THE CORPORATION OF THE TOWN OF

GANANOQUE

Canadian Gateway to the 1000 Islands

Request for Proposals (RFP)

Sealed Proposals, **clearly** marked

"**CORP-2020-01 – SERVICE DELIVERY AND OPERATIONAL REVIEW**"

will be received by the Town of Gananoque until
FRIDAY, MARCH 27, 2020, at 1:00 PM
at the Town of Gananoque Administration Office,
30 King Street East, Gananoque, ON K7G 2T6.

The Town of Gananoque reserves the right to reject any or all Proposals.

NOTES TO RESPONDENT

RFP NUMBER:	**CORP-2020-01**	
RFP FOR:	TOWN OF GANANOQUE – Consulting Services – Service Delivery and Operational Review	
RFP CLOSING:	Date:	FRIDAY, MARCH 27, 2020
	Time:	1:00 PM
	Location:	30 King Street East, Gananoque, ON K7G 2T6
RFP OPENING:	Date:	FRIDAY, MARCH 27, 2020
	Time:	1:00 PM
	Location:	30 King Street East, Gananoque, ON K7G 2T6
CONTACT FOR RFP:	Melanie Kirkby, Treasurer Town of Gananoque **mkirkby@gananoque.ca**	

PROPOSALS MUST BE CLEARLY MARKED:

CORP-2020-01 – Consulting Services – Service Delivery and Operational Review
TOWN OF GANANOQUE
30 King Street East, P.O. Box 100, Gananoque, ON K7G 2T6
Attention: Melanie Kirkby, Treasurer

I. GENERAL

This is a Request for Proposal (**RFP**) inviting Consultants to develop and submit to the Corporation of the Town of Gananoque (Town) a proposal setting out the qualifications, experience and conceptual proposal to achieve the Town's goals. The Town will consider entering into a contract for the implementation of the most acceptable proposal which will be determined having regard to the evaluation factors set out in this RFP.

The **RFP** will adhere to the dates as identified on the **NOTES TO RESPONDENT,** unless the Town elects to alter the dates, in which event the Consultants shall be notified of the change.

The following Terms and Conditions will apply to this **RFP**. Submissions of a proposal in response to this RFP indicates acceptance of all the Terms that follow and that are included in any addenda issued by the Town. Provisions in the proposals that contradict any of the Terms of this **RFP** will be treated as if not written and do not exist.

II. QUESTIONS CONCERNING REQUEST FOR PROPOSAL (RFP)

1. Only questions received by the Town in writing by email will be acknowledged. All correspondence shall be sent to the Contact for this **RFP** as outlined on the **NOTES TO RESPONDENT.**

2. No interpretation or clarification of the meaning of any part of this **RFP** will be made orally to any respondent.

3. If any respondent has questions concerning the proposed project, finds discrepancies or omissions in the solicitation document or otherwise requires clarification, such matters should be submitted in writing to the Contact of Proposal named on the **NOTES TO RESPONDENT** prior to the due date noted on the Proposal cover page in order that Town staff may have sufficient time to respond. The Town cannot guarantee a response to any questions received after this deadline. The Town reserves the right to extend the deadline for questions if required.

4. Copies of all questions and answers, and any addenda to supplement the tender, will be posted on the Town's website and/or emailed no later than four (4) business days prior to the proposal due date. Only formal written responses to properly submitted questions will be binding on the Town. Any such clarifications or addenda shall become part of this tender.

5. Contact with Town of Gananoque officials other than the Contact of Tender or their designate on the **NOTES TO RESPONDENT**, is not allowed and will be considered as grounds for disqualification from the selection process.

III. PREPARATION AND SUBMISSION OF PROPOSALS

Consultants shall prepare a proposal addressing all the requirements of this **RFP**. The proposal must include a signed **Form of a Revocable Offer** as set out in **Schedule 'A'** and **Proposal Submission** as set out in **Schedule 'B'.** The Consultant's signature indicates acceptance of the Terms and Conditions set out herein. Ensure that the signatory has authority to commit the company by making such a proposal. Ensure that the proposal includes a contact name, address and phone number.

