



The Corporation of the Town of Cochrane

REQUEST FOR PROPOSAL **Service Delivery Review**

Reference No.:	RFP 2020-08
Issue Date:	Monday, May 25, 2020
Closing Date:	Thursday June 11, 2020 at 2:00 pm, local time
Anticipated Contract Awards:	Friday June 12, 2020
Execution of Review:	June 15, 2020 – August 31, 2020
Draft Report Due:	September 2, 2020
Final Report and Presentation To Council:	September 15, 2020

Request for Proposal

CONSULTING SERVICES TO CONDUCT A SERVICE DELIVERY

The Corporation of The Town of Cochrane is soliciting proposals for the supply of professional consulting services to conduct a service delivery review of the Town of Cochrane.

SEALED PROPOSALS clearly marked as to contents "**RFP 2020-08 – Service Delivery Review**", will be received by:

The Corporation of the Town of Cochrane
Alice Mercier – Clerk
171 Fourth Ave
Cochrane, ON P0L 1C0

Alice.Mercier@cochraneontario.com

Until 2:00 pm on June 11, 2020

All proposals are subject to the terms and conditions of the Request for Proposal, the accompanying specifications, and all other contract provisions or data that is incorporated.

Should any proponent(s) find any discrepancies, errors and/or omissions in the proposal document or be in doubt as to any part thereof, he/she is required to direct all inquiries to the following individual:

Alice Mercier – Clerk
Email:

Alice.Mercier@cochraneontario.com

No oral interpretation will be effective to modify any provisions of this proposal document. Any modification or clarification will be done by written addendum issued by the Clerk.

The Corporation of The Town of Cochrane reserves the right to accept or reject any or all Proposals, or to waive any immaterial error in any submission should it be in the best interest of the Town to do so.

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DEFINITIONS

“CONTRACT” means an Agreement and any attachments approved by the Town.

“TOWN” AND/OR “MUNICIPALITY” means The Corporation of The Town of Cochrane.

“TOWN CLERK” means the Clerk for The Corporation of The Town of Cochrane.

“DISCRETIONARY SERVICES” means services or transfer of funds provided at the discretion of Council.

“ESTABLISHED SERVICES” means services that have been provided for a considerable period of time and are recognized by the community as a continuing program.

“MAY” used in this document denotes permissive.

“MANDATED SERVICES” means services or transfer of funds required through Provincial or Federal legislation, regulation or policy.

“PROPONENT” AND/OR “VENDOR” AND/OR “CONSULTANT” means a company submitting a proposal in response to this Request for Proposals.

“PROPOSAL” means a proponent’s proposal in response to this Request for Proposals.

“OTHER SERVICES” means services which may be delivered indirectly by a third party on behalf of the municipality or services not falling into other categories.

“REQUEST FOR PROPOSAL (RFP)” means the document issued by The Corporation of The Town of Cochrane.

“SELECTED PROPONENT” means the proponent(s) whose proposal has been selected by the Town for further consideration.

“SHALL” used in this document denotes imperative.

“SUCCESSFUL PROPONENT(S)” means proponent(s) whose proposal(s) have been approved by the Town.

1.0 SCOPE OF PROJECT

1.1 Background

The Town of Cochrane is located in the heart of the Great Clay Belt of Northeastern Ontario. The town site was laid out in 1908 on the Old Overland Packet Trail to Moosonee. Today, Cochrane is situated at the cross road of Hwy 11 North and Hwy 11 West located 709 kilometers north of the city of Toronto and 738 kilometers east of Thunder Bay. Today the Town has a population of approximately 5,321 and functions as a service centre for a wide tributary area. It also provides business services for residents and has a base in the forest, agriculture, mining, tourism and government services industries

The Service Delivery Review is to improve the understanding of the services currently provided by the Town and provide better information that will allow the community, Council and staff to make informed strategic choices regarding those services. The Service Delivery Review will accomplish this by investigating current services and their delivery approach, identifying potential changes to service delivery methods and/or service levels and recommending changes that will improve efficiency or effectiveness. The Service Delivery Review findings must be presented by August 31, 2020

1.2 Nature of Consulting Agreement

The Town of Cochrane wishes to engage a consultant with experience in the organization and operations of municipalities to conduct a Service delivery review. This review will have specific focus on service provision and identifying opportunities through process re-engineering and innovation to improve the overall effectiveness and efficiency of the Town operations.

