind the above-named Firm (corporation/partnership/sole-proprietorship).