



**County of**  
**Renfrew**  
Ontario . Canada

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## **Request for Proposal**

**RFP-HR-2026-01**

### **Non Union Compensation Review County of Renfrew**

Closing date and time:

**June 30, 2026, 12:00:00 PM EST (NOON)**

**RFPs Received by:**

Mr. Greg Belmore, CPA, CA, CHRL  
Associate Director of People & Culture/Deputy Treasurer  
County of Renfrew  
9 International Drive  
Pembroke, ON K8A 6W5

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## **INTRODUCTION**

The County of Renfrew (hereinafter the "County") requires the services of a qualified consultant to undertake a study:

- a) to conduct a non union salary review for approximately 300 staff and the associated 17 salary groups which is reflective of current labour market conditions and comparator municipalities.

The Project involves a number of key elements detailed in this Request for Proposal ("RFP"). It is expected that the draft Compensation Report be presented to Corporate Services Committee of County Council in September 2026.

The selected Consultant will be one that has demonstrated experience in the preparation of compensation reviews.

This Request for Proposal provides the detail on what is required to submit a proposal, how the County of Renfrew will evaluate the proposal, and any specifications and qualifications to provide the goods and/or service.

# SCHEDULE

The events and dates listed below are usual events of the Proposal process. The schedule provided is for guidance only and the County of Renfrew reserves the unqualified right to issue an addendum to modify or eliminate any aspect of the schedule.

Event	Date
RFP is released	June 5, 2026
Final Questions from Proponents	June 24, 2026
Closing Date and Time	June 30, 2026 at 12:00 PM (Noon)
Presentation to RFP Selection Committee (if required)	Week of July 6, 2026
RFP Award	Week of July 13, 2026
Presentation to Committee and Council	September 16, 2026

# CHECKLIST

The following is a checklist of information to submit in the proposal package. Please read the document carefully to ensure a complete submission.

Items Required in Proposal Package	Checklist
Section 3 – Proposal Evaluation and Proposal Selection – Review and submit all information required in Section 3	
Section 5 – Scope of Work and Requirements	
Section 6 – Form of Proposal – Complete Section 6 and submit the original signed acknowledgement in the proposal package	

## DEFINITIONS

1. **“Authorized Agent”** is a representative of the Proponent’s firm who has the authority, or appears to have the authority, to enter into a Contract on behalf of the Proponent.
2. **“Award”** is the acceptance of a proposal in accordance with this Request for Proposal, as evidenced by the County of Renfrew written notification to the selected Proponent.
3. **“The County”** means the Corporation of the County of Renfrew.
4. **“Consultant”** means person or corporation who, by virtue of professional expertise of service is contracted by the County of Renfrew to undertake a specific task or assignment.
5. **“Contract”** means legal agreement to be entered into by the selected Proponent and the County of Renfrew.
6. **“Council”** means the elected representative of the people of the County of Renfrew with respect to municipal administration.
7. **“May or Should”** used in this RFP document shall be permissive and discretionary but recommended.
8. **“Proponent”** is the person or corporation who submits a proposal.
9. **“Proposal”** is a written offer, in a specified form, received from a Proponent in response to a Request for Proposal to provide goods and services based on the approved format of the County of Renfrew containing terms and conditions.
10. **“Proposal Package”** is the submitted package that includes the proposal and any documents requested for evaluation.
11. **“Request for Proposal (RFP)”** is a solicitation from the County of Renfrew to potential consultants to submit a proposal.
12. **“RFP Selection Committee”** refers to the County appointed representatives who will be making the recommendation(s) to County Council.
13. **“Shall or Will”** used in this RFP document is a mandatory requirement that if not met, will result in a Proponent’s disqualification.

## **SECTION 1 – PROPOSAL INFORMATION AND INSTRUCTIONS**

This section of the Request for Proposal describes the process to submit a proposal. Please read all proposal sections carefully.