The consultant shall provide a detailed review of the operations of all departments, their services and programs to identify opportunities for improvement that will achieve greater efficiency in municipal operations, reduce operating costs, and establish long-term sustainability.

The review will be conducted through a process that is factual, analytical, transparent, and open to the public.

1.3 Project Objectives

The Consultant shall develop a work plan that reviews and makes recommendations on the following elements:

SERVICES REVIEW

- An inventory of services. To 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. Identification of the resources applied to each of these services and provide qualified opinion on adequacy of resourcing.
- Cost of services
- Determine service level needs (legislative, strategic directions, community expectations). Identify optimal service levels including as they pertain to developing Levels of Service, improve service delivery methods, and achieve greater efficiency through various means.
- Evaluating efficiency and effectiveness of services delivered.
- Identify alternative services, service methods or processes.
- Provide a game plan to achieve desired results and expected impact on costs

PROCESSES AND SYSTEMS REVIEW

To review the current procedures and systems, and the resources allocated to the departments with regard to the operational requirements and objectives that have been assigned.

- Reviewing operating procedures, processes, services/programs and allocated resources to assess potential areas of improvement.
- Evaluate the role of our existing technologies, including but not limited to the corporations' new work order and asset management system, in the business and work flow processes, and how the municipality can maximize their use and benefits.
- Evaluate how are we currently monitoring services, outcomes and performance and make recommendations for improvements.
- Identifying range of potential options for Department structure and services
- Ensuring that options provided clearly identify: Costs of options, savings potentials/reinvestment opportunities, Service changes to ratepayers, areas for shared services.
- Reviewing existing organizational structure focusing on essential staffing and maximizing efficiency of service delivery.
- Recommend practical, achievable, and realistic revisions/adjustments to services, procedures and systems, which may include:
 - (a) eliminating duplication and overlap of responsibilities within Town departments and between Town departments;

- (b) improving the utilization of technological solutions to the service delivery model;
- (c) improving the delivery time and quality of services provided by the municipality;
- (d) improving communications within Town departments and between Town departments; and,
- (e) achieving cost savings through a focus on modernization of the service delivery model.

1.4 *Desired Results*

- ✓ Alignment of community needs and a more engaged community
- ✓ Higher quality service provision
- ✓ Cost savings and where possible income generation
- ✓ Increased efficiency of often limited resources
- ✓ Partnerships and networks with other local governments and service providers
- ✓ Increased capacity of staff to respond to changing needs of the community
- ✓ Staff who work cooperatively across departments
- ✓ A more systemic approach to understanding future community needs.
- ✓ An Inventory of services
- ✓ Cost of services
- ✓ Determine service level needs (Legislative, strategic directions, community expectations, etc)
- ✓ Identify alternative service provisions
- ✓ Improve processes to provide for more efficient service delivery, facilitate planning and analysis of services and related costs
- ✓ A more systematic approach to providing and evaluating services
- ✓ Provide a game plan to achieve desired results

1.5 *Deliverables*

1. The consultant shall provide specific recommendations in regards 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.
2. Based on the recommended service delivery model, the consultant may recommend changes to the operational structures including applicable departments, divisions, other service providers, services and programs, updated reporting responsibilities, etc., with a view of maximizing innovation, beneficial risk taking, adaptability and accountability.
3. The consultant shall prepare a draft final report and review project findings and proposed recommendations (including detailed implementation and/or phasing

plans), no later than September 2, 2020, with the Chief Administrative Officer and the Senior Staff, prior to finalizing the report.

