



REQUEST FOR PROPOSAL

Information Technology Consulting Services **R2023-G**

Closing Deadline:

**Tender Closes Day: Tuesday February 14, 2023
Tender Closes Time: 11:00 AM Atlantic Daylight Time (AST) (GMT: -4 hours)**

**Halifax Harbour Bridges
Tolling & Technology Department
125 Wyse Road
Dartmouth, Nova Scotia
B2Y 3Y2**

REQUEST FOR PROPOSAL- R2023-G
Information Technology Consulting Services

Halifax Harbour Bridges (HHB) is seeking proposals from qualified proponents for the provision of Information Technology Services, as outlined in Section 3.

These services will require a commitment of the resource to be potentially available on-site minimally 50% to perform any of the roles / services at one of the following locations:

1. 30 Faulkner Street, Dartmouth, NS
2. 125 Wyse Road, Dartmouth, NS
3. 465 Princess Margaret Blvd Dartmouth, NS

Exact effort that will require on-site services will be determined at time of provisioning those services.

The proposal will be submitted as a pdf by email to dgreenfield@hdbc.ns.ca. Be sure you receive confirmation of your submitted proposal.

HHB reserves every right to reject any or all proposals and to award the contract partially or entirely, whichever in its opinion best is suited for HHB.

This agreement in no manner, commits HHB to an exclusive contract for any of these services. By use of the RFP, HHB intends to obtain the services of various professionals for projects across the Information Systems department, primarily in the areas of Project Management, Business Analysis, Change Management, Privacy, Business Architecture and Technical Architecture.

The RFP is for a three (3) year period from the date of award. HHB reserves the right to extend beyond the three-year period. HHB does not guarantee any volume of work associated with the RFP during its term.

David GreenField,
CIO, Tolling & Technology Department

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Introduction

About Halifax Harbour Bridges

As a commission of the provincial government, Halifax Harbour Bridges (HHB) was created in 1950 by a statute of the Province of Nova Scotia and reports to the Minister of Public Works for the Province of Nova Scotia. HHB is a user-pay operation and receives no assistance from Nova Scotia tax dollars and its loans are not guaranteed by any level of government. All financing is approved by the Nova Scotia Cabinet and the Nova Scotia Utility and Review Board approves toll rates set by HHB.

HHB is the forward-thinking, manager of key transportation infrastructure assets in the Halifax Regional Municipality and maintains and operates the Angus L. Macdonald and A. Murray MacKay Bridges that span the Halifax Harbour.

With annual traffic volume in excess of 34 million crossings (pre-pandemic), HHB's mission is to provide safe, efficient and reliable cross-harbour transportation infrastructure in a cost-effective manner. At HHB, safety is above all; safety of our employees, safety of our bridges and safety of the traveling public.

Disclaimer

This Request for Proposals (RFP) is neither an agreement nor an offer. It is only an invitation by HHB to eligible Proponents to submit their proposals. The purpose of this RFP is to provide the Proponents with information to assist the formulation of their proposals. The Proponents are to do their own analysis and investigation for the accuracy and reliability of the RFP.

This is an invitation to join the competition of the selection process. No contractual obligation shall arise from the RFP process until there is a final formal contract between HHB and the awarded vendor.

Key Information

Particulars	Details
RFP Title	<i>Information Technology Consulting Services</i>
RFP Number	R2023-G
Date of publishing the RFP	Tuesday January 24, 2023
Last Date of query	Tuesday February 7, 2023
Last Date of submission	Tuesday February 14, 2023 11:00 AM Atlantic Daylight Time (AST) (GMT: -4 hours)
Date of Announcement	Monday February 27, 2023
Contact person for any query	David Greenfield
Contact email address	dgreenfield@hdbc.ns.ca
Contact Number	902 818 4694

Definitions

ALMB	Angus L. Macdonald Bridge
AMMB	A. Murray MacKay Bridge
FOIPOP	Freedom of Information and Protection of Privacy
HHB	Halifax Harbour Bridges
HST	Harmonized Sales Tax
Proponent	Vendor responding to this RFP
RFP	Request for Proposal

Section 1: Submission Instructions to Proponents

1.1 Basic Instructions

Proponents are required to follow the instructions below.