Your proposal should be concise and should address, but not necessarily be limited to, the requirements and evaluation criteria.

It is essential that the elements contained in your proposal be stated in a clear and concise manner. Failure to provide complete information as requested will be to your disadvantage.

Proposals will be evaluated in accordance with the mandatory requirements as detailed in **VIII. REVIEW/EVALUATION**. Consultants are instructed to address each requirement in sufficient depth to permit a complete requisite analysis and assessment by the Evaluation Team. Only proposals found to meet the mandatory requirements will be further evaluated in accordance with the evaluation criteria subject to point rating as detailed herein.

1. The proposal must be received at the closing location before the specified closing time as per the **NOTES TO RESPONDENT**.
2. The proposal must be in English and must not be sent by mail or courier.
3. Four (4) hard copies of the proposal must be submitted, with one (1) originally signed copy and one (1) digital copy.
4. The proposal must contain a concept work plan as discussed below.
5. The proposal must contain a lump sum fixed price plus HST for all services to be provided in response to this **RFP**.
6. The Consultant must attend an interview with the Town, if requested, at no cost to the Town.

Validity of Proposal

Any proposal must remain open for acceptance for a period of not less than 120 days after the closing date of the **RFP**. After the **RFP** closing date, no amendments to the proposal will be accepted. However, during the evaluation, the Town may require clarification from or conduct interviews with Consultants.

IV. REVIEW

1. The Town of Gananoque reserves the right to select consultants based on the evaluation criteria as set out in **VIII. REVIEW/EVALUATION**.

2. Review and evaluation of proposals will be by an Evaluation Team which may include Council members and staff of the Town.

3. Final approval may be subject to the review and decision by Council of the Town.

4. Upon selection of the finalist, the Town may, if necessary, begin scope clarifications, draft contract revisions, and final price negotiations in order to comply with the budget set out for this activity. Should the negotiations fail to result in an executed contract with the preferred respondent, the Town of Gananoque may, in its sole discretion, elect to terminate negotiations with the preferred respondent and begin negotiations with the second most preferred respondent (and so on) or cancel the procurement process.

5. Prior to commencing any work, the successful respondent will be required to enter into a contract with the Town. Price adjustments to reflect process and/or scope modifications may be negotiated after selection by the Town.

6. The lowest cost Proposal may not necessarily be accepted.

7. **The Town of Gananoque reserves the right to cancel this RFP at any time for any reason, prior to an official contract/agreement being signed.**

V. TERMS AND CONDITIONS

The following Terms and Conditions are deemed to be accepted by all persons submitting a proposal in response to this **RFP**, and are deemed incorporated into every contract resulting from this **RFP**:

1. Consultants are solely responsible for their own expenses in preparing a proposal and for subsequent interviews and negotiations with the Town, if any. If the Town elects to reject any or all proposals, the Town will not be liable to any Consultant for any claims, whether for costs or damages incurred by the Consultant in preparing the proposal, loss of anticipated profit in connection with any final contract, or any other matter whatsoever.

2. The Consultant, by submitting a proposal, agrees that it will not claim damages, for whatever reason, relating to the contract or in respect of the competitive process, and the Consultant, by submitting a proposal, waives any claim for loss of profits if no contract is made with the Consultant.

3. Each Consultant is deemed to expressly declare and warrant in the proposal that:
   a. The prices in this proposal have been arrived at independently from those of any other Consultant.
   b. The prices in this Proposal have not been knowingly disclosed by the Consultant, and will not knowingly be disclosed by the Consultant prior to award, directly or indirectly, to any other Consultant or competitor.
   c. No attempt has been made, nor will be made, to induce any other person to submit or not to submit a proposal for the purpose of restricting competition.
   d. This proposal is in all respects fair and without collusion or fraud.
   e. The Consultant is competent to perform the work as described in this **RFP**, and has the necessary qualifications, knowledge, skill and experience to perform the work.