4. The consultant shall present a written final report summarizing the results of the Service Delivery Review incorporating findings, conclusions, recommendations and work plans to the Town by the agreed upon completion date and before September 2, 2020 ahead of the scheduled Council meeting on September 15, 2020. In addition, the consultant shall provide all presentations, materials and final report in an electronic form acceptable to the Town. The final report will be made available for the general public.
5. The consultant shall appear before Council to present the final report at its regular Council meeting on September 15, 2020.
6. The consultant shall provide assistance to the CAO and the Senior Staff in:
 - (a) planning and communicating the project to Town Council and 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 Council and Staff.

1.6 Current Organizational Structure

Please refer to Appendix A.

1.7 Proposal

The Municipality requires proponents to submit the proposal via mail or email.

The proposal shall include:

- (a) an overview of the proposed methodology;
- (b) names of the key personnel to be assigned with resumes outlining qualifications and experience;
- (c) relevant experience of key personnel and the firm in conducting service delivery reviews of the nature set out herein;
- (d) names and contact information for a minimum of three (3) references who can attest to the consultant's performance on similar assignments;

- (e) project schedule with relevant milestone dates identified; and,
- (f) project costing which shall include an upset limit (fees and disbursements) including the hourly rates for the assigned staff.

2.0 INSTRUCTIONS TO PROPONENTS

2.1 *Closing Date*

Sealed proposals will be accepted at the location listed below, by 2:00 p.m. local time on Thursday June 11, 2020. All proposals should be sent in packages clearly identified as “**RFP – Service Delivery Review**” to:

The Corporation of the Town of Cochrane
Alice Mercier – Clerk
171 Fourth Ave
Cochrane, ON P0L 1C0
Alice.Mercier@cochraneontario.com

Proposals and/or Amendments to Proposals will be accepted by mail or email. The envelope or subject line must be clearly marked “RFP 2020-08 Service Delivery Review”.

Proposals received after this time will be returned to the vendor unopened, and will not be considered. The use of any means of delivery of a Proposal shall be at the risk of the proponent.

Vendors may not make modifications to their proposals after the closing date and time except as may be allowed by the Town.

The Town may reproduce any of the vendors’ proposals and supporting documents for internal use.

The Town will not be obligated in any way by the vendor’s proposal. The Town will not return any of the vendors’ proposals or supporting documents to the vendor.

The Town intends to open and evaluate proposals internally. There will not be a public opening.

2.2 Errors and Omissions

Should any errors or omissions be discovered in this document, concerns should be directed to: Alice Mercier – Clerk, 171 Fourth Ave, Cochrane, ON P0L 1C0, Email: Alice.Mercier@cochraneontario.com

Any modifications to the RFP shall be posted as an addendum.

2.3 Addenda

The Town may provide additional information, clarification, or modification by written addendum. All addenda shall be incorporated into and become part of this Request for Proposals.

Any change to this document will be communicated to all involved vendors in writing, as an addendum, by posting to the Town's website (www.cochraneontario.com) The Town shall not be bound by oral or other information, explanations, or clarifications not contained in written addenda.

2.4 Inquiries and Changes

Any inquiries regarding the Proposal should be directed by email only to: Alice Mercier – Clerk, Alice.Mercier@cochraneontario.com

If it is determined that the response to the inquiry is of a substantive nature, the Town of Cochrane reserves the right to provide the response on the Town of Cochrane website as an addendum.

At no time during the Vendor selection process will any oral response or clarification be binding upon the Town of Cochrane.

Prior to the date of submission, proponents must not contact any other representative of the Town regarding this RFP, other than the representative identified above. Unauthorized contact with any Town representative, including Members of Town Council, may cause for the rejection of the proponent's proposal.

A proponent may not at any time communicate directly or indirectly with the media in relation to this RFP; or any contract awarded pursuant to this RFP without first obtaining the written permission of the Town.

Proponents are cautioned to carefully read the procedures, terms, conditions and requirements of this RFP, as any deviations, omissions, inaccuracies or misstatements may be cause for rejection of the proposal.