- a. Proponents are to read the Request for Proposal (RFP) thoroughly.
- b. Proponents to follow the instructions in Section 4 to respond as a proposal.
- c. HHB will assume no liability of any kind of oral instructions or suggestions. All correspondence regarding the RFP should be directed to David Greenfield, CIO, HHB using the email dgreenfield@hdbc.ns.ca
- d. Proposal must be signed by an authorized signatory of the proponent.
- e. Proponent can only withdraw their submission before the deadline. A valid official letter of explanation must be sent to the contact person.
- f. HHB reserves all right to make additional copy of the proposal only for internal use or any other purpose required by the procurement law.

1.2 Eligibility criteria

Only the proponents who meet the following criteria are eligible to submit the proposal.

- a. The proponents shall be registered corporate and legally entitled to do business in Canada. HHB reserves the right to request supporting documents (Sales Tax/ Registration Certificate) if required.
- b. Proponent should comply with Nova Scotia Business Names Registration Act or similar types of act if proponent(s) are applying from outside Nova Scotia.
- c. Prospective proponents shall comply with all the laws in effect in the province of Nova Scotia, without regard to the conflict of laws rules thereof.
- d. Proponents shall comply with Nova Scotia Procurement Policy Act and all governing law applicable to do business in Nova Scotia.

1.3 Proponents Expenses

Proponents shall bear all the cost associated with the preparation and submission of the proposal. Proponents will be solely responsible or liable for any costs related to the preparation of the RFP. HHB will in no case be responsible for any cost related to the bidding process.

1.4 Late Submission

Any RFP received after the above deadline will be automatically disqualified from the competition and further evaluation will not be done for that RFP.

1.5 Addenda and Amendments

Addenda may be issued during the proposal period. All addenda shall become part of the RFP documents. Proponents are responsible for receiving all addenda and including them in the submitted proposal documents. Proposals that do not reference all addenda may be immediately returned and the proponent eliminated from further consideration.

Amendments to the submitted proposal will be permitted if received in writing prior to proposal call closing and if endorsed by the same party or parties who signed the original proposal.

Any required addenda will be issued no later than three working days before the Proposal Call Close. Verbal answers are only binding when confirmed by written addenda.

Check for changes to this request – Before submitting your proposal, visit the Provincial Government Web Portal at www.novascotia.ca/tenders to determine if any Addenda detailing changes have been issued on this RFP. It is the bidders' responsibility to acknowledge and take into account all Addenda.

1.6 Proprietary Information

Materials submitted in response to this competitive procurement shall become property of HHB.

1.7 Public Information

The Proponents are advised that HHB is subject to the Freedom of Information and Protection of Privacy Act ("FOIPOP"), SNS 1993, c.5, s.1. The FOIPOP Act is an "Act Respecting the Right of Access to Documents of Public Bodies in Nova Scotia and a Right of Privacy with Respect to Personal Information Held by Public Bodies in Nova Scotia".

Subject to limited exceptions, all information under the control of HHB is subject to public review under FOIPOP, including information related to this RFP. In the event a Proponent desires to claim portions of his/her proposal as exempt from public disclosure, the Proponent must identify those portions in the letter of transmittal. Each page of the proposal claimed to be exempt must be clearly identified as "confidential." In the event that an access request is received by HHB for such confidential information, HHB will notify the affected Proponent, but HHB will determine whether any or all of the claimed exemptions are protected from disclosure under FOIPOP. The ultimate decision rests with the courts of Nova Scotia.

1.8 Confidentiality

The proponent agrees not to release or in any way cause to release any confidential information of HHB without HHB's express written consent.

1.9 Acceptance of RFP/Proposal Content

By submitting a proposal, the Proponent certifies that the proponent has read, understood, and agreed to all requirements, terms, and conditions in this RFP, including any and all attachments, exhibits, and appendices. A proponent may withdraw his/her proposal prior to the RFP proposal deadline.

1.10 Disqualified for false information

Proponent(s) are required to provide the factual response to this RFP. Proper justification for the response should be attached (technical, documents) as a part of response. In case of any inadequate information, HHB holds the rights to ask for additional explanation. In terms of discrepancy HHB reserves the right to disqualify the proponent(s) to participate in the competition.

Section 2: Terms and Conditions

It is the expectation that the following terms and conditions will be incorporated into the final contract agreed to by the proponent and HHB. If the proponent has any concerns with any of these terms and conditions listed below these are to be outlined in the proponent's proposal.