4. This **RFP** shall not be construed as an agreement to purchase goods or services. The Town is not bound to enter into a contract with the Consultant who submits the lowest-priced proposal, or with any Consultant. Proposals will be assessed in light of the evaluation criteria. The Town will be under no obligation to receive further information, whether written or oral, from any Consultant.

5. Neither acceptance of a proposal nor execution of a contract will constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any federal or provincial law, or municipal by-law.

6. Notice in writing to a Consultant that it has been identified as the successful Consultant and the subsequent full execution of a written contract will constitute a contract for the goods or services, and no Consultant will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both events.

7. By submission of a proposal, the Consultant agrees that should its proposal be successful, the Consultant will enter into a contract with the Town that includes, at a minimum and without limitation; the clauses set out in **V. TERMS AND CONDITIONS** of this **RFP**.

8. While the Town has used considerable efforts to ensure information in this **RFP** is accurate, the information contained in this **RFP** is supplied solely as a guideline for Consultants. The information is not guaranteed or warranted to be accurate by the Town, nor is it necessarily comprehensive or exhaustive. Nothing in this **RFP** is intended to relieve Consultants from forming their own opinions and conclusions with respect to the matters addressed in this **RFP**.

9. Consultants are solely responsible for familiarizing themselves, and insuring that they comply, with the laws applicable to the collection and dissemination of information, including resumes and other personal information concerning employees and employees of any Sub-Consultants. If this **RFP** requires Consultants to provide the Town with personal information of employees, Consultants will ensure that they have obtained consent from the employees before forwarding such information to the Town. The Consultant, by submitting a proposal, consents to the use and collection of all personal information contained in the proposal and specifically acknowledges and agrees that such information may be made public by the Town without additional consent from the Consultant.

10. The Consultant shall comply with applicable regulations of the *Accessibility for Ontarians with Disabilities Act, 2015 (the AODA)*. The Consultant shall ensure that any employees, agents, volunteers or others for whom it is at law responsible and who are involved in providing goods and services to the Town of Gananoque shall be trained under these regulations.

11. The Proponent shall, at all times during the term of this Agreement, maintain the following insurance:

    Commercial General Liability Insurance issued on an occurrence basis for an amount of $5,000,000 per occurrence/$5,000,000 annual aggregate for claims. Such insurance shall include, but is not limited to bodily injury and property damage including loss of use; personal injury; contractual liability; premises, property & operations; broad form property damage; broad form completed operations; owners & contractors protective; occurrence property damage; products; employees as Additional Insured(s); contingent employers liability; cross liability and severability of interest clause.

    Such insurance shall add the Corporation of the Town of Gananoque as an Additional Insured subject to a waiver of subrogation. The insurance shall be non-contributing with and apply as primary and not as excess of any insurance available to the Town.

Professional Liability (Errors & Omission) Insurance for an amount of not less than $2,000,000. If coverage is written on a claims made basis, the policy shall include an extended reporting period of 24 months or be maintained for 2 years following completion of the contract.

The Policies shown above shall not be cancelled unless the insurer notifies the Town in writing at least thirty (30) days prior to the effective date of the cancellation.

The insurance policy will be in a form and with a company which are, in all respects, reasonably acceptable to the Town. The proponent shall provide the Town with a certificate of insurance evidencing the above coverage prior to commencement of work.

Any and all deductibles shall be the sole responsibility of the Proponent and the Town shall not bear any cost towards such deductible. Additionally, the Town shall not be responsible for any damage to the property or equipment used on the project.

The Town reserves the right to request additional insurance to address any additional exposures.

The Consultant will obtain all the licenses and permits required to perform the work.

WSIB coverage or its equivalent shall be provided.