### **1.1 Communications**

All communication concerning this Request for Proposal shall be in writing and directed to:

Mr. Greg Belmore, CPA, CA, CHRL  
Associate Director of People & Culture/Deputy Treasurer  
County of Renfrew  
E-mail: [gbelmore@countyofrenfrew.on.ca](mailto:gbelmore@countyofrenfrew.on.ca)  
Phone: (613) 735-7288, ext. 427

No person other than the above named person or their authorized representative is authorized to speak for the County with respect to this Request for Proposal. A Proponent who seeks to obtain information, clarification or interpretation from another County official or employee is advised that such material is used at the Proponent's own risk, and the County shall not be bound by any such representations. Answers to questions and clarifications may be released in the form of an addendum should the County determine the information is relevant to all Proponents. Any questions shall be sent to the Associate Director of People & Culture/Deputy Treasurer in writing on or before June 24, 2026. Questions will not be answered after this date. No verbal arrangement or agreement, relating to the goods, materials, supplies, equipment, services and construction specified or called for under this document will be considered binding and every notice, advice or other communications pertaining to it, shall be in writing.

### **1.2 Addenda to the RFP**

Changes to the RFP shall only be done by formal written addendum issued by the County of Renfrew. The County of Renfrew Associate Director of People & Culture/Deputy Treasurer hereby reserves the right in their sole discretion to amend this RFP any time prior to the closing date and time.

It is each Proponent's ultimate responsibility to ensure all addenda have been received prior to submission of their proposal or, in any event, prior to the close of the proposal, as a proposal cannot be amended or withdrawn following the close of the RFP, for any reason. Refer to the Form of Proposal for requirements.

### 1.3 Submission of Proposal

Sealed Proposals for the **Non Union Compensation Review** must be received by the County of Renfrew by **12:00 p.m. (Noon) local time on June 30, 2026** in one of the following three ways:

- (i) by email to the Corporate Services designated email account for proposals: **gbelmore@countyofrenfrew.on.ca**. The subject line of the email shall clearly indicate the proposal number and project.
- (ii) by courier addressed to Greg Belmore, Associate Director of People & Culture/Deputy Treasurer, Corporation of the County of Renfrew, 9 International Drive, Pembroke, Ontario, K8A 6W5, between 8:00 a.m. and 4:00 p.m., Monday to Friday save that any courier deliveries on the date of the close of tender, being **June 30, 2026**, must be delivered to the aforementioned address **by 12:00 p.m. (Noon)**. It is recommended that the sender obtain delivery confirmation of couriered documents. The County of Renfrew will not be responsible for any lost, late, or undelivered tenders.
- (iii) Proposals must be received not later than **12:00 p.m. (local time), June 30, 2026** using 'Bids & Tenders' electronic procurement platform, located at [Bids and Tenders - County of Renfrew](https://countyofrenfrew.bidsandtenders.ca/Module/Tenders/en/Home/BidsHomepage) (<https://countyofrenfrew.bidsandtenders.ca/Module/Tenders/en/Home/BidsHomepage>).

A public tender opening will not be held. Bidders will be notified of the results by e-mail.

Faxed submissions will not be accepted. The lowest or any proposal will not necessarily be accepted and the County of Renfrew reserves the right to award any portion of the work or none of the work.

### 1.4 Suspension of Service

In the event that an emergency, labour disruption or inclement weather forces the closure of the County of Renfrew Administration Building, the RFP shall become due on the next business day at 12:00:00 p.m. (Noon)

### 1.5 Treatment/Release of Information

The Municipalities are required by law to adhere to the requirements of the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*, as amended.

The information collected will be used solely for the purposes stated in this request. If the Proponent believes that any part of its submission reveals any trade secret, intellectual property, scientific, technical, commercial, financial or labour relations information or any other similar secret right of information belonging to the Proponent, the information must be clearly marked as being confidential.

Any request for access to submissions will be formally reviewed subject to MFIPPA prior to the release of any third party information. The Municipalities may be required to submit information of the Proponent or proposal packages received to granting agencies for outside funding. The Proponent will not be notified of such a requirement.

#### **1.6 Proposal Package Submissions Information Release to Other Proponents**

The number of proposals received and the names of the Proponents are confidential and shall not be divulged prior to the public proposal opening.

#### **1.7 Request to Withdraw a Proposal Package Submission**

Requests for withdrawal of a proposal shall be allowed if the request is made before the closing date and time for the proposal to which it applies. Requests shall be directed to the Associate Director of People & Culture/Deputy Treasurer by letter or in person, by an Authorized Agent of the company, with a signed withdrawal request confirming the details. Telephone requests will not be considered. The withdrawal of a proposal does not disqualify a Proponent from submitting another proposal on the same Contract.