2.1 Payment Authority

The payment as per contract will be made by the Tolling & Technology Department on behalf of HHB. Any payment, related questions and concerns will be forwarded to the CIO, HHB.

2.2 Force Majeure

Neither party shall be liable for any damages delays or failure in performance under this agreement caused by acts or conditions beyond its reasonable control or without its fault or negligence (a "Force Majeure Event"), including but not limited to "acts of God", delays caused by governmental authorities, strikes, lockouts and other labour unrest, delays in obtaining governmental approvals and similar conditions. A Party shall, in order to avail itself of any of the provisions of this section, forthwith send a written notice of the Force Majeure Event to the other party, including a description of the Force Majeure event, its expected duration and a description of the actions being taken by the party to mitigate the effect of the Force Majeure event.

2.3 Indemnity

The proponent agrees to indemnify and hold harmless HHB, its officers and employees from and against claims, demands, losses, costs, damages, actions, suits, or proceeding hereinafter called "claims", by third parties that arise out of or are attributable to the proponent's performance of the contract provided such claims are attributable to bodily injury, sickness, disease, or death, or to injury to or destruction of tangible property and caused by negligent acts or omissions of the contractor or anyone for whose acts the proponent may be liable. The proponent agrees to indemnify HHB, its officers and employees against any claims or costs initiated by third parties as a result of any negligence or wrongful acts of the proponent or its employees.

2.4 Insurance

2.4.1 Professional and General Insurance

Prior to finalizing a contract, the successful proponent will be asked to provide confirmation of insurance coverage for review by HHB. HHB will require the successful proponent to obtain the following coverages:

1. Professional liability insurance – not less than \$5 million
2. General liability insurance – not less than \$1 million

2.4.2 Workers' Compensation

If required by the applicable legislation, the proponent shall register as an employer under workers' compensation legislation in Nova Scotia, and covenants that it shall maintain such registration in good standing at all times that the proponent is providing services hereunder.

2.4.3 Proof of Insurance

At any time, HHB may require proof of such insurance policies in the form of certificates of insurance, which shall be provided by the proponent at its expense.

2.4.4 Proponent's Risk

Any property or work to be provided by the proponent under this agreement will remain at the proponent's risk until written acceptance by HHB; and the proponent shall replace, at its own expense, all property or work damaged or destroyed by any cause whatsoever prior to acceptance.

2.5 Subcontractor

The proponent shall not subcontract or permit anyone other than its personnel to perform any of the work or services required of the proponent under the contract without the prior written consent of HHB. If proponent has received authorization to subcontract work, it agreed that all subcontractors performing work under the agreement must comply with its provision. Further, all agreements between proponent and its subcontractors must provide that the terms and conditions of this agreements be incorporated therein.

2.6 Publicity

The proponent shall not make any public announcement or media release related to this agreement or its subject matter without the written consent of HHB, which shall be sought at least five (5) Business Days' in advance of the proposed announcement or release.

2.7 Entire Agreement

This agreement constitutes the entire understanding of the parties with respect to the subject matter hereof and supersedes all prior agreements, understandings and negotiations, both written and oral, between the Parties with respect to the subject matter hereof and thereof. No representation, inducement, promise, understanding, condition or warranty not set forth herein, or incorporated by reference herein, has been made or relied upon by any Party hereto.

2.8 No Amendments

This agreement may not be amended or modified, nor may any right or remedy of any party be waived, except in writing, signed by such party. The waiver by any party of the breach of any term or provision hereof by any other party will not be construed as a waiver of any other subsequent breach.

2.9 No Assignment

Neither party may assign its rights or obligations hereunder without the written consent of the other party.

2.10 No Waiver

No failure or delay by any party in exercising any of its rights or remedies hereunder will operate as a waiver thereof, nor will any single or partial exercise of any such right or remedy preclude any other or further exercise thereof or the exercise of any other right or remedy. Except as otherwise provided herein, the rights and remedies of the Parties provided in this agreement are cumulative and not exclusive of any rights or remedies provided under this agreement, by law, in equity or otherwise.

2.11 Service Performance

HHB reserves the right to conduct a performance evaluation of any procedures, services and functionality offered by the selected vendor under this agreement. HHB

also holds the right to demand a replacement of particular personnel from the project who is found unsuitable.