VI. PROVISIONS OF THE AGREEMENT

The following contractual terms shall be included in any contract entered into with the successful Consultant. The final contract negotiated with the successful Consultant shall not be limited to the Terms set out below:

1. The Consultant will comply with all laws applicable to the work or performance of the Contract.

2. Any Contract resulting from this **RFP** will be governed by and will be construed and interpreted in accordance with the laws of the Province of Ontario.

3. All disputes arising out of or in connection with the Contract will, unless the parties agree otherwise, be referred to and finally resolved by arbitration pursuant to the *Municipal Arbitrations Act*.

4. The Contract and the financial obligations of the Town pursuant to that Contract are subject to there being sufficient money available in the municipal budget to enter into and complete the Contract.

5. Any Contract resulting from this **RFP** will require that the Consultant indemnify and save harmless the Municipality, its employees, elected officials and agents from and against all claims, demands, losses, damages, costs and expenses made against or incurred, suffered or sustained by the Town at any time or times (either before or after the expiration or sooner termination of this Contract) where the same or any of them are based upon or arise out of or from anything done or omitted to be done by the Consultant or by any servant, employee, officer, director or sub-Consultant of the Consultant pursuant to the Contract excepting always liability arising out of the independent acts of the Town.

6. Any Contract resulting from this **RFP** shall require that the Consultant, without limiting its obligations or liabilities and at its own expense, provide and maintain throughout the Contract term, insurance acceptable to the Town. The Consultant will provide the Town with evidence of the required insurance and the Town shall be named as an additional insured.

7. The Town will be the owner of the intellectual property rights in the designs, plans and reports developed through the Contract.

8. For billing purposes payment will be made on a monthly basis. The Town's terms of payment are net thirty (30) calendar days upon receipt of invoice.

9. All invoices must be submitted within sixty (60) Calendar Days of completion of the works or the Town will not be responsible for payment.

VII. DESCRIPTION OF PROCUREMENT PROCESS

The Town reserves the right to:

1. Supplement, add to, delete from or change this solicitation document.
2. Reject any or all Proposals or information received pursuant to this **RFP**.
3. Cancel this **RFP** at any time, with or without the substitution of another **RFP**.
4. Request additional data or information after the submittal date, if such data or information is considered pertinent to aid the review and selection process;
5. Conduct investigations with respect to the qualifications and experience of each respondent. This includes investigating references that may not be listed in the proposal.
6. Take any action affecting the **RFP** or the services or facilities subject to this **RFP** that would be in the best interests of the Town.

7. Require one or more respondents to supplement, clarify or provide additional information in order for the Town to evaluate the Proposals submitted.
8. The Town is not bound to accept the lowest price submission.

VIII. REVIEW/EVALUATION

Submissions received in response to the **RFP** will be evaluated based on the following criteria, but not necessarily in this order of priority.

1. Only those proposals which satisfy all **MANDATORY** requirements detailed herein will be further evaluated.

2. The evaluation of proposals will be based on the following for a total of 100 points:

   a. Company Profile – Ability to Conduct Work – 10 points;
   History of the firm, including details of relevant experience, project references. Key individual personnel demonstrating experience and education.

   b. Methodology Proposed – 25 points;
   Understanding of scope and objectives of project, proposed methodology, end product.

   c. Management of the Work – 20 points;
   The proposal shall include a concept plan outlining strategy and timeline for completed works - Schedule of Project, Reporting, outside resources.

   d. Proposal Presentation – 5 points;
   Quality of proposal meets the expected final project.

   e. Professional fees.
   40 points for Lowest Proposed Fee
   35 Points for Second Lowest Proposed Fee
   30 Points for Third Lowest Proposed Fee
   25 Points for Fourth Lowest Proposed Fee

3. The Consultant with the highest overall score may be identified as the successful Consultant and provided an opportunity to negotiate a contract to perform the work.