#### **1.8 Proposal Returned Unopened**

A proposal package received after the closing time shall be noted and returned unopened to the Proponent, as soon as possible. If a late proposal is received without a return address on the envelope it shall be opened, the address obtained, and then returned. The covering letter will advise why the envelope could not be returned unopened.

#### **1.9 Submission of More Than One Proposal Package**

- a) If two proposals for the same Request for Proposal are received in the same envelope, the proposals shall be contained in separate envelopes within the exterior envelope and shall be marked as proposal A and proposal B.
- b) If two proposals for the same Request for Proposal are received in different envelopes, the envelope with the latest date and time received shall be considered the intended proposal.

### **1.10 Cancellation of Request for Proposal**

The County reserves the right to cancel the Request for Proposal at any point in the process without liability.

### **1.11 Joint Venture Proposal Package**

If a joint venture is responding to the Request for Proposal, the proposal package shall be submitted by a lead Proponent and the others named as subcontractors.

### **1.12 Adjustment to a Proposal Package**

Adjustments by telephone, and facsimile (Fax), e-mail or letter to a proposal package already submitted will not be considered. A Proponent desiring to make adjustments to a proposal shall withdraw the proposal and/or supersede it with a later proposal submission prior to the specified proposal closing date and time (see Section 1.3).

### **1.13 Erasures, Overwriting or Strike-outs**

The Authorized Agent signing on behalf of the organization, shall initial erasures, overwriting or strike-outs on all parts of the original submission.

## **SECTION 2 – PROPOSAL TERMS & CONDITIONS**

Each Proponent, by submitting a proposal, represents that the Proponent has carefully read, understands and accepts the terms and conditions and specifications of the Request for Proposal in full.

### **2.1 Form of Proposal Requirements**

Proponents are required to conform to the conditions listed below and those failing to do so will be disqualified for a non-compliant proposal Form:

- a) The “Form of Proposal”, Section 6 and “Proposal Acknowledgement” as supplied by the County shall be completed with the contact information and signed with the authorized signature of the Proponent or of a designated official of the organization and submitted in the proposal package. An original signed document is required in the proposal package. A colour or black and white photocopy of a signature shall be rejected.
- b) All proposal information and pricing shall be legibly written in ink or by computer.
- c) The proposal shall not be restricted by a statement added to the Form of Proposal or a covering letter or alterations to the Form of Proposal provided by the County.
- d) Using ‘Bids & Tenders’ electronic procurement platform, located at [Bids and Tenders - County of Renfrew](https://countyofrenfrew.bidsandtenders.ca/Module/Tenders/en/Home/BidsHome.aspx) (<https://countyofrenfrew.bidsandtenders.ca/Module/Tenders/en/Home/BidsHome.aspx>).

### **2.2 Specifications and Requirements**

It is understood and agreed that each Proponent, by careful examination, is satisfied as to the specifications of goods, nature of the service and the work, the character, quality and quantity of the task, the general and local conditions, warranty and all other matters, which can in any way affect the goods or service.

Each Proponent is directed to carefully examine the proposal Documents and to make special inquiry of any details the Proponent is uncertain of and to make further personal inspection and investigation, as the Proponent may deem proper, to determine the correctness of the information so obtained.

### **2.3 Omissions, Discrepancies, Clarifications and Addenda**

While the County has made every effort to ensure the accuracy of the information provided in this RFP, the Proponent shall not make any claim against the County

for damages or extra work caused or occasioned by the Proponent relying upon such records, reports, or information whether as a whole or in part, furnished by the County, private company or individual.

Should a Proponent find omissions from, or discrepancies in, any of the proposal documents, or should they be in doubt as to the meaning of any part of those documents, it will be the Proponent's responsibility to immediately notify the County in writing. (Reference Section 1.1 for contact information)

If the County considers that a correction, explanation or interpretation is necessary or desirable, the County may issue a written addendum to all who have registered as a document via email.

## **2.4 Allocation of Risk**

The County shall not be responsible for any liabilities, costs, expenses, loss or damage incurred, sustained or suffered by any Proponent by reason of non-acceptance by the County of any proposal submission or by reason of any delay in its acceptance.

## **2.5 Mathematical Errors**

In the event of mathematical errors in extension of prices or other ambiguities, unit prices shall govern over total proposal prices and words shall govern over numbers.

## **2.6 Conflict of Interest**

The Proponent is required to submit a conflict of interest declaration of any potential conflict of interest or perceived conflict of interest with their proposal package. This may be submitted in the form of a letter. Failure by a Proponent to declare any potential conflict of interest or to obtain a waiver of any such conflict may be grounds for the County to disqualify a proposal or terminate any contract formed or purchase order without liability and for cause.