2.12 Reservation of Rights

HHB reserves the following rights which may be exercised by HHB in its sole and absolute discretion:

- a) To reject any or all proposals, when in its sole and absolute discretion the public interest or the interest of HHB will be served thereby.
- b) To waive formalities or technicalities in proposals as the interest of HHB may require.
- c) To waive specific terms and conditions contained in the proposal.
- d) To waive any failure in the proposal to comply with any criteria or requirement set out in this contract.
- e) To seek clarification from any or all proponents after the proposals have been opened and prior to selecting a successful Proponent.
- f) To negotiate any or all terms and conditions of a contract between HHB and a successful Proponent.
- g) To cancel this RFP at any time, whether before or after the closing date, or after opening proposals, and to seek new proposals.

2.13 Termination

2.13.1 Termination on Default

If HHB is of the view, acting reasonably, that the proponent has not performed or has unsatisfactorily performed its obligations under the signed agreement within the timelines set forth in the agreement, HHB may, after providing written notification of the default to the proponent and a thirty (30) day opportunity to cure the default, terminate the agreement by giving notice of default and termination to the proponent. Failure on the part of the proponent to fulfill its obligations hereunder shall be considered just cause for termination of the agreement. The proponent shall be paid for work satisfactorily performed prior to termination, less any excess costs incurred by HHB in re-procuring and completing the work.

2.13.2 Termination for Convenience

HHB may terminate the signed agreement, in whole or in part, whenever it determines that such a termination is in the best interest of HHB, with showing cause, and upon giving written notice to the proponent. HHB shall pay all reasonable costs incurred by the proponent up to the date of termination. The proponent shall not be reimbursed for any profits which may have been anticipated but which have not been earned up to the date of termination.

2.13.3 Insolvency

HHB may terminate the signed agreement forthwith if (i) the proponent becomes insolvent or bankrupt within the meaning of the *Bankruptcy and Insolvency Act* (Canada) or any other similar legislation to which it is subject, (ii) a receiver or receiver/manager is appointed with respect to the proponent's business, or (iii) HHB is of the view, acting reasonably, that the proponent's ability to perform the services has become materially impaired.

2.14 Protected Information

The proponent acknowledges that any protected information received by it from HHB or disclosed to it by HHB is received in trust for the sole benefit of HHB.

2.14.1 No Secondary Use of Protected Information

The proponent covenants and agrees that they will not use any protected information provided or disclosed by HHB for any purpose other than that for which it was provided or disclosed to the proponent.

2.14.2 No Disclosure Without Authorization

Except as is necessary to fulfill its obligations under the agreement or as required by law, the proponent shall not disclose any protected information to any third party.

2.14.3 Protection of Information

The proponent covenants and agrees that it will implement safeguards to protect against the disclosure or misuse of protected information that is in its care or custody and will promptly inform HHB if there is any breach or suspected breach of security related to the protected information. The proponent shall protect HHB's protected information with the same degree of care that the proponent uses to protect and safeguard its own like information, but not less than the degree of care that would be exercised by a prudent person given the sensitivity and strategic value of such protected information.

2.14.4 Cooperation

The proponent shall cooperate as may be necessary to assist in any access requests, questions, complaints, and any investigations related to the protected information.

2.14.5 Retention of Protected Information

The proponent shall only retain protected information for as long as is reasonably necessary for the purposes for which it is disclosed to the proponent. Following such time, the proponent shall return or destroy any protected information that it has received from HHB. At HHB's request, the proponent shall forthwith provide HHB with a statutory declaration, sworn by an officer or director of the proponent, certifying whether its obligations under this section have been fulfilled.

2.14.6 Compelled Disclosure

In the event that the proponent or anyone to whom it transmits the protected information becomes legally required to disclose any such protected information, the proponent shall provide HHB with prompt notice so that HHB may seek a protective order or other appropriate remedy and/or waive compliance with the provisions of this agreement. In the event that such protective order or other remedy is not obtained, the proponent shall furnish only that portion of the protected information which is legally required to be furnished in the opinion of HHB or HHB's counsel.

2.14.7 Indemnity

The proponent covenants and agrees that it shall indemnify and hold HHB harmless from and against any and all losses, costs, claims, legal fees and liabilities related to or derived from any breach of protected information by the proponent or its employees, agents, officers, directors and others for whom it is in law responsible.

