

# Corporation of the Township of Chisholm

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Gail Degagne, Mayor  
Jennistine Leblond, CAO Clerk-Treasurer

## AGENDA

### GENERAL GOVERNMENT COMMITTEE MEETING

Wednesday, November 20, 2024–7pm

#### CALL TO ORDER & ACKNOWLEDGE FIRST NATIONS PEOPLES AND LAND

*“We respectfully acknowledge that we are on the traditional territory of the Anishinaabe Peoples, in the Robinson-Huron and Williams Treaties areas. We wish to acknowledge the long history of First Nations and Metis Peoples in Ontario and show respect to the neighbouring Indigenous communities. We offer our gratitude for their care for, and teachings about, our earth and our relations. May we continue to honor these teachings.”*

#### DECLARATION OF PECUNIARY INTEREST

#### APPROVAL OF AGENDA

APPROVAL OF MINUTES – October 16, 2024

#### OPEN FORUM

#### BUSINESS ARISING FROM PREVIOUS MINUTES

1. Service Request and Complaints Handling Policy (Encl)
2. Review Energy Plan (Encl)

#### NEW BUSINESS

3. Job Description for Deputy Clerk/Planning Lead (Encl)
4. Amendment for Procurement By-law (Encl)

#### ADJOURNMENT

**TOWNSHIP OF CHISHOLM**  
**GENERAL GOVERNMENT COMMITTEE MEETING**

**DATE:** October 16, 2024  
**TIME:** 7pm  
**LOCATION:** Council Chambers

**PRESENT:** Councillor Bernadette Kerr  
Councillor Claire Riley  
Councillor Paul Sharp  
Councillor Nunzio Scarfone  
CAO Clerk-Treasurer Jenny Leblond

**REGRETS:** Mayor Gail Degagne

**GUESTS:** No Guests

**1. CALL TO ORDER**

Chairperson Paul Sharp called the meeting to order at 7:00 pm. The land acknowledgement was read by Councillor Sharp.

**2. DECLARATION OF PECUNIARY INTEREST – None noted.**

**3. APPROVAL OF AGENDA**

**Resolution 2024-20 (GGC)**

Bernadette Kerr and Claire Riley: Be it resolved that the *Agenda* for this meeting be approved as presented. **‘Carried’**

**4. APPROVAL OF MINUTES**

**Resolution 2024-21 (GGC)**

Nunzio Scarfone and Claire Riley: Be it resolved that the Minutes of the July 17th, 2024 General Government Committee meeting be adopted as printed and circulated.

**5. OPEN FORUM**

**6. BUSINESS ARISING FROM MINUTES**

1. **Service Requests and Complaints Handling Policy -**

**Resolution 2024-22 (GGC)**

Bernadette Kerr and Nunzio Scarfone: Be it resolved that General Government Committee recommend to Council to approve the Service Request and Complaint Handling Policy.

**‘Deferred’**

2. **By-Law Enforcement Policy -**

**Resolution 2024-23 (GGC)**

Claire Riley and Bernadette Kerr: Be it resolved that General Government Committee recommend to Council to approve the By-Law Enforcement Policy.

**‘Carried’**

7. **NEW BUSINESS**

1. **Blue Green Algae Notification Policy -**

**Resolution 2024-24 (GGC)**

Claire Riley and Nunzio Scarfone: Be it resolved that General Government Committee recommend to Council to approve the amendments to the Blue Green Algae Notification Policy as amended.

**‘Carried’**

2. **Review Energy Plan** – Committee discussed. Staff will prepare a draft for future committee meeting.

8. **ADJOURNMENT**

**Resolution 2024-25 (GGC)**

Claire Riley and Bernadette Kerr: Be it resolved that we do now adjourn to meet again at the call of the Chair.