The proposal response should identify an individual in the proponent's organization who is to be contacted in regard to any questions or items needing clarification with respect to the response. Please provide telephone, email address, and facsimile numbers for this contact.

2.5 Municipal Freedom of Information and Protection of Privacy Act

All proposals shall become the property of the Town of Cochrane and will not be returned. The proposals will be held in confidence by the Town subject to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) with respect to, and protection of, information under its custody and control.

Accordingly, all documents provided to the Town of Cochrane in response to this Request for Proposal may be available to the public unless the party submitting the information requests that it be treated as confidential.

2.6 Insurance

Any selected proponent shall be required to provide Commercial General Liability Insurance, structured on a "per occurrence" basis, and motor vehicle liability, in the amount of no less than two million dollars (\$2,000,000.00). WSIB coverage, whether mandatory or optional, shall be provided. Additional insurance may also be required depending on the nature of bids submitted.

Policies shall be in a form satisfactory to the Town and shall be kept in full force during the complete period. The Town shall be named as an additional Insured on the Commercial General Liability policy, and any successful proponent shall provide evidence of all insurance coverage, and proof of WSIB coverage, before the Town shall enter into a contract in relation to this Request for Proposal, and throughout the life of the contract.

2.7 Confidentiality of Information

Any information furnished under this RFP is for the sole purpose of responding to this RFP. All information provided is considered to be confidential by the participants, and prospective bidders shall have a fiduciary obligation to keep all such information confidential. Reproduction of any part of this RFP is authorized only for the preparation of your response.

2.8 Proprietary Information

All proposals will be considered confidential during the evaluation process. Extracts of the responses and the costs of their solutions may be used as part of an Evaluation Team report. Bidders must indicate in their responses which parts of their response, if any, are confidential.

2.9 Withdrawal of Proposal

Proposals may be withdrawn by written request only to the Town Clerk at any time prior to the scheduled closing time.

2.10 Time Proposal is Open for Acceptance

This RFP is irrevocable and is to remain open to acceptance by the Town of Cochrane for a period of forty-five (45) days after the date and time set for submission of RFP. The Town of Cochrane's acceptance is conditional on its application to the Municipal Modernization Program being successful for the total project cost.

2.11 Town's Right to Terminate

The Town of Cochrane reserves the right to terminate this Request for Proposal at any time. Submission and receipt of a proposal does not represent a commitment on the part of the Town to proceed further with any proponent or project and the Town is under no obligation to award a contract as a result.

2.12 Costs for Preparing Proposal

The proponent must assume all of their costs associated with the production of this RFP. In no event will the Town be responsible for the costs of preparation or submission of any proposal.

2.13 Format for Response

To ensure similarity in proposal presentation and to facilitate the comparison of competing proposals by the Evaluation Team, proponents shall include the required material using the sections as numbered below.

SECTION	DESCRIPTION
-	Cover Letter
-	Table of Contents
-	RFP Submission Form (Schedule 2)
1	Executive Summary
2	Vendor Profile and Qualifications
3	Key Personnel and References
4	Understanding of Objectives of the Review
5	Proposed Methodology
6	Detailed Project Work plan
7	Town of Cochrane Resource Requirements
8	Valued Added Services
9	Pricing Schedule
10	Any Additional Information

2.14 Evaluation of Proposals

The Town reserves the right to reject the lowest, any, or all proposals; or accept any proposal as the most satisfactory in the opinion of the Municipality, without liability on the part of the Municipality. The Town reserves the right to waive any immaterial error in any submission should it be in the best interest of the Town to do so. The Town also reserves the right to negotiate further with one or more of the proponents whose proposal(s) meet all of the criteria set out in this RFP.

The Town may award the RFP on the basis of the proposals received, without discussion. Each proposal should, therefore, contain the proponent's best terms and include all requirements, terms and conditions; and should not assume that any opportunity will exist to add such matters after the proposal is submitted.