2.14.8 Irreparable Harm

The proponent acknowledges that all protected information disclosed or provided to it under this agreement is held by the proponent in trust for the sole benefit of HHB and that the materials to be provided to HHB under this agreement will constitute

advice to HHB. The proponent further acknowledges that the unauthorized or premature disclosure of protected information would likely harm the financial and economic interests of HHB. The proponent acknowledges that any disclosure or misappropriation of any of the protected information in violation of this section may cause HHB, irreparable harm and/or harm that is impossible to quantify, and therefore agrees that HHB shall have the right to apply to a court of competent jurisdiction for specific performance and/or an order restraining and enjoining any such further disclosure or breach and for such other relief as HHB shall deem appropriate. Such right is to be in addition to the remedies otherwise available to HHB at law or in equity. The proponent expressly waives the defence that a remedy in damages will be adequate and any requirement in an action for specific performance or injunction for the posting of a bond by HHB.

2.14.9 Access to Information Law

The proponent acknowledges that HHB is subject to the FOIPOP and that, under that Act, certain information provided by the proponent or related to this Agreement may be subject to mandatory disclosure if requested by HHB under that Act. Notwithstanding the previous sentence of this section, the proponent shall not disclose any protected information pursuant to any request under that Act without the consent of HHB.

2.15 Safety Regulation

Safety is a primary concern with respect to all HHB projects and services. The proponent must hold a letter of good standing from an occupational health and safety organization which meets the Workers' Compensation Board of Nova Scotia (WCBNS), regarding participation in the Occupational Health and Safety External Audit Program, leading to the issuance of a Certificate of Recognition jointly by the occupational health and safety organization and the WCBNS. HHB will consider Occupational Health and Safety records of all proponent's employees and subcontractors working in high height conditions or conducting electrical work or in close proximity to such work, as well as those working in or near traffic and/or in confined spaces.

Successful proponent shall receive the HHB Safety Orientation prior to conduct site visits and comply with HHB safety policy, procedures and requirements.

2.16 Environment considerations

HHB is committed to supporting environment friendly sustainable products, works and services wherever possible and encourages their proponents to do the same.

It is HHB's expectation that the proponent will perform the services in a manner that gives appropriate regard to the protection of the natural environment. The proponent will comply with all environment related legislation and code of practices relating to the services being offered. Proposals should include any relevant information on internal sustainability programs.

2.17 No Obligation to Contract

This RFP is not a tender. HHB does not owe a duty of any kind to any proponent upon the submission of a proposal. This RFP does not obligate HHB to contract for the services specified herein. No contractual relationship arises out of this RFP until such time as HHB and the successful proponent sign a written contract setting out the agreed upon terms and conditions. Guideline to proponents and is not necessarily

comprehensive or exhaustive. HHB does not guarantee or warrant the accuracy of any information supplied to proponents with respect to this RFP.

Materials submitted in response to this competitive procurement shall become the property of HHB.

2.18 Materials, appliances and employees

The proponent shall be responsible to provide adequate computer equipment (i.e. laptop), standard MS Office Licenses (Word, Excel, PowerPoint) and access to an company secure email platform to provide the Information Technology Consulting Services. In certain cases / roles the engagement could require access to MS Visio.

2.19 Travel Expenses

All Travel and other expenses to the rendering of services reasonably incurred on behalf of the proponent by the employee during the term of this agreement shall be paid by the proponent.

2.20 Changes to Scope of Service

HHB shall have the right to change the scope of service/work by issuing a change order, providing details of the proposed change to the proponent. Both parties shall negotiate in good faith to agree upon the necessary amendments to this agreement, the increase and decrease in the compensation to be paid and any adjustments necessary to the timing of the services due to the proposed change.

2.21 Proponent's Personnel

The proponent shall be responsible, at its own expense, for the hiring and supervision of all employees. The proponent shall ensure that all proponent employees are aware of their duties under this agreement and the proponent shall ensure that each proponent employee has executed a confidentiality agreement with the same obligations. The proponent may use the services of others to perform portions of the services, under the supervision of the proponent. HHB reserves the right to approve or reject any individual or organization that the proponent proposes to assist with the provision of the services.

2.22 Independent Contractor

The Parties are not partners or joint ventures; neither party is the agent, representative, or employee of the other party; and nothing in this agreement will be construed to create any relationship between them other than an independent contractor relationship. Neither party will have any responsibility or liability for the actions of the other party except as specifically provided herein. Neither party will have any right or authority to bind or obligate the other party in any manner or make any representation or warranty on behalf of the other party. Neither party shall hold itself out as a representative of the other party.