4. Selection of a proposal will be based on all the above criteria and any other relevant information provided by the Consultant(s). Final selection will be based upon the evaluation of proposals unless it is deemed necessary to conduct interviews with one or more of the Consultant. The Consultant determined the best qualified to perform this project will be required to be recommended to Municipality Council for contract award.

IX. SITE LOCATION

Town of Gananoque.

Community Profile and Quick Facts:

The Town of Gananoque, with a population of 4,291, is located in Eastern Ontario, Canada. As the Gateway to the 1000 Islands, is internationally recognized as one of Eastern Ontario's most stunning waterfront communities and is thoroughly enjoyed by residents, tourists and the local business community.

Gananoque and the 1000 Islands welcomes over a million visitors each year. With a vibrant tourism sector and influx of guests, the Town has much to offer for people of all ages including diverse businesses, entertainment, recreation and services.

The Town of Gananoque Mission Statement is “We are a vibrant, historic waterfront community promoting economic prosperity and cultural preservation in a financially and environmentally sustainable manner.”

The Town is located in Eastern Ontario along the Highway 401 between Ottawa, Toronto and Montreal corridor with close proximity to the United States at the 1000 Islands International Bridge.

X. SCOPE OF SERVICES

The Corporation of the Town of Gananoque is seeking to engage a consultant to prepare a Service Delivery and Operational Review.

The Deliverables for this Project Include:

- Prepare an inventory of services currently being provided by the Town and evaluate these services for alignment with the needs, wants and financial capacity of the community.
- Categorize which services are mandatory, discretionary, necessary, or being delivered at a higher than standard level.
- Identify services delivered indirectly by a third party on behalf of the municipality.
- Identify options and opportunities to adjust services and service levels.
- Obtain and present comparative data with similar Municipalities regarding services and service levels, with emphasis placed on identifying those who are regarded as employing best practices.

- Meet with the Senior Management Team 1-3 times to review work plan, discuss information required and present the key/critical findings. The consultant will further correspond regularly thereafter with key contact staff, to monitor and review progress and to provide direction and input as required.

- Interview key internal stakeholders to record comments and observations about current operations, and to provide suggestions for improvements. Participation of the Chief Administrative Officer, the Senior Management Team and front-line employees of each department.

- Present and recommend strategies for implementation of revenue increases, specifically appropriate levels of user fees for cost recovery.

- Present and recommend strategies for implementation of cost efficiencies.

- Review the current organizational structure of the municipality and the corresponding resources allocated to the departments with regard to the operational requirements and service level objectives.

- Determine and recommend the most cost-effective and strategic way to structure Town operations to meet current and future needs, taking into account other stakeholder partnerships that exist within the Town.

- Recommend practical, achievable and realistic revisions/adjustments to the overall organizational structure.

- Illustrate technological solutions to facilitate efficiencies.

- Analyze the results of consultations to highlight priority of services to be delivered as well as corresponding levels required to meet the expectations of stakeholders; perceptions regarding the current level of services, within the available resources, or identifying the gap to achieve the target service levels.

- Indicate specific recommendations in regard to changes in services and programs and resources including whether specific services should be reduced, expanded, discontinued or delivered in an alternate way and whether specific services and programs are best delivered by the Town, the non-profit sector or the private sector.

- Prepare a draft final report and review project findings and proposed recommendations, including detailed implementation and/or phasing plans, with the Chief Administrative Officer, and the Senior Management Team prior to finalizing the report.

- Prepare and present at the **August 11, 2020** Council meeting, the final report summarizing the results of the Service Level and Operational Review findings, conclusions, recommendations and work plans. The consultant shall provide all presentations, materials and final report in an electronic form acceptable to the Town (for example pdf).

- This project must be completed by **September 30, 2020**.

- Provide assistance to the CAO and Senior Management Team in:

(a) planning and communicating the project to Town staff throughout the duration of project,

(b) planning and communicating the project to the public and other stakeholders; and,

(c) presenting and communicating the final report and implementation plan to Town staff.