The Town reserves the right, at its sole discretion, to negotiate with any proponent as it sees fit, or with another proponent or proponents concurrently. In no event will the Municipality be required to offer any modified terms to any other proponent. The Municipality shall incur no liability to any other proponent as a result of such negotiations or modifications.

The Town shall have the right to negotiate with each and every proponent the terms and conditions of their proposal, the details of the contract and the inclusion or exclusion of all or any portion of the work called for under the proposed services in this RFP. Negotiations may take the form of adding, deleting or modifying requirements to obtain the best possible price. There is no obligation to negotiate with only one proponent to the exclusion of the other proponents.

By their response to this RFP, proponents agree to accept the decision of the evaluation as final.

2.15 Basis for Selection

The Town shall be the sole judge in selection of the best value proposal and will be focused on the most effective proposal for the Town.

The Town will assign an Evaluation Team to evaluate proposals in detail and to make a recommendation for contract award to Council.

There will be a two part evaluation process as follows:

2.15.1 Eligibility Test:

Proposals will first undergo an eligibility test where the Evaluation Team will look to see if the:

- (a) Proposal contains the necessary content, structure and detail to effectively and efficiently evaluate it;
- (b) Proponent has demonstrated that they or their team have the required level of skills, expertise, experience, qualifications, etc. to successfully execute the review;
- (c) Proponent has provided a minimum of three (3) references of successful projects of similar size and/or complexity; and,
- (d) Information and level of detail in the project plan submitted is sufficient.

2.15.2 Detailed Evaluation:

The considerations noted below for evaluating the proposals that pass the initial eligibility test are not listed in any particular order and are therefore not indicative of the weighting applied to each.

Criteria:

- (a) Overall proposal quality, content and format which should be prepared in a straightforward manner.
- (b) Financial proposal including all costs;
- (c) Demonstrated qualifications, experience and expertise of the proponent including their partners, employees and sub-contractors who are proposed to execute all or any parts of the review;
- (d) Qualifications, experience and education of the key persons of the proponent to be executing the services;
- (e) Performance and experience on similar projects;
- (f) Any and all aspects of the detailed project plan included with the proposal;

- (g) Results of any interview or presentations at the invitation of the Town to shortlisted proponents. Interviews or presentations may be conducted at the discretion of the Town to provide clarification of proposals.
- (h) References checked - named or otherwise;
- (i) Value added offerings; and,
- (j) Any other relevant criteria at the sole discretion of the Town including any features or advantages, which are unique to the proponent's Proposal, which the Municipality has not listed in the requirements.

2.16 Awarding of Contract

This RFP should not be construed as a contract to purchase goods and services.

Only notice, in writing, to a proponent of the acceptance of its proposal by The Corporation of The Town of Cochrane, and the subsequent full execution of a written agreement shall constitute a contract for the supply of professional consulting services in conducting a Service delivery review.

Prior to contract commencement the successful proponent shall submit a copy of:

- (a) Its current WSIB clearance certificate or declaration of Independent Operator Status;
- (b) The Town's Undertaking to Comply regarding the Town's Health and Safety Program. (Schedule 1); and,
- (c) Proof of Insurance (as per section 2.7).

All work performed under this Contract shall be supervised by the Town of Cochrane and must be performed to the satisfaction of Council and the CAO or designate. Where, in the opinion of the Council and the CAO or designate, the proponent has been in default of any portion of the Contract, the Town may request the Successful Proponent to take immediate action to remedy the situation. The Town of Cochrane shall inform the successful proponent of the default in writing. The Town of Cochrane shall have the exclusive option of terminating this contract for any substantial breach of this Contract by the successful proponent that continues unresolved after the expiry of two (2) working days from receipt of the written notice from The Corporation of The Town of Cochrane of the substantial breach of the Contract by the successful proponent.

The successful proponent shall comply with the relevant federal, provincial and municipal statutes, regulations and by-laws pertaining to the work and its performance. The proponent shall be responsible for ensuring similar compliance by its suppliers (if applicable).