2.23 Intellectual Property Rights

The proponent represents and warrants that it has all intellectual property rights necessary to enter into and perform its obligations under the agreement and shall indemnify, defend and hold harmless HHB against any action, claim, liability, loss or expense related to such intellectual property rights. If anyone makes a claim against HHB concerning intellectual property infringement related to this contract, the proponent agrees to participate in the settlement negotiations and pay all costs, damages and legal costs incurred or payable as a result of the claim.

2.24 Conflict of Interest

The proponents shall take all reasonable steps to avoid any potential conflicts of interest that might exist, arise or may arise. Proponents are required to disclose, to HHB any potential or perceived conflict of interest prior to the RFP closing date and time and during the entire project duration if one arises or could arise.

2.25 Emergencies

In terms of any kind of emergencies, HHB holds the right to stop the project temporarily until notified. If it causes the proponent extra work or additional wait costs, an agreed change request will be raised and accepted by the proponent and HHB and compensated as per the signed change request.

2.26 Governing Laws

The Contract shall be construed in accordance with and governed by the laws in effect in the Province of Nova Scotia, without regard to the conflict of laws rules thereof.

2.27 Cooperation with other Contractors

The proponent shall conduct services as not to interfere with, or hinder, the progress of completion of the works being performed by other contractor(s) involved in the execution of other project(s). The proponent shall cooperate with other contractor(s), in case of any dispute, it has to be solved promptly with the involvement of HHB. If any instructions from HHB leads to contract variation, then it must be accepted by all parties. The proponent shall execute the services in an acceptable manner and coordinate with other contractors.

Section 3: Scope of work and Deliverables

3.1 Project Background

HHB manages critical infrastructures on both the Angus L. Macdonald Bridge (ALMB) and the A. Murray MacKay Bridge (AMMB). This includes a surveillance system, traffic management system, toll collection and payment system, different Internet of Things (IoT) systems and internal corporate servers and applications.

The purpose of this Request of Proposal (RFP) is to invite prospective service providers to submit a proposal to HHB's Tolling & Technology Department who require consulting services to support numerous project work identified the five-year Strategic Plan. HHB engaged all business lines in lengthy planning exercises to produce this plan and have identified several projects that will require staff augmentation, primarily in the areas outlined in this Section. These are roles where HHB has identified long term initiatives. There will be other Tenders and RFPs over the duration of this RFP for other initiatives requiring other unique skills and materials. Those requests will be tendered separately.

The initial term length will be three (3) years, with options to renew yearly for up to two (2) additional one (1) year terms. Renewals are not guaranteed and will be solely at HHB discretion based on provider performance of the contract and current market conditions. The maximum contract will be five (5) years before a full market renewal will be undertaken.

3.2 Scope of Work

HHB will contract with a qualified service provider for the roles listed in Section 3.

HHB will endeavor to provide an equal opportunity for firms to respond, bearing in mind that some firms have specific experience and/or skills in particular areas that may limit the opportunity for other firms to submit proposals.

Successful proponents will be expected to enter into a Professionals Services Agreement outing the specific work tasks and terms and conditions as required.

3.3 Services

HHB will require professional consulting services for the following roles:

3.3.1 Project Manager (up to three)

This requirement is for project management professionals (PMP) with a minimum of five (5) years of experience delivering projects for other government organizations. Work may include carrying out project initiation (production of project charters and stakeholder registers), planning (production of project management plans, including plans for each knowledge area), executing (ensuring work is issued and being acted upon), monitoring & controlling (keeping the project on track and making plan adjustments and change requests as required) and closing (orderly shutdown of contracts, recording of lessons learned, possibly reviewing related future phases).

3.3.2 Business Analyst (up to two)

This requirement is for business analyst professionals to perform a structured method of bringing about and identify existing and new business processes within HHB. Such experience will include facilitating business process reviews in terms of current situation and future situation mapping, gathering business requirements, creating documentation (process models and descriptions), identifying trouble areas, providing

solution recommendations and communicating changes needed/shortfalls. Preference will be given to certified individuals (CBAP or PMI-PBA) with three (3) years of experience in delivering projects for other government organizations.