## **2.7 Lobbying**

In order to ensure fairness to all persons, the County must endeavor to prevent unfair advantage created by lobbying. The County reserves the right to disqualify, at any time (including after the selection process has been completed) and at its sole discretion, any person engaging in lobbying with any elected official or employee of the County in an attempt to seek information or to influence the award of the contract. Any activity designed to influence the decision process, including, but not limited to, contacting any elected official or the County staff for such purposes as meeting of introduction, social events, meals or meetings related to the selection process.

A Proponent may communicate with the appropriate member of the County's finance department for purposes of administration of the contract during the term of the contract.

## **2.8 Litigation**

No submissions will be accepted from any persons which has a claim or has instituted a legal proceeding against the County or against whom the County has a claim or instituted a legal proceeding without prior approval by Council. The County may choose to disqualify a Proponent that has litigation against them that would affect their performance or reputation in performing the service or providing the goods and services requested by the County.

## **2.9 Gratuities**

The Proponent acknowledges that no officer, member of council, or employee of the County has benefited or will benefit financially or materially from an award. A selected Proponent will be disqualified or a contract or purchase order will be terminated by the County if it is determined that gratuities of any kind were either offered to, or received by, any County officer, member of council or employee.

## SECTION 3 – PROPOSAL EVALUATION AND PROPOSAL SELECTION

### 3.1 Evaluation of the Proposal Package

All proposals will be requested, received, evaluated, accepted and processed in accordance with the County’s Purchasing Policy including amendments.

The Proposal package will be subject to a comprehensive analysis and evaluation, based upon the best overall value to the County by an evaluation team. The Proposal will be checked for compliance to the Proposal request and should be organized in sequence by the sections listed below. A description of what is expected in each of these sections is presented below. A compliant Proposal will be evaluated using the rating criteria as indicated.

The County reserves the right in its sole discretion to:

- a) Waive minor irregularities and/or minor non-compliance by any Proponent with the requirements of this Request for Proposal; and
- b) Request clarification and/or further information from one or more Proponent after closing without becoming obligated to offer the same opportunity to all Proponents.

Criteria Number	Submission Criteria	Points
1	Respondent’s Understanding of Project and Completeness of Proposal	15
2	Qualifications and Experience of the Proposed Project Team	25
3	Project Methodology and Workplan	35
4	Financial	25
	Total	100

### 3.2 Proposal Content and Organization

The Proposal must be organized according to the sections in this RFP in order to facilitate evaluation and comparison of proposals.

Proposal submissions must provide a detailed Table of Contents. All sections must be tabbed and labelled to facilitate ease of reference. All Appendices are to be noted in Table of Contents and tabbed/labelled separately.

The Proposal is recommended to be no more than twenty (20) pages in length including all the information required in Section 3. Supporting information and

tables in Section 5, are to be provided in appendices and are not considered to be applicable to the twenty page recommended length.

**a) Company Profile**

Provide a description of your firm, number of employees, capability and means to complete the requirements. Include your firm's years of experience relevant to the proposed project.

**b) Project Team, Qualifications and Relevant Experience**

List proposed team members and identify the level of involvement in each proposed task.

**c) References**

Firms shall provide at least three references for service delivery reviews that can be contacted where recent projects of relevancy are in progress or have been completed within the past five years, including names, dates worked and contact numbers and email addresses.

**d) Implementation Plan**

Provide an implementation plan that includes preferred methodology, milestone timelines, status updates, and risk management.

**e) Financial Offer**

The price will include all the items in Section 5. Prices shall not include disbursements and HST.

Disbursements are to be broken out and shown on a separate line. Disbursements will include printing, travel, courier service, meals and any telephone/facsimile charges. Proponents are also requested to provide, where applicable, rates for additional work of similar nature believed not to be covered in this RFP, but considered necessary for completion of the assignment and shall specifically identify them in the proposal.

The County will not request additional information around the financial consideration and incomplete proposals will affect the evaluation and may disqualify a Proponent. All costs to the County shall be described as indicated above and calculated into the financial offer to ensure completion of the Project.