The Consultant will submit the Service Delivery and Operational Review as follows:

- Documents shall be Compliant with *Accessibility for Ontarians with Disabilities Act* (AODA),
- Ten (10) bound colour copies of the final Service Delivery and Operational Review,
- One (1) unbound print-ready copy of the final Service Delivery and Operational Review,
- One (1) digital copy in PDF format, of any and all draft versions and the final version of the Background Study and Bylaw.
- One (1) digital copy in Word format, of any and all draft versions and the final version of the Background Study and Bylaw.

Available Resources (available on the Town website):

- Town of Gananoque Official Plan, 2009.
- Town of Gananoque Asset Management Plan, 2013, 2016 & 2019.
- Town of Gananoque Strategic Plan, 2020
- Town of Gananoque website: **www.gananoque.ca**

XI. PROPOSAL

Consultants shall prepare a proposal addressing all the requirements of this **RFP**. The proposal should be concise and should address, but not necessarily be limited to, the requirements and evaluation criteria set out in this **RFP**.

Proposals will be evaluated in accordance with the requirements as detailed in **VIII. REVIEW/EVALUATION**. Consultants are instructed to address each requirement in sufficient depth to permit a complete requisite analysis and assessment by the Evaluation Team. Only proposals found to meet the mandatory requirements will be further evaluated in accordance with the

evaluation criteria subject to point rating as detailed herein.
The proposal must include a signed **Form of Irrevocable Offer** and **Proposal Submission** as set out in **Schedule 'A' and 'B'**. The Consultant's signature indicates acceptance of the terms and conditions set out herein. Ensure that the signatory has authority to commit the organization by making such a proposal. Ensure that the proposal includes a contact name, address, email address and phone number.

A total of four (4) hard copies and one digital copy of the proposal are required to be submitted.

Schedule 'A'
FORM OF IRREVOCABLE OFFER

I, hereby offer to provide the requirements under the Request for Proposal (RFP) to the Corporation of the Town of Gananoque according to the terms set out in this proposal as well as in the RFP, including the requirement for an acceptance by a formal contract acceptable to the Corporation of the Town of Gananoque. I also agree that this irrevocable offer shall be open to acceptance by the Corporation for a period of 120 days from the closing date for the receipt of proposals.

Witness	Signature
	Name
	Title
	Address
	City/Province
	Telephone
	Fax Number
	Email

Schedule 'B'
PROPOSAL SUBMISSION

RFP NUMBER: **CORP-2020-01**

RFP FOR: TOWN OF GANANOQUE
CONSULTING SERVICES – SERVICE DELIVERY AND OPERATIONAL REVIEW

I/We the undersigned have read and understand this Proposal document, and herewith agree to perform the Scope of Work required in accordance with the Proposal document issued by Procurement Services, at the price(s) listed below:

We certify that:

1. The party executing this document is authorized to sign the same.

2. To the best of my/our knowledge and belief the information provided in our Proposal submission is correct.

3. Except as expressly and specifically permitted in the instructions to Consultants, we shall not have any claim for any compensation of any kind whatsoever, as a result of participating in this bid, and by submitting a bid we shall be deemed to have agreed that we have no such claim.

4. To the best of my/our knowledge and belief our bid submission is made without any connection, comparison of figures or arrangement with or knowledge of any other corporation, firm or person submitting a bid for the same work and is in all respects fair and without collusion or fraud.

5. To the best of my/our knowledge and belief no member of the Council and no officer or employee of the Corporation of the Town of Gananoque is, will be, or has, become interested, directly or indirectly, as a contracting party, partner, stockholder, surety or otherwise in, or in the performance of the contract, or in the supplies, work, or business to which it relates, or in any portion of the profits thereof, or in any of the money to be derived therefrom.