3.3.3 Privacy Analyst (up to two)

This requirement is for privacy analyst professionals that will support HHB's organization's privacy programs and policies. The privacy analyst will reinforce business and data management processes and procedures that comply with privacy laws and regulations while providing remediation processes. The privacy analyst will also assist in coordinating and delivering privacy training programs, communications, and training materials. Additionally, the privacy analyst will conduct research, analysis, and reporting on the impacts of new legal changes or of potential policy changes. Preference will be given to candidates with at least three (3) years of experience in delivering projects for other government organizations.

3.3.4 Technical Architect (maximum one)

This requirement is for technical architect professionals who are capable of designing, implementing, and overseeing technical roadmap development for HHB IT systems. The technical architect will have responsibility for designing the structure of new technology systems and liaising with the software development team. Preference will be given to candidates with at least five (5) years of experience in a technical architect role delivering projects for other government organizations.

3.3.5 Business Architect (maximum one)

This requirement is for business architect professionals who are capable of performing a strategic role to allow HHB to adapt the business processes to be more agile and productive. The business architect will champion the structuring of the HHB's business with respect to governance, business processes, and business information. They will identify areas for improvement and aligning HHB organization structure with business functions. The business architect will collaborate with HHB's IT professionals to align technical solutions with business goals and deliver bottom-line business value. Preference will be given to candidates with at least five (5) years of experience in a business architect role delivering projects for other government organizations.

3.3.6 Change Manager (maximum one)

This requirement is for change manager professionals who are capable of leadership and coordination of organizational change initiatives. The change manager will develop, implement, and manage the change process itself, which will be a complex and challenging task. The change manager will interface with all levels of HHB management and employees to ensure that changes are smoothly and effectively implemented. The change manager will be responsible for creating change management strategies to achieve the organizational goals, developing and implementing plans to manage change, leading, coordinating, and managing change management activities, monitoring and assessing the impact of change on employees. The change manager will provide expert advice on handling a change in an organization. Preference will be given to candidates with at least five (5) years of experience in a change manager role delivering projects for other government organizations.

Section 4: Submittal Requirements

4.1 Introduction

This section is the guideline to write the proposal. This section includes the proponent's capability related to this service. It should explain how it can benefit HHB and align with HHB's requirements. Proponents are requested to follow the outlined header for contents.

Proposal submissions will assume that the proponent has investigated all the requirements of the outlined services. Responses that merely restate the requirements or indicate only acknowledgement of the requirements will be considered unresponsive.

This RFP will be used to obtain consulting services for up to three (3) years per consultant. HHB reserves the right to extend beyond the three-year period.

All work will be assigned as required to support the planning and execution of projects in the five-year IT Strategic Plan.

HHB reserves the right to request proposals from consulting firms outside the approved agreement, regardless of the value of the project, should it be determined it is in HHB's best interest.

4.2 Letter of Transmittal

The cover letter must contain the following statements and information:

- 1) Proponents are advised to attach a cover letter with the RFP number and project name.
- 2) Provide company name, address, telephone number and website.
- 3) Name, title, email address and telephone number of the person(s) to contact and who are authorized to represent the company and to whom correspondence should be directed.
- 4) The letter must be signed by a corporate officer or person authorized to bind the vendor to the proposal and cost schedule.

4.3 Company Overview & Experience

Provide a biographical summary for the Company and a general overview of your firm, explaining the rationale for bidding.

4.4 Key Personnel

Provide information for each person who will contribute to the performance of the service area indicated in Section 3. Proponents may propose fewer than the requested three (3) Project Managers, two (2) Business Analysts and two (2) Privacy Analysts.

HHB will contract with more than one firm for the resources. HHB reserves the right to hire additional resource(s) during the term of the contract.

Proponents do not have to submit candidates for all roles, only roles for which the proponent has qualified candidates should be submitted.

Prepare a matrix similar to the example in *Table 1* indicating the various service areas for which a person is to be considered.

Table 1 Key Personnel

Resource Name:	ROLE						Certification(s)	Years of Experience
	PM	BA	PA	T_Arch	B_Acrh	CM		
[Resource Name 1]	✓							
[Resource Name 2]	✓							
[Resource Name 3]		✓						
[Resource Name 4]			✓					
[Resource Name 5]				✓				

The same name may appear in several service areas based on their qualifications.