The Parties agree that this Agreement shall be interpreted in accordance with and governed by the laws of the Province of Ontario, including but not limited to The Occupational Health & Safety Act.

2.17 Contract

The final contract document shall consist of:

- (a) RFP Submission Form (Schedule 2);
- (b) The RFP document and related forms;
- (c) Any addenda to the RFP; and,
- (d) The Proposal and any subsequent negotiated changes.

The Town reserves the right to include additional terms and conditions during the process of contract negotiations. These terms and conditions shall be within the scope of the original RFP and contract documents and shall be limited to cost, clarification, definition and administrative and legal requirements.

Schedule 1

Contractor Health and Safety Responsibility Agreement

THIS AGREEMENT made the _____ day of _____, 20____, between

_____(The "Contractor"),

having an office at _____

and **THE CORPORATION OF THE TOWN OF COCHRANE** (the "Corporation").

IN CONSIDERATION of the sum of two (\$2.00) dollars paid by each of the parties to the other (the receipt of which is acknowledged by each party) the parties covenant and agree as follows:

1. The Contractor shall employ only orderly, trained, competent and skillful people to do the work and the Contractor's employees shall be fully covered under the Workplace Safety and Insurance Act by the Contractor and shall provide an up- to-date Clearance Certificate from the Workplace Safety and Insurance Board. All subcontractors must be approved in writing by the Corporation before commencing any work and the Contractor is responsible for ensuring that their employees comply with the terms of this Agreement.
2. The Contractor acknowledges and accepts all risk arising or pertaining to the ownership, possession, use or operation of its equipment in completing its services, whether in whole or in part, whether directly or indirectly, by an act or omission or negligence of the Contractor, or for those whom it is in law responsible.
3. The Contractor shall indemnify and save harmless the Corporation from any and all claims, demands, actions, losses or property damage arising directly or indirectly from the ownership, possession, use or operation of its equipment in completing its services, whether in whole or in part, whether directly or indirectly, by an act or omission or negligence of the Contractor, or for those whom it is in law responsible. Contractor shall protect and hold Corporation harmless and shall pay all costs, expenses and reasonable legal fees incurred or paid by Corporation in connection with such litigation. The indemnities contained in this Agreement shall not be prejudiced by and shall survive the termination of this Agreement.

4. Contractor shall, during any time in which it is providing services to the Corporation, take out and keep in full force and effect property damage and public liability insurance in which the limits of public liability and property liability shall not be less than two million (\$2,000,000) dollars per occurrence, the whole at the Contractor's sole cost and expense. All policies shall be written with insurance companies qualified to do business in the Province of Ontario and shall name the Corporation as an additional insured and a certificate acknowledging same must be provided to the Corporation.
5. The Contractor shall abide by and shall ensure that each of the Contractor's employees and sub-contractor's employees (if applicable) abide by the Corporation's Health and Safety rules and regulations. The Contractor will also be able and willing at such times as recommended by the Corporation to provide additional precautions as deemed necessary by the Corporation for safe-guarding employees and equipment. The Contractor further acknowledges and agrees that any violation of Safety rules or regulations is justification for the immediate termination of its Contract with the Corporation, without any further obligation on the part of the Corporation.
6. The Contractor shall, at its own expense, obtain and maintain in good standing all permits and licenses required by any authorities having jurisdiction over the business of the Contractor. The Contractor shall also comply with all federal, provincial and municipal governmental laws and regulations which are applicable to its business, and in particular, those affecting health and safety, workers' compensation and environmental matters.
7. This Agreement shall be constructed and enforced in accordance with the laws of the Province of Ontario and the parties agree to attorn to the jurisdiction of the Courts of that Province.
8. This Agreement embodies the entire agreement of the parties with regard to the matter herein, and no other agreement shall be deemed to exist, except as entered into in writing by both parties to this Agreement.
9. The Contractor shall not assign this Agreement or any part of it and may not employ or retain anyone as a subcontractor or otherwise, to perform any part of its obligations under this Agreement without the prior written consent of the Corporation.
10. No contracted work offers will be granted by the Corporation unless this Agreement terms and conditions are fully accepted and agreed upon by the parties to the satisfaction of the Corporation.