**‘Carried’**

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Chairperson

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CAO Clerk-Treasurer

Policy:	<b>SERVICE REQUEST &amp; COMPLAINT HANDLING POLICY</b>	Policy No. <b>3.12</b>
Section:	<b>EMPLOYEE RELATIONS</b>	Effective: , 2024
Approved by:	Resolution No. <b>2024-XXX</b>	Revised:
		Page: <b>Page 1 of 2</b>

## POLICY

It is the policy of the Township of Chisholm to administer a formal Service Request and Complaint Handling Process to ensure that all service requests and complaints are recorded and dealt with in a consistent, efficient, effective and timely manner.

This policy allows for the reporting only of complaints about potential violations of any by-laws. The procedure for all potential bylaw violations is stated in Policy 7.28 By-Law Enforcement Policy.

## PURPOSE

The purpose of the policy and procedure is to provide a formalized procedure for recording and handling service request and complaints; and to increase the level of customer satisfaction by dealing with all complaints in an expedient and effective manner.

## DEFINITIONS

**Complaint** – any issue or concern reported to the township that does not fall under the definition of a Service Request.

**Service Request** – an issue or concern reported to the township where there is a request for service under one or more of the following categories:

- Beach
- Beaver Dam
- Bridge
- By-Law
- Culvert
- Drainage/Ditching
- Landfill
- Plowing/Snow removal
- Playground Equipment
- Pothole
- Road
- Sanding/Salt
- Sinkhole
- Tennis Courts
- Washout

**Supervisor** – could be any of the following positions: CAO Clerk Treasurer, Operations

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Superintendent, Assistant Supervisor, or By-Law Enforcement Officer.

## PROCEDURE

### **Complaints –**

When calls or emails come in with a complaint, administration staff will forward complaint directly to the CAO Clerk Treasurer. If the CAO Clerk Treasurer is not available and the complaint is of an urgent nature, the complaint will be forwarded to the Operations Superintendent and/or the Mayor depending on the nature of the complaint.

### **Service Requests –**

All service requests (verbal or written) are to be directed to the appropriate Supervisor.

In instances when the Supervisor is not available, the staff member receiving a service request shall give the customer the position of the person who will be handling the complaint (i.e. Supervisor) and a time frame of when they can expect a response. If the service request or complaint is urgent, staff will notify another Supervisor to respond.

Every effort shall be made to contact the complainant within five (5) business days following receipt of the complaint.

The Supervisor will inform the administration staff of any actions taken to resolve the service Request.

### **Administration –**

A Service Request/Complaint/After Hours Call Register shall be maintained by the administration staff who shall record the name and address of the complainant, the time and date of the complaint, the nature of the complaint; and the resolution or a description of the remedial action taken, where applicable.

If the Supervisor is unable to resolve the complaint, an explanation shall be provided to the complainant who shall be advised of their right to submit the matter for Council's consideration.

A summary analysis of service requests, complaints and after hours calls received is provided to Council annually.

# Conservation and Management Energy Plan 2024-2027



*Ontario Regulation 25/23: Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans requires Broader Public Sector (BPS) organizations to develop an Energy Conservation and Demand Management (CDM) plan and update it every five years. Our updated CDM plan was developed in compliance with the regulation and covers the period from 2024 to 2027.*

*Our updated CDM plan builds on the municipality’s previous conservation and demand management efforts. This updated plan also continues to build on experience gained in energy conservation and demand management over the last five years.*

*Hard copies of the CDM plan are available at the Township Office located at 2847 Chiswick Line.*

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- 1.1.7 Energy Management Data

CHARTS:  
Hydro Consumption 2018-2023  
Oil Consumption 2015-2019  
Propane Consumption 2019-2023

- 1.1.8 Five Year Plan
  - Levels of Success Achieved
- 1.1.9 Goals-Measures-Objectives

### **1.1.1 STATEMENTS OF THIS PLAN**

#### **Commitment**

The Council of the Township of Chisholm is committed to allocate the necessary resources to develop and implement a strategic energy management plan that will reduce the Township's energy consumption and its related environmental impact.