Fee proposals will be scored out of a maximum weighting of 25% according to the following:

$$\frac{\text{Cost of Lowest Proposal}}{\text{Cost of Proposal Being Evaluated}} \times \text{Full Weight of Cost Criteria}$$

The County reserves the right to adjust costs of proposals to reflect imbalances or discrepancies.

The County may choose to interview certain Proponents to clarify issues. Proponents are advised that only complete submissions will be reviewed and evaluated. The successful Proponent will be one with the highest score.

### **3.3 Invitation Issued for Presentation**

Three of the highest overall ranking Proponents *may* be invited to make a presentation to the RFP Team on or around July 6, 2026. No other Proponent is entitled to be present or to receive any information regarding the presentation of any Proponent. Each Proponent will be expected to demonstrate the following:

- a) Knowledge of project;
- b) Technical knowledge;
- c) Ability to meet requirements outlined; and
- d) Quality of proposed approach.

Presentations will be re-evaluated against the criteria as set out in Section 3.1.

### **3.4 Terms of Award**

- a) The lowest or any Proposal will not necessarily be accepted and the County reserves the right to award any portion of the Proposal;
- b) Proposals are irrevocable for one hundred and twenty (120) calendar days from the date the Proposal is opened.

### **3.5 Selection for an Award**

Upon receiving approval to award the Proposal, the County shall contact the selected Proponent by e-mail to the contact person named at the address given in their Proposal package.

### **3.6 Complete Proposal Package**

The Proponent is advised to ensure that their offer is a complete Proposal. All information submitted and made available will support the Request for Proposal specifications and requirements. Any waiver or clarification will not be considered as an opportunity for a Proponent to correct errors or change the offer in their Proposal.

## **SECTION 4 – TERMS AND CONDITIONS OF CONTRACT**

### **4.1 Accessibility for Ontarians with Disabilities Act**

The County of Renfrew has committed to incorporating accessibility criteria and features when procuring or acquiring services, except where it is not practicable to do so, in accordance with their Accessibility policies.

All vendors who provide services shall comply with the *Accessibility for Ontarians with Disabilities Act, 2005*, and any and all Accessibility policies implemented at the County.

All suppliers who provide services shall ensure that all of its employees, volunteers and others, for which the supplier is responsible for, are compliant with the training requirements as legislated under the Ontario Regulation 429/07 (Section 6), Accessibility Standards for Customer Service.

All reports submitted are to be in Adobe accessible format and compliant as per the Government of Ontario's regulation for posting on websites.

### **4.2 Contract Documents**

The Proponent's Proposal documents, the RFP and such other documents, including all amendments or addenda agreed between the parties comprise the "Contract Documents" and shall form the Contract entered into between the Proponent and the County.

Should any work or materials be required which are not detailed in this RFP, either directly or indirectly, but which are nevertheless necessary for the proper carrying out of the intent hereof, the Proponent is to understand the same to be implied and required, and shall perform all such work and furnish any such material as fully as if they were particularly delineated or described. No after claim will be allowed or entertained for obstructions or work necessary to fully complete the work whereon said Proponent made tender.

### **4.3 Due Diligence**

It is understood and agreed that the Proponent has by careful examination, satisfied itself as to the nature and location of the work, the quality and quantity of services/materials to be encountered, the character of materials, labour and facilities needed in the completion of the work.

### **4.4 Insurance**

Prior to commencing any work or services the Proponent will be required, upon request, to provide evidence of insurance coverage according to the insurance

conditions set out in the Comprehensive General Liability Insurance section. The certificate of insurance shall identify the Contract title, policy holder, and scope of work. Insurance obtained and continuously carried during the term of the Contract is at the Proponent's and/or subcontractors own expense and cost.

All insurance policies shall be in a form and in amounts satisfactory and with insurers acceptable to the County and shall provide the County with thirty (30) days prior written notice of material change, lapse or cancellation. Notice must identify the Contract title, policy holder, and scope of work.

The Proponent and each of its subcontractors shall provide, at its own cost, any additional insurance that it is required by law to provide or which it considers necessary. The insurance coverage shall be primary insurance as respects the County.

Similar evidence of renewals, extensions or replacement of said policies, upon request, shall be forwarded to the County, at least fifteen (15) days prior to their renewal extension or replacement. A certificate of insurance provided by the Proponent shall not contain any disclaimer whatsoever.

The Proponent shall provide in its agreements with its subcontractors clauses in the same form as those found herein. Upon request, the Proponent shall deposit with the County detailed certificates of insurance for the policies it has obtained from its subcontractors and a copy of the insurance clauses so provided in the said agreements.