Accepted this _____ day of _____, 20 .

CONTRACTOR

CORPORATION

By: _____
(authorized signing officer)

By: _____

Print Name: _____

Print Name: _____

Print Title: _____

Print Title: _____

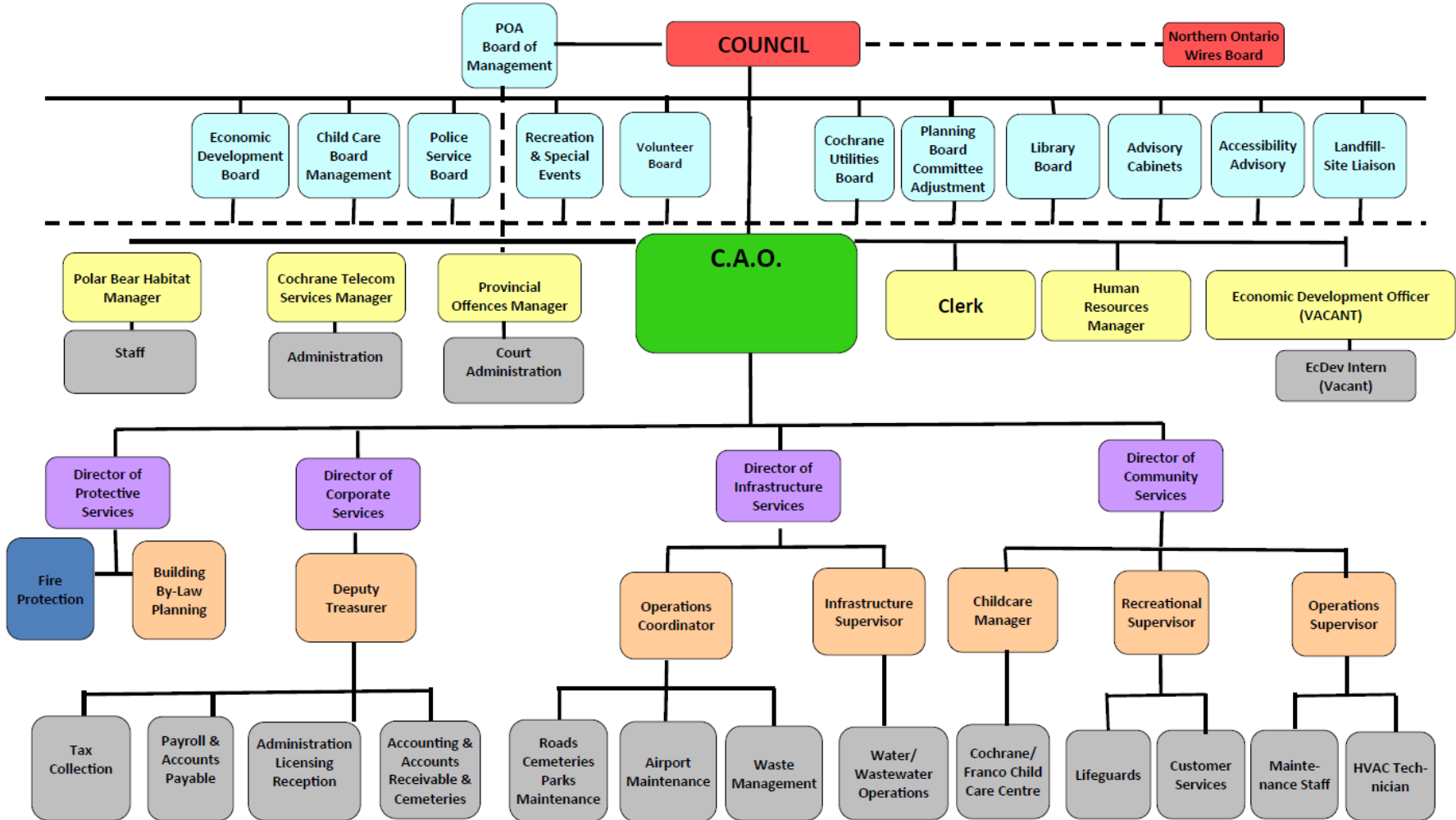
Schedule 2 RFP Submission Form (Mandatory)