6. My/Our bid submission will remain open for acceptance for a period of 120 (one hundred and twenty) calendar days after opening of the bids and the Corporation of the Town of Gananoque may at any time within this period accept our bid submission.

7. *Accessibility for Ontarians with Disabilities Act* (AODA)
   I/We acknowledge the awareness of and all measures that will be taken to comply with the AODA.

Schedule 'B' (Cont'd)
PROPOSAL SUBMISSION

The check boxes below ☐ are included as a convenience only to ensure requirements for submission is complete.

WORK PLAN: The proposal should include a work plan for all required works.	☐
NUMBER OF COPIES: Four (4) hard copies of the proposal must be submitted, with one originally signed copy and one (1) digital copy.	☐
EXPERIENCE OF SIMILAR WORK: The proposal should include a history of the firm as well as experience of similar work and references. The Consultant shall submit up-to-date curriculum vitaes for all personnel that will work on the project.	☐
Pursuant to Section 29(1)(a) of the *Municipal Freedom of Information Act*, I _____, authorize the Corporation of the Town of Gananoque to contact any person(s)/companies for the purpose of obtaining reference information.	☐
SUBCONSULTANTS: Are there any sub-Consultants being used? ☐ Yes ☐ No If yes, Please include phone/email information and any other qualifying details as part of submission	
PROPOSAL BID: The proposal shall include a fixed lump sum price for undertaking the scope of work as described in this RFP. The fee proposal shall include any sub-consultants and all disbursements.	☐
ADDENDA: The Consultant is requested to confirm that it has received all addenda by listing the addenda numbers or, if no addenda were issued, "None": Addenda Numbers: _____	☐
SCHEDULES: Schedule "A" Form of Irrevocable Offer Schedule "B" Proposal Submission	☐

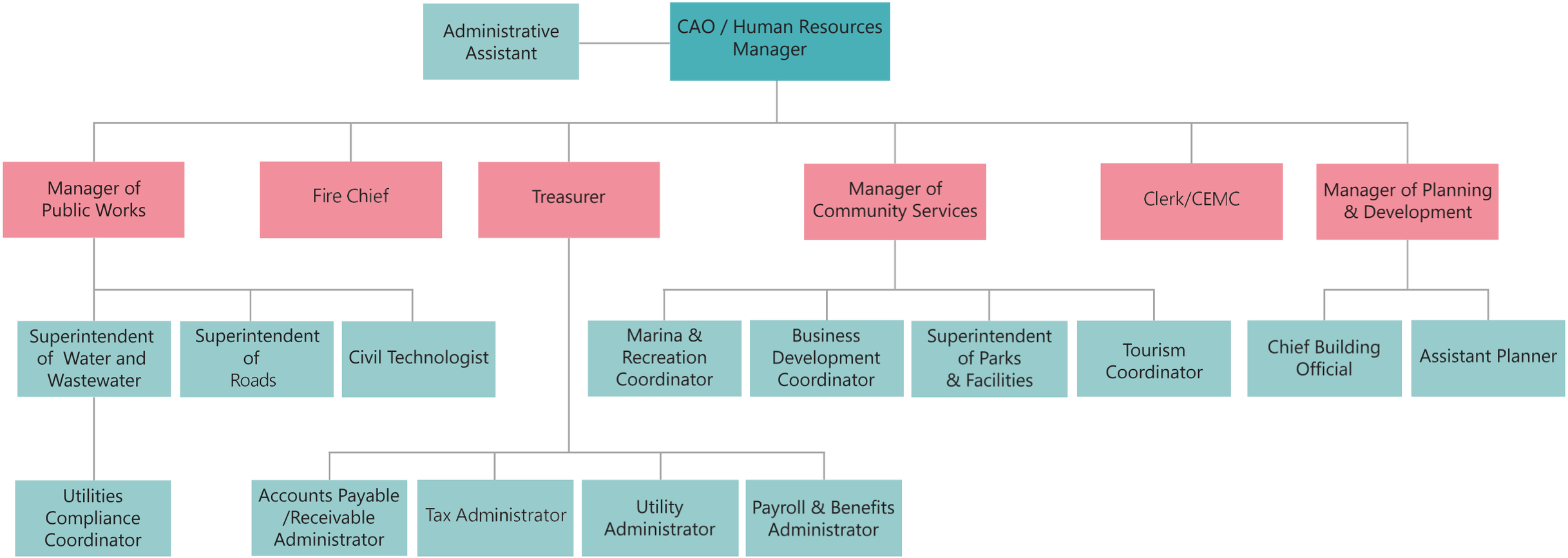
Schedule 'B' (Cont'd)
PROPOSAL SUBMISSION

