

**Negotiated Request for Proposals
for
Supply and Delivery of Custodial Services to
the City of Toronto**

Fairness Monitor's Report

FINAL

September 3, 2024



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1. Project Highlights

1.1 Introduction and Project Background

The City of Toronto (the “City”) released a Negotiated Request for Proposals # Doc3823446646 (“nRFP”) on February 16, 2024 to Suppliers to submit proposals for the provision of custodial services at select City properties.

1.2 Scope of the Fairness Monitor Engagement

P1 Consulting was retained in December 2023 to perform fairness monitoring services and provide an independent attestation on the nRFP procurement process. Our mandate was to review and monitor the Proposal documents and communications, provide advice on best practices, review and monitor the evaluation and decision-making processes that are associated with the nRFP to ensure fairness, equity, objectivity, transparency and adequate documentation throughout the evaluation process. We are also to attend, observe and provide guidance at City meetings, as well as Supplier interactions. In particular, in our role as Fairness Monitor, we ascertained that the following steps were taken to ensure an open, fair and transparent process:

- **Review of the nRFP and Addenda:**
P1 Consulting reviewed the nRFP and addenda, as required, and all other documents related to the procurement process to ensure that the requirements were met.
- **Review of Questions and Answers (Q&A), Clarification Questions and the Responses:**
P1 Consulting reviewed all Q&As and the responses submitted to the Suppliers. P1 Consulting also reviewed any clarifying questions submitted by City.
- **Review of Evaluation Criteria and Procedures:**
P1 Consulting reviewed the evaluation criteria and procedures for the nRFP to ensure that the requirements were met.
- **Advice on Best Practices:**
P1 Consulting attended training sessions to ensure that all project team members were provided with briefings on best practices including the principles and duties of fairness, care and protection of confidential information, avoidance and disclosure of conflict of interest, bias and undue influence, scoring procedures and sign-off on individual scoring sheets, preparation, treatment and retention of evaluation documents.
- **Evaluation Meetings:**
P1 Consulting observed and documented evaluation meetings, including the evaluation training session, and the consensus sessions. Additionally, during the evaluation process, we provided verbal and written advice with respect to fairness, objectivity, consistency

of process, conflict of interest and confidentiality to ensure strict accordance with the specifications and criteria set out in the nRFP documents.

- **Supplier Interaction:**

P1 Consulting attended and monitored the information session with Suppliers.

All of the tasks above were completed in a manner that was fair, open and transparent.

2. Competitive Selection Process – Request for Proposals

2.1 Development of the Request for Proposals

P1 Consulting reviewed the nRFP prior to it being posted to the Suppliers and all of our comments related to fairness were satisfactorily addressed by City. We confirm that, from a fairness perspective, the requirements were clear and the nRFP provided the Suppliers a fair process.

2.2 nRFP Open Period Process

Throughout the nRFP open period, the City responded to the questions from the Suppliers and issued addenda to provide greater clarity on the requirements and process. P1 Consulting reviewed all documents that were posted to confirm that they were acceptable from a fairness perspective. The City held a Pre-Proposal Information Meeting with Suppliers on February 29, 2024. P1 Consulting reviewed and commented on the presentation materials in advance, from a fairness perspective, and monitored the meeting.

2.3 Evaluation Preparation

The City developed evaluation procedure documentation in advance of the evaluation process, which was review and approved by the Fairness Monitor. All participants in the evaluation process were required to participate in a training session in preparation for their role in the process, which described roles and responsibilities and the approach to the evaluation. Each evaluation participant was required to sign a participant undertaking, which included a continued commitment to the avoidance of conflicts and respect of confidentiality commitments. Project participants were notified of the appointment of a Fairness Monitor. There were no conflicts identified of which we were aware, which prevented a party from participating in the nRFP evaluation.