#### **Vision**

The Township of Chisholm will exercise stewardship in its use of finite energy resources to demonstrate leadership, optimize its delivery of services, and enhance the overall quality of life in our community.

#### **Policy**

The Township will incorporate energy efficiency into all areas of its operations.

#### **Goals**

To continuously improve the energy efficiency of the Township's facilities and processes in order to reduce its operating costs, energy consumption and associated greenhouse gas emissions.

#### **Overall Target**

The Township will attempt to reduce its consumption of fuels and electricity in all municipal operations each year between now and 2027.

#### **Objectives**

The creation of a culture of conservation within the Corporation will accomplish the following objectives:

- Greenhouse gas emissions and ensure the wise use of resources.
- Fiscal accountability through savings.
- Demonstrate energy management leadership and commitment within the community.
- Demonstrate sound operating and maintenance practices.
- Provide discussion within the Corporation on energy management, ideas and trends.



### **1.1.2 BACKGROUND**

“This document is a living document that will be reviewed annually by staff and Council and updated as required. It has been prepared by the Corporation of the Township of Chisholm to achieve compliance with Ontario Regulation 397/11 of the *Green Energy Act 2009*. Under this regulation municipalities and other public service bodies must prepare a five-year plan identifying strategies on how they will conserve energy and optimize consumption patterns.” This plan includes 2023 data usage and outlines measures that could be taken by the municipality to achieve objectives, goals and targets.

### **1.1.3 LOCATION AND GEOGRAPHY OF TOWNSHIP OF CHISHOLM**

Chisholm Township is located in Northern Ontario approximately 3 ½ hours north of Toronto via Highways 400 and 11 North, and approximately 4 hours’ drive west of Ottawa via Highways 17 West and 11 South.

The Township is a rectangle approximately 18 kilometers long and 13 kilometers wide. The length does not run due north, but slightly to the northwest. It is bordered on the east by Boulter and Bonfield Townships, on the west by the Municipality of Powassan, on the north by East Ferris Township and on the south by Ballantyne Township and Algonquin Park.

The Township is divided into 18 concessions which run east and west, and 29 lots which run north and south. These concessions and lots are long strips of land that run the entire width and length of the Township. They are split up into individual lots that are usually 100 acres, being approximately one kilometer long and 2/5th of a kilometer wide. The township has approximately 122km of Roads, 9 Bridges and 10 Large Culverts.

### **1.1.4 ECONOMIC CHARACTERISTICS OF TOWNSHIP OF CHISHOLM**

The township economy does not rely on any single employer or industry. The local economy does, however, rely on several broad income streams including:

- Agriculture;
- Cottaging, tourism and outdoor recreation, including hunting, fishing, snowmobiling, ATV operation, equine activities;
- Commuting to jobs, services, and shopping in nearby communities;

### **1.1.5 SOCIAL AND DEMOGRAPHIC CHARACTERISTICS**

Statistics Canada listed 1,312 residents in the 2021 census. Twenty-four per cent of the population is under 19 (compared to 21 per cent of the Ontario population as a whole). Twenty percent is over 65 (compared to 17.6 of Ontario.) There is an increase of 3% of the population being over 65 from the 2016 census (17%).

Average household size is 2.6 (versus 2.9 for Ontario).

Median household income in 2020: \$78,000. (Ontario: \$81,000.) Broken down by individuals, 37 % earn \$29,999 or less per year, 32% earn \$30,000 to \$59,999 per year and 31% earn more than \$60,000 per year.

Majority of the residents speak English with German second and French third in ranking.

### **1.1.6 CHALLENGES:**

The Corporation of the Township of Chisholm is a single tier Municipality that has always exercised prudent financial practices and attempted to control electricity and fuel consumption. Some of the challenges of this are:

- Funding
- Aging population and infrastructure
- Minimal assessment growth (0.8% to 2.8% per year over the last 5 years)
- Few commercial properties and industries
- Suppliers are limited – cost of travelling is incorporated in rates
- The unpredictability of the fuel and hydro costs as they fluctuate and continue to increase, and it makes it difficult to find cost savings.