COMMENCEMENT: Date of Earliest Commencement Of Work Upon Award: Date: _____	☐

SIGNED AND SUBMITTED FOR AND ON BEHALF OF: The undersigned hereby acknowledges and agrees that the Scope of Services has been read and is fully understood.	☐

Business Name (please print)	Telephone
Street Address (please print)	Cell:
City/Town and Postal Code	Email Address:
Title of Authorizing Representative:	Print Name:
Date:	Signature:
Your completion of this form confirms acceptance of the Town of Gananoque Terms and Conditions. Consultants who impose restrictions on their bid using a qualifying statement risk having their bid rejected.	

Appendix 'C' – Current Organizational Structure



Appendix 'D' – Town of Gananoque Services and Programs

Administration:

- CAO Office
- Human Resources (recruitment & retention, training and development, pay equity)
- Policy Development & Review
- Clerk's Office (Council Meeting Management and Support, Administrative Support to Mayor and Council Members, Records and Information Management, Municipal Freedom of Information, Elections Management, Accessibility)
- Emergency Management
- Lottery licenses
- Taxi Licenses
- Civil Marriage Officiant

Finance:

- Budget – Capital and Operating
- Accounting and Reporting
- Tax Billing & Collection
- Utility Billing & Collection
- Accounts Receivable
- Accounts Payable
- Revenues
- Payroll and Benefits
- Asset Management
- Counter Service, payments, complaints, inquiries
- General telephone mailbox
- Pick up, sort and receive mail
- Banking
- Marriage Licenses
- Death Certificates
- Dog Licensing

Fire Service:

- Fire Suppression Response – structural, vehicle, grass/brush
- Emergency Medical Response
- Hazardous Material Response
- Fire Code Compliance Enforcement
- Education & Training
- Fire Prevention
- Fire Life Safety Education

Community Services:

- Economic Development
- Community Improvement Program (CIP)

- Built & Cultural Heritage Committee
- Rural Economic Development (RED) Program
- Tourism / Visitor Centre
- Recreation
- Marina
- Municipal Facility Management
- Parks Maintenance and Management
- Trail Management

Planning and Development:
- Land Use Planning (Official Plan, Development Permit, Subdivision, Consent, Condo)
- Bylaw Enforcement – Parking, Animal control, Municipal By-laws
- Waterlot leases
- Licensing - mobile canteens, short term accommodations
- Building Inspection and Permits

Public Works (Roads):
- Roads (surface, curbs, sidewalks)
- Bridge and Culvert Structures
- Corridor Safety Management (streetlights, guard rails, signage)
- Winter Maintenance
- Facility Management – Garages
- Storm Sewer System and Drainage
- Waste Management Services (collection contract, transfer depot)
- Fleet / Equipment Management
- Capital Planning / Asset Management
- Minimum Maintenance Standards
- Inventory Control

Public Utilities (Water & Wastewater):
- Underground Services – Water Distribution
- Underground Services – Wastewater Collection
- Water Tower
- Water Treatment
- Wastewater Treatment – Lagoon and Pumping Stations
- Compliance and reporting
- Facility Management – Water Treatment Plant, Pumping Stations

Last Revision Date: March 4, 2020