Date Issued: May 25, 2020	Request for Proposal 2020-08 Service delivery review	Responses must be sent to: The Corporation of The Town of Cochrane Clerk – Alice Mercier
TOTAL QUOTED PRICE (including all taxes)		\$

Corporate Name:	
Contact Person:	
Signature of Authorized Officer:	
Print Authorized Officer's Name:	
Address:	
City:	
Postal Code:	
Telephone Number:	
Fax Number:	
Email Address:	
Terms of Payment:	

Appendix "A" - Town of Cochrane Organizational Chart 2018

THE CORPORATION OF THE TOWN OF COCHRANE



Appendix "B" – Town of Cochrane Services and Programs

CAO & Clerk's Office:

- Council Meeting Management and Support
- FOI, Vital Statistics, Records and Information Management
- Lottery Licensing

Corporate Services:

- General Inquiries & Customer Service (Telephone, Front Counter/Reception)
- Budget - Capital and Operating
- Accounting and Reporting
- Taxes, Billing and Accounts Receivable
- Utility Billing (Water and Wastewater)
- Child Care Services Billings
- Purchasing and Accounts Payable
- Grants & Transfer Payments
- Payroll and Benefits
- Cemeteries – Burials, scheduling and reporting
- Lottery Licensing Administration
- Insurance Administration
- Capital Planning / Asset Management joint with Infrastructure Services

- High level financial management and accounting services for Cochrane Telecom

Services

- Information Technology Support: to all computer application systems including Geographic Information System (GIS), records management, corporate email, network communications and server systems, etc.

Human Resources:

- Employee and Labor Relations
- Recruitment and Retention
- Training and Development
- Pay Equity & Job Evaluation
- Collective Bargaining
- Occupational Health and Safety

Economic Development

Protective Services:

Fire Rescue & Emergency

- Fire Suppression Response
- Emergency Medical Response
- Hazardous Material Response
- Extrication and High Angle Rescue Response
- Fire Code Compliance Enforcement
- Emergency Management
- Fire Prevention Education

Planning and Development

- Land Use Planning
- Development Approvals and Applications
- Ontario Building Code (Permits, Inspection, enforcement)
- Municipal By-law Enforcement and Property Standards

Community Services:

- Community Centres Programming and Facility Operations.
- Outdoor Recreation Programs and Facility Operations (Soccer, Baseball, etc.)
- Parks (community parks, waterfront, community beautification)
- Facilities Management: Facility Maintenance and Repairs
- Cochrane Child Care services (*excludes from scope of this review*)

Cochrane Library Board

Physical Services:

- Roads (surface, curbs, sidewalks)
- Structures (Bridges & Culverts)
- Community Safety (Streetlights, guiderails, signage, speed calming)
- Winter Maintenance
- Cemeteries
- Water Treatment/Distribution/Billing
- Sewage Treatment/Collection/Billing
- Storm Sewer System and Drainage
- Waste Management Services (collection, landfill, recycling)
- Fleet / Equipment Management
- Capital Planning / Asset Management joint with Corporate Services

**The Corporation of the Town of
Cochrane CONSULTING SERVICES TO
CONDUCT A SERVICE DELIVERY &
ORGANIZATIONAL**

Excluded Departments Boards & Other Entities:

The following are not included in the full scope of this review:

- Polar Bear Habitat
- Cochrane Child Care Services
- Municipal Airport Operations (under management contract)
- Cochrane Telecom Services
- Northern Ontario Wires Inc.