### **1.1.7 ENERGY USE IN FACILITIES**

#### **Process Improvement**

With the implementation of the BPS website and updating the energy use, the management team can better track efficiencies and identify problem areas. Building component assessment tracking sheets will help identify infrastructure condition and efficiencies.

#### **Equipment Efficiency**

Ongoing maintenance and replacement of inefficient mechanical equipment, including existing systems and consider replacement with energy efficient equipment.

#### **Baseline Energy Use**

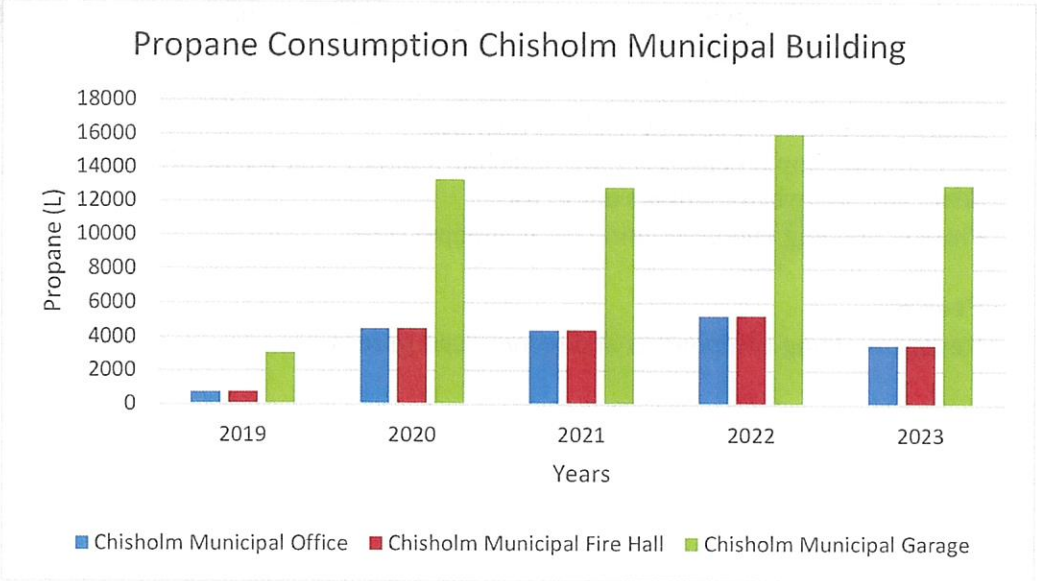
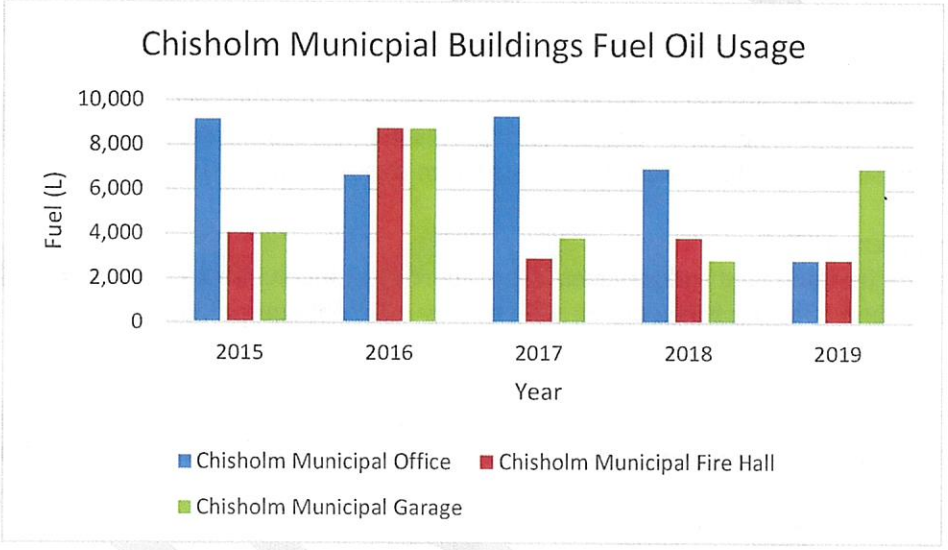
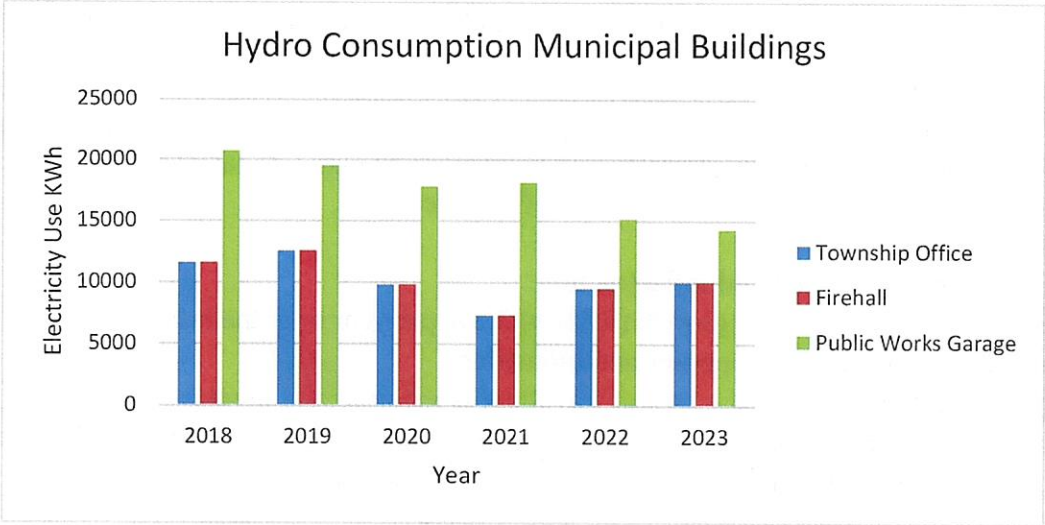
Our fuel consumption cannot be reduced without jeopardizing the health and safety of our workers or doing some major retrofits which this small municipality cannot afford.