#### **4.5 Comprehensive General Liability Insurance**

Comprehensive general liability insurance with limits of not less than five million dollars (\$5,000,000) per occurrence inclusive for personal injury or property damage and in the aggregate with respect to products and completed operations. The insurance shall protect the Proponent, its subcontractors and their respective employees, servants and agents against personal injury, including death, sustained by any person and damage to or destruction of property including loss of use thereof, arising directly out of the operations or requirements performed in connection with the Contract.

The policy of insurance shall:

- a) Contain a cross-liability or severability of interest clause;
- b) Extend to cover non-owned automobile, contingent employer's liability, blanket contractual liability, Proponent's protective liability, broad form property damage, broad form completed operations, and operation of attached machinery;

- c) Add the County, its officers, officials, employees, servants, and agents as additional insured; and
- d) Have a policy deductible not exceeding five thousand dollars (\$5,000) for any one accident of occurrence.

The Proponent shall ensure that vehicles owned and/or operated by the Proponent in connection with the Contract maintain Third Party Legal Liability Insurance in an amount not less than three million dollars (\$3,000,000) per occurrence.

#### **4.6 Indemnification**

The successful Proponent shall indemnify and hold harmless the County, their officers, council members, partners, agents and employees from and against all claims, demands, losses, costs, damages, suits or proceedings whatsoever which may be brought against or made upon the County and against all loss, liability, judgments, claims, suits, demands or expenses which the County may sustain, suffer or be put to resulting from or arising out of the successful Proponents' failure to exercise reasonable care, skill or diligence or omissions in the performance of any work or service required hereunder to be performed or rendered by the successful Proponent, its agents, officials or employees.

#### **4.7 WSIB**

The Proponent agrees that it shall, at its own expense, procure and carry or cause to be procured and carried and paid for, full WSIB coverage for itself and all workers, employees, servants and others engaged in or upon any work or service which is the subject of this Contract. The Proponent agrees that the County has the unfettered right to set off the amount of the unpaid premiums and assessments for such coverage against any monies owing by the County to the Proponent.

The County shall have the right to withhold payment under this Contract until the WSIB premiums, assessments or penalties in respect of work done or service performed in fulfilling this Contract have been paid in full.

The Proponent shall, upon request, provide the County with the Proponent's WSIB registration number and letter from WSIB confirming that the Proponent is registered in good standing with WSIB and that all assessments have been paid to the date thereof prior to the County having any obligation to pay monies under this Contract.

If exempt from coverage, the Successful Bidder shall obtain optional coverage in the form of a letter from WSIB and must be provided to the County within ten (10)

business days of being awarded the contract, or commencement of the contract, whichever is shortest.

#### **4.8 Subcontractors**

All subcontractors are the responsibility of the Proponent. The Proponent agrees that the subcontractors shown in its proposal are the subcontractors that it proposes to use to carry out the requirements. Subject to the County approval of the listed subcontractors, the Proponent agrees, if awarded this Contract, to engage the listed subcontractors and no others in their stead without prior written authorization of the County.

Nothing contained in any Contract documents shall create any contractual relationship between the subcontractors and the County.

#### **4.9 Taxes**

Unless otherwise provided herein, the Proponent shall pay all government sales or excise taxes in force at the date of the agreement, provided that any increase or decrease in such taxes shall increase or decrease the amount due under the Contract accordingly. Invoices shall show the appropriate amounts for Goods and Services taxes and Provincial Sales taxes separately.

#### **4.10 Laws**

The laws of Ontario shall govern the Contract.

In carrying out its obligations hereunder, the Proponent shall familiarize itself and comply with all applicable laws, bylaws, regulations, ordinances, codes, specifications and requirements of all regulatory authorities, and shall obtain all necessary licenses, permits and registrations as may be required by law.

#### **4.11 Notices**

Any notice required to be given or made in this Contract shall be given or made in writing and shall be served personally or mailed by registered mail addressed to the County and to the Proponent at the address set forth in its proposal.

#### **4.12 Errors and Omissions**

The County shall not be held liable for any errors or omissions in any part of this RFP. While the County has used considerable effort to ensure an accurate representation of information in this RFP, the information contained in the RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted accurate by the County, nor is it necessarily comprehensive or exhaustive.