2.4 Proposal Receipt

The nRFP Closing Date was April 29, 2024, at 12:00 noon (Local Toronto Time). As per the nRFP, Proposals must have been submitted through the City Online Procurement System prior to the Closing Deadline for them to be compliant. Seven (7) Proposals were received in advance of the Closing Deadline through the City Online Procurement System from the following Suppliers:

- Alpine Building Maintenance Inc.
- Deep Kleen and Maintenance Canada
- Green Maples Environmental Inc
- Integrated Contracting Solutions
- Kleenway Services Inc
- SQM Janitorial Services Inc.
- Impact Cleaning Services LTD

The evaluation was conducted according to the following stages:

1. Stage 1 – Mandatory Submission Requirements
2. Stage 2 – Technical Requirements Evaluation
 - a. Stage 2A – Mandatory Technical Requirements
 - b. Stage 2B - Technical Proposal Rated Evaluations and Reference Check
3. Stage 3 – Pricing and Initial Rankings

2.5 Stage 1 – Mandatory Submission Requirements

Prior to releasing the proposals to the evaluator, the City reviewed each Proposal to determine if they complied with the mandatory requirements of the RFP, and where applicable, issued rectification notices to Suppliers to address deficiencies. P1 Consulting reviewed rectification notices, from a fairness perspective, and confirms that they were issued consistently and in accordance with the RFP. All seven Suppliers met the mandatory requirements and proceeded to Stage 2 - Technical Proposal, Presentation and Rated Evaluations.

2.6 Stage 2 – Mandatory and Rated Technical Requirements Evaluation

The members of the Evaluation Team undertook an individual evaluation and scoring of Proposals against the mandatory and rated criteria described in the nRFP. Subsequent to completion of the individual evaluations, a consensus evaluation process was used to evaluate the using the established evaluation criteria. The participants engaged in a fulsome exchange of views leading to evaluation results, which were agreed to by the evaluators for each Supplier. All participants performed their roles diligently throughout the evaluation process.

P1 Consulting attended the consensus meetings and observed that the proceedings were in accordance with the nRFP and the City's evaluation procedure documents. P1 confirms that the process was fair, transparent and unbiased.

The following Suppliers met the mandatory requirements and met or exceeded the minimum threshold identified in the nRFP for Stage 2 and proceeded to Stage 3 – Pricing and Initial Ranking:

- Alpine Building Maintenance Inc.
- Green Maples Environmental Inc
- Integrated Contracting Solutions
- Kleenway Services Inc
- Impact Cleaning Services LTD

2.7 Stage 3 – Pricing and Initial Ranking

The City reviewed the Pricing Forms submitted from each of the Suppliers who were eligible to participate in Stage 3. In accordance with the RFP, the City issued clarifications which were reviewed P1 Consulting reviewed and validated the results of Stage 3: Pricing and Initial Ranking and confirms that it was undertaken in a fair manner and in accordance with the nRFP.

As per the NRFP, for each Zone, the City tallied each Supplier’s evaluated score to determine the top three ranked Suppliers to be invited to negotiations with the City. The initial ranking results of Stage 3 were as follows:

	Zone - East	Zone - West	Zone - Central
Rank 1	Alpine Building Maintenance Inc.	Alpine Building Maintenance Inc.	Alpine Building Maintenance Inc.
Rank 2	Impact Cleaning Services LTD	Impact Cleaning Services LTD	Impact Cleaning Services LTD
Rank 3	Green Maples Environmental Inc	Kleenway Services Inc	Integrated Contracting Solutions

2.8 Debriefing

At the time of this report, no debriefings have been conducted related to this procurement.

3. Conclusion

Our fairness review was conducted without influence and as of the date of this report, we confirm that we are satisfied that, from a fairness perspective, the processes undertaken related to the Negotiated Request for Proposals for Supply and Delivery of Custodial Services to the City of Toronto have been conducted in a fair, open and transparent manner. As Fairness Monitor for this Project, we are satisfied that City have followed the procedures in accordance with the applicable nRFP and policy documentation and that the participants followed the procedures and fairly applied the evaluation criteria.

A handwritten signature in black ink that reads "Braithwaite".

Stephanie Braithwaite
Director of Fairness Services, P1 Consulting