#### **Program Implementation**

- Develop a communications plan to promote the municipality's successes and initiatives as it pertains to energy savings to the community and implement a preventative maintenance program on the website.
- Continue to update and maintain our Corporate Energy Management Plan
- Begin building component condition tracking.
- Develop and implement operating procedures throughout the facility encouraging turning down the heat when facilities not in use.
- Provide ongoing energy training for municipal staff.

#### **Projects**

- Review building components and recommend retrofits, or system upgrades.



**1.1.8 FIVE YEAR PLAN**

Prior to the Province of Ontario mandating energy conservation, the staff of the Township of Chisholm has always practiced with a limited measure of cost control. Minor upgrades to Energy efficient light bulbs, newer computer systems and other equipment have been purchased with the reduction of energy consumption in mind. Use of the Air conditioning unit has also been minimized and office lights are turned off when not needed.

**Levels of Success Achieved To Date**

- The Township Office has done upgrades to: Windows, replace boiler with on demand tank and has changed the fuel use oil to propane.
- The firehall has upgraded the lights to LED in most of the firehall. The fire hall also benefits from the upgraded boiler with on demand.
- The Township Garage replaced their heating system with a more efficient propane model. All lights have been upgraded to LED.

**Initiatives**

- Upgrade internal lighting in buildings with LED lighting.
- Staff awareness programs, posters, turn off lights, computers.
- Aging appliances be replaced with energy efficient products.
- New buildings be built with efficiencies.
- Inform the community and staff of energy consumption goals.
- Over the next five years the Township will continue with current practices in order to control energy consumption while investing into reserve funds to maintain and upgrade the existing infrastructure.