#### **4.13 Occupational Health and Safety**

The Proponent shall comply fully with the *Occupational Health and Safety Act*.

#### **4.14 Termination for Vendor Default**

Upon the termination of this Contract for cause, the Proponent shall have no claim for any further payment, but shall remain liable to the County for all loss and damage which may be suffered by the County by reason of the default or occurrence upon which such notice was based.

## **SECTION 5 – SCOPE OF WORK AND REQUIREMENTS**

### **5.1 Introduction**

Located in Eastern Ontario, the County of Renfrew is an upper-tier municipality that encompasses 17 municipalities and has an area of 7,645.68 square kilometres, and is the largest geographic municipality in Ontario. The area is rural in nature and is made up of distinct physiographic regions. There are 115,000 residents (2021 Census). There is also one first nations reserve – the Algonquins of Pikwakanagan – located in the geographic region of the County. The City of Pembroke is located geographically in the County of Renfrew, but is a single-tier municipality, separate and apart from the County, though the two municipalities do share certain services.

The County is bounded by Hastings County to the east, Lennox and Addington County, Frontenac County and Lanark County to the south, the City of Ottawa to the east, and northern Ontario to the north.

A 17-member Council governs the County; one representative from each local municipality. From among their members, Council elect a Warden (being the head of Council) for a one-year term. The County employs 1,000 total staff with approximately 300 non union staff.

The County of Renfrew conducted a Non Union Compensation Review in 2021 to analyze the salary ranges of key benchmark positions at the County of Renfrew to ensure that the Non Union salary grid continues to address internal equity and reflect the compensation practices when compared to external market comparators.

### **5.2 Proposal Content and Scope of Project**

#### **Non Union Salary Review**

To fulfill the Project Objectives, the successful Proponent will perform the following (but not limited to the following) tasks:

1. Review job descriptions as necessary and conduct any necessary staff/management interviews to gain a solid understanding of the roles and responsibilities of each position.
2. Review the current job evaluation, compensation review and pay grade methodology to confirm that it creates a systematic and equitable classification structure.

3. Identify and define comparator municipalities according to similar service alignment (like services), population, total municipal expenditures and economic indicators (average median household income)
4. Conduct, tabulate, analyze and summarize a survey of identified (benchmark) positions against appropriate comparators.
5. Recommend a compensation pay structure including salary ranges for each job classification that defines the number of pay steps or minimum/maximum for each range for all regular full-time positions.
6. Comparative statistics should be calculated using the comparator mean, median, and recommended statistical percentile target values.
7. Recommend and describe in detail methodologies to be utilized for the ongoing maintenance of the classification and compensation system.

**SECTION 6 – FORM OF PROPOSAL**

(Return all of Section 6 with the Proposal Package submission)

**6.1 Company Information**

The Proponent shall complete the following information clearly.

---

Legal Business Name of Company	Business Registration Number
--------------------------------	------------------------------

---

Courier Delivery	Address
------------------	---------

---

City	Postal Code
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---

Telephone/Fax Number	HST Number
----------------------	------------

---

Contact Name	Title
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Contact's Email Address	Cell Number
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**6.2 Acknowledgement of Documents Received and Agreement to Terms and Conditions**

I/We hereby acknowledge receipt of the entire Request for Proposal document including any addendums issued, and have been provided with all the details required to permit me/us to submit a proposal.

I/We declare that the Proposal is not made in connection with any other Proponent submitting a Proposal for the same goods and/or services or work and is in all respects fair and without collusion or fraud and that full disclosure has been made of any conflict of interest or potential conflict of interest.

I/We hereby agree, having carefully reviewed the Request for Proposal documents, to provide and pay for all material, labour, tools, delivery, any equipment and incidentals necessary for the work or supply of services to complete Request for Proposal RFP-HR-2026-01 Non Union Compensation Review, as specified in accordance with all of the sections, appendices, schedules, drawings and addendum.

I/We, hereby confirm that the company named in Section 6.1 is licensed to do business in the Province of Ontario.

It is certified that the undersigned is authorized, appointed and empowered to sign and submit this proposal and bind them to its offer, terms and conditions.

Executed by me and dated this \_\_\_\_\_ day of \_\_\_\_\_, 2026.

\_\_\_\_\_  
I have the authority to bind the Company/Corporation

\_\_\_\_\_  
Corporate Seal

\_\_\_\_\_  
Print Name and Position Held