A CV of each proposed individual is to be included in an Appendix (maximum three (3) pages) tailored to the service areas for which they are being proposed. The CV will include a recently completed (i.e. within the last 5 years) reference project for each resource being proposed. This can be included as an additional page, page 4 of the CV, or in a separate table / grid. Reference details will include:

Project Name:

Year Completed:

Project Description:

Relevance of Reference Project to Proposed Service Area:

Organization:

Project Contact Name:

Title / Project Role:

Telephone Number:

Email Address:

Please note that any changes to resources as it relates to each indicated service area following the submission of your proposal must be identified (with supporting credentials and resumes of the alternate personnel provided) and approved by HHB. Resource substitutions must be approved in writing by HHB and must provide the same pricing, comparable skills, experience and qualifications as the resource being replaced.

4.5 Cost proposal

The proponent shall submit a fee schedule for each resource as defined in Table 2: Fee Schedule below.

The cost proposal must clearly provide the following:

- a) Resource Name and Role
- b) Hourly Rate

Prices are to be quoted in Canadian dollars; inclusive of duty and travel where applicable; **exclusive** of Harmonized Sales Tax (HST).

Table 2: Fee Schedule

Resource Name and Role	Hourly Rate

Section 5: RFP Evaluation and Announcement

5.1 Evaluation Committee

The evaluation committee will include three employees from HHB. The scoring will be done according to the criteria of the following category. However, it is confirmed and accepted by any proponent that all decisions according to proposals meets the requirement of this RFP are the judgement of this evaluation committee.

5.2 Evaluation Criteria

The proponents must demonstrate that they have met all the requirements, Section 3, and provided information as requested within Section 4.

Any option that does not meet the minimal requirements will be discarded and not scored.

Selection of a proposal will be based on the following criteria and any other relevant information provided by the Proponent in the submission.

Criteria	Max Points
<i>Technical</i>	60
<ul style="list-style-type: none">● Years of experience (minimum requirements)● Skillset (matching roles)● Certification(s) (i.e. PMP for PM role, CBAP or PMI-PBA for BA role etc)	
<i>Financial</i>	40
<i>Total</i>	100

The score for the "Financial" criteria shall be allocated as follows: The lowest hourly rate for a given resource type shall receive an allocation of 100% of the available points for the Financial criteria. This percentage will be the result of dividing the lowest hourly rate by the Proponent's hourly rate for each resource type.

For example if the lowest hourly rate is \$100 the following hourly rate proposals for each resource type would receive points for the "Financial" as indicated:

Proponent A, Fee = \$100, receive 100% of points available for "Financial"
Proponent B, Fee = \$120, receive 83% of points available for "Financial"
Proponent C, Fee = \$140, receive 71% of points available for "Financial"
Proponent D, Fee = \$150, receive 67% of points available for "Financial"

5.3 Announcement

Award of the contract resulting from this RFP will be based upon the most responsive proponent(s) whose offer is the most advantageous to HHB in terms of cost and other factors as specified in the evaluation criteria in this RFP.

Following evaluation and selection, successful proponent(s) will be notified of HHB's intention to engage their services on an "if and when needed" basis in the Service Area for which this submission was successful.

HHB will provide debriefing if a formal request is made. Unsuccessful proponents must request a debriefing within 10 days from being notified. The debriefing will be scheduled within 30 days after the award is finalized.

5.4 Finalizing the Contract

Finalizing the contract depends on the satisfactory terms of agreement accepted by both parties. And the provision of contract will be applicable once the proponent enters into a written contract signed by HHB's authority.

Appendix A – Proposal Acknowledgement & Authorization Form
Information Technology Consulting Services

The undersigned hereby acknowledges that as an officer of the stated corporation, has read and understands the requirements for the Information Technology Consulting Services offering. They further acknowledge that the Proponent's proposed proposal fully meet or exceed those as specified in HHB's RFP. Additionally, the Proponent agrees that all its proposal documents and responses to the aforementioned RFP will, at the option of HHB, become a legally binding and essential portion of the final contract between the successful Proponent and HHB.

Company Name: _____

Signature: _____

Name: _____

Title: _____

Phone No.: _____ Fax No: _____

Email: _____

R.F.P. Contact Name (if different from above): _____

Title: _____

Phone No.: _____ Fax No: _____

Email: _____

E-mail will be the preferred mode of communication for additional information to be exchanged with Proponents.