**1.1.9 CONSERVATION DEMAND MEASURES**

Goals and Measures are the actions that are taken to save energy and to help achieve the goals and objectives of the municipality. The Township of Chisholm is committed to implementing organizational and behavioral measures that can produce energy savings and raise awareness on conservation and efficiencies.

GOALS and MEASURES	ACTIONS	PERFORMANCE MEASURES
Install occupancy sensors in storage cupboards and staff rooms and offices	As upgrades are needed change to sensory lights	Reduced cost Less staff monitoring
Set goals and objectives to consider efficiencies when replacing aging infrastructure	Investigate existing heating/cooling systems	Reduce cost and increase efficiencies
Continue to implement mechanical and building system upgrades	Continue to investigate savings through betterment or replacement	Reduce costs, extend life of system, find cost savings

Over the next five years the Township will continue to use best practices in order to control energy consumption while finding funding to assist with goals of achieving efficiencies. The

staff and Council will work diligently to ensure they are fiscally responsible to their residents and are mindful of the health and wellbeing of their citizens.



**POSITION TITLE:** Deputy Clerk/Planning Lead (formerly Administrative Assistant 1 position)

**DEPARTMENT:** Administration

**DIRECT REPORT:** CAO Clerk Treasurer

**PURPOSE OF POSITION:**

- Provide support and assistance to the Clerk in the performance of all statutory duties in accordance with the *Municipal Act* or other applicable legislation.
- Lead for the Planning and Building portfolios.
- Coordinator of Social Media.

**MAJOR RESPONSIBILITIES:**

Clerk & Administrative Functions (60%)

- Assist the Clerk for the preparation and management of Municipal, School Board and related elections under legislation in capacity of Deputy Returning Officer.
- Remain current on legislative changes and brings to the attention of CAO, Council, Committees/Boards and Department Heads.
- Assist the Clerk with statutory duties under the *Municipal Act* and is responsible for the provision of all corporate and administrative services to ensure compliance with policies and statutes.
- Research, prepare, update implementation and ensure adherence with policies, by-laws, and reports as required by Council, CAO and/or Committees/Boards, providing them with suitable background information for debate, discussion and decisions.
- Provide information and assistance to the public and interpret by-laws, resolutions, and policies for interested parties.
- Assist the Clerk in the preparation and distribution of Council agendas.
- Coordinate for the posting of agendas, minutes, by-laws and documents on the website and social media.
- Act as resource to Council advising on Council procedures and the duties and responsibilities of Council members.
- Review and report on communication addressed to the Township requiring Council/Committee/Board attention to the next meeting of Council/Committee/Board and follow up on communication after the meetings.
- Perform follow-up activities resulting from Council meetings, including transcribing, and distributing minutes, ensuring that resolutions and ordinances are in proper format and notarized, tracking Council and Committee/Board actions.
- Attend Council meetings, taking minutes and ensuring procedures are being followed, if required in the Clerks absence.

- Assist Clerk with administering the oath of office for Township Council and Board members as required.
- Complete and assign Council follow up duties after discussion with the CAO.
- Responds to requests, in consultation with the Clerk, from the Ombudsman and/or Integrity Commissioner.
- Act as Commissioner of Oaths for the Township.
- Act as secretary and provide technical support for various Committees, Boards and/or Task Forces.
- Prepare and distribute committee/board agendas and organize the preparation of background material, staff reports and other relevant information.
- Expedite, in cooperation with the Clerk, all communications from local boards, commissions, advisory committees and task forces, and to ensure action, coordination and recommendations to Council.
- Backs up duties of Deputy Clerk-Treasurer and other office administration as needed.
- Perform all duties of the Clerk where the Clerk is unable to perform such functions.
- Monitor contracts and other agreements, ensuring they are signed, recorded in a timely manner.
- Maintain office management procedures, records management, filing systems, office correspondence, etc.
- Ensure the minute book, by-law book and Township policies are updated and maintained.
- Ensuring that documents are recorded and filed in accordance with the Township's policy.
- Records retention and storage; oversee the monitoring, archiving, and destruction of documents.
- Responsible for Township's social media presence.
  - Oversee the updating of the website to ensure it gives one voice and remains current while optimizes this communication method.
  - Create, review and/or approve social media posts on Facebook and email blast outs.
- Review and assist with content for the preparation of monthly newsletter, info bulletins, advertisements, etc.
- Submit Claims for the Ontario Wildlife Damage Compensation Program.
- File annual reports, the Waste Diversion Report, Energy report and any other annual reports as required.
- Help maintain workplace environment, including kitchen clean-up, snow shoveling of walk, gathering of garbage and recycling for pick-up.
- Other duties as assigned.

#### Planning and Building (40%)

- Primary contact and monitoring of all Building permits.

- Completes Zoning inquiries for Chief Building Official.
- Prepares planning reports for Council and Committee of Adjustment
- Coordinates with third party planner on consent, minor variance and zoning/official plan amendments, etc.
- Follow-up on severances and consolidations with MPAC as needed.
- Ensure the maintenance and updating of the GIS system.
- Assist with the Committee of Adjustment which includes sending of notices, decisions, end of appeal period, and following-up on consent to ensure they do not lapse, coordinating with lawyer, issuing of consent certificates, forwarding files to MPAC and updating the GIS system.
- Set up planning files, draft notices, by-law, decisions.
- Assist in responding to realtor, builder, developer and appraiser inquiries.
- Ensures registration of legal agreements and liaison with Township solicitor.

### **Qualifications**

- Post-secondary degree/diploma in related discipline and/or equivalent combination of education and relevant experience.
- Working knowledge of the *Municipal Act*, *Municipal Elections Act*, *Municipal Freedom of Information and Protection of Privacy Act*, *Municipal Conflict of Interest Act*, *Accessibility for Ontarians with Disabilities Act*, *Ontario Heritage Act*, *Vital Statistics Act*, *Planning Act*, *Funeral, Burial and Cremation Services Act*, and other relevant legislation.
- Excellent project management, research, report-writing and presentation skills.
- Effective interpersonal, written and oral communication skills.
- Display the ability to exercise diplomacy and discretion.
- Strong organizational skills to prioritize workloads and perform tasks.
- Strong computer skills and working knowledge of Microsoft Office and Adobe Acrobat.

### **Working Conditions:**

- Usual public office conditions. Work is subject to hectic peak periods, deadlines and interruptions.
- Usual hours of work are from 9:00 a.m. to 4:30 p.m. Monday to Friday for a total of 37.5 hours per week; one half hour lunch, two fifteen minute coffee breaks plus overtime as required.

### **Judgement**

- Problems faced on the job tend to be variable, occasionally unique.



- Problems are referred typically involves a choice of independent action or judgement.

### **Mental Effort**

- Almost continuous periods of long duration.

### **Physical Activity**

- Light activity of long duration **or** medium activity of intermediate activity.

### **Dexterity**

- Employee is required to perform tasks that demand accurate co-ordination of fine movements, e.g. keyboarding, writing, calculator.

### **Accountability**

- Actions could result in loss of time, resources and/or litigation.
- Actions could result in embarrassment within the department or organization.

### **Safety to Others**

- Little degree of care required to prevent injury or harm to others.

### **Supervision of Others**

- Supervisory responsibility is not normally part of the job requirement, but there may be a requirement to show others how to perform tasks or duties.

### **Contacts**

- Tact and discretion required to deal with or settle requests, complaints or clarification of information.

### **Disagreeable Conditions**

- Exposure to irate ratepayers and difficult members of the public.
- Exposure to rudeness, profanity, threatening behaviour.
- Frequent interruptions.

**CORPORATION OF THE TOWNSHIP OF CHISHOLM**

**BY-LAW 2024-XX**

**Being a by-law to amend by-law 2022- 21 to govern Procurement Policies and Procedures for the Township of Chisholm**

**WHEREAS** Section 271 of the Municipal Act, 2001 imposes upon municipalities the obligation to adopt policies with respect to the procurement of Goods and Services;

**AND WHEREAS** this By-Law establishes the authority and sets out the methods by which Goods, Services or Construction will be purchased and disposed of for the purposes of the Township of Chisholm subject to certain exceptions set out herein;

**AND WHEREAS** on April 12<sup>th</sup> 2022, pursuant to the provisions of Section 271 of the Municipal Act, S.O. 2001 ch. 25, the Council of the Corporation of the Township of Chisholm enacted By-Law 2022-21 to govern Procurement Policies and Procedures for the Township of Chisholm

**AND WHEREAS** it is deemed expedient to amend certain provisions thereof.

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF CHISHOLM ENACT AS FOLLOWS:**

1. Section 5.1.1 d) – add to end of section: “Any amounts over the threshold of the Canadian Free Trade Agreement (CFTA)and/ or the Canadian Europe Union Comprehensive Economic Trade Agreement (CETA) must be advertised on an online bidding portal such as but not limited to MERX or Biddingo for a minimum of 28 days.

**READ A FIRST, SECOND, THIRD TIME AND PASSED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_.**

\_\_\_\_\_  
Mayor, Gail Degagne

\_\_\_\_\_  
CAO Clerk Treasurer, Jennistine Leblond

**PART 5 - METHODS OF PROCUREMENT**

5.1.1 The purchasing methods for the purchase of *Goods, Services or Construction* are as follows:

- a) Petty Cash  
Department Heads have been approved and provided with a Petty Cash fund in such an amount to meet the requirements of the Department for the acquisition of purchases not exceeding \$200.00. All petty cash fund disbursements shall be evidenced by receipts and shall be available for auditing purposes through the *CAO Clerk Treasurer*.
- b) \$0 - \$20,000  
Direct acquisition is acceptable, no other quotes required. Single or sole sourcing permitted within this price range for convenience and efficiency, as well as the use of Vendors of Record.
- c) \$20,000 - \$75,000  
Purchases shall be specifically identified in the annual budget. The *Department Manager* shall obtain two to three written *quotations*, where possible or practicable, *tender* or participate in a joint *tender* and submit a recommendation to *Council* for approval.
- d) \$75,000 & Up  
Upon *Council's* approval of a *Request for Quotation, Request for Proposals or Tender* document, the *procurement of goods and services* shall be obtained following the appropriate process as outlined in this By-law.

insert  
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**5.2 IN HOUSE BIDS**

*In-House Bids* shall not be accepted in the tendering process.

**5.3 REQUEST FOR QUOTATION**

5.3.1 A minimum of three *quotations* (where possible) are to be received. If only one *quotation* is received, *Council* may exercise its right to cancel the call for *quotations*. *Quotations* are not formally opened in public nor is it necessary to disclose prices or terms at the time of submission.

**5.4 REQUEST FOR PROPOSAL**

5.4.1 A *request for proposal* shall be used where one or more of the criteria for issuing a request for *quotation* cannot be met such as:

- a) owing to the nature of the requirement, suppliers are invited to propose a solution to a problem, requirement or objective and the selection of the supplier is based on the effectiveness of the proposed solution rather than on price alone; or
- b) it is expected that *negotiations* with one or more bidders may be required with respect to any aspect of the requirement.

5.4.2 If required, a list of suggested evaluation criteria for assistance in formulating an evaluation scoring scheme using a standard *request for proposal* that includes factors such as qualification and experience, strategy, approach, methodology, scheduling and past performance, facilities, and equipment shall be prepared. Department Managers shall identify appropriate criteria from the list but are not limited to the standard criteria from the list.

5.4.3 A *request for proposal* shall be awarded by *Council* either by resolution of *Council* or by By-law.

**5.5 REQUEST FOR TENDER**

5.5.1 *Council*, in consultation with the *Department Managers* and/or their respective