

RFP-  
2026-03



# MUNICIPALITY OF KILLARNEY

## REQUEST FOR PROPOSAL

### Workflow Analysis and Organizational Structure Review

#### Closing Date:

July 03, 2026 | 4:00 PM EST

*Sealed proposals must be received by:*

Municipality of Killarney — Attention: Clerk-Treasurer  
32 Commissioner Street, Killarney, Ontario P0M 2A0

Envelopes must be sealed and clearly marked:

**"Workflow Analysis and Organizational Structure Review"**

Submissions through email and fax are not accepted.

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## 1. Information to Bidders

### 1.1 Purpose

The Municipality of Killarney (the "Municipality") is seeking qualified consulting services to conduct a comprehensive Workflow Analysis and Organizational Structure Review. This engagement will examine the Municipality's current operations, workflows, service delivery processes, and organizational structure to identify opportunities for enhanced efficiency, effectiveness, and sustainability. The review is intended to support Council's strategic decision-making regarding organizational alignment and resource optimization.

### 1.2 Introduction

The Municipality of Killarney operates with limited staffing resources serving a unique demographic profile: approximately 400 permanent residents supplemented by 2,500 seasonal residents during peak summer months. Approximately 50% of the permanent population is age 60 or older, presenting distinct workforce sustainability challenges. This organizational review will assess the Municipality's current staffing levels, organizational structure, and workflow processes to ensure alignment with service delivery demands and to identify opportunities for improved operational efficiency.

### 1.3 Scope of Work

The Proponent shall provide professional services encompassing the following key areas:

#### A. Workflow Analysis and Process Mapping

- Document current workflows across all municipal departments and functions
- Create process maps identifying interdepartmental handoffs and communication flows
- Analyze seasonal workflow variation (winter vs. summer operations)
- Identify process bottlenecks, inefficiencies, redundancies, and opportunities for improvement

#### B. Organizational Structure Assessment

- Evaluate current organizational chart, reporting relationships, and span of control
- Assess alignment of structure with service delivery demands
- Review job descriptions, roles, and responsibilities across all positions
- Provide recommendations for structural optimization

#### C. Staffing and Succession Planning

- Conduct analysis of current staffing complement (FT, PT, seasonal, contracted positions)
- Perform retirement eligibility analysis and identify succession plan gaps
- Benchmark staffing levels against 3-5 comparable small municipalities
- Assess workload and adequacy of staffing for critical positions
- Evaluate institutional knowledge preservation and knowledge transfer risks

#### **D. Seasonal Service Delivery Assessment**

- Evaluate current seasonal staffing strategies and flexibility options
- Assess infrastructure and facility utilization variation

#### **E. Aging Demographics and Workforce Planning**

- Assess service demand implications for aging permanent population
- Identify workforce planning and recruitment challenges
- Develop workforce sustainability recommendations

#### **1.4 Project Timeline**

The anticipated timeline for project completion is 4-5 months (July 2026 – November 2026).

1. Weeks 1-2: Project kick-off, work plan finalization, interview scheduling
2. Weeks 3-6: Stakeholder interviews, document collection, workflow analysis
3. Weeks 7-8: Benchmarking research and comparator municipality analysis
4. Week 9: Interim Findings Report presentation
5. Weeks 10-16: Analysis synthesis, recommendations development, report writing
6. Week 17: Final Comprehensive Report submission
7. Week 18: Council presentation and implementation planning support

## 2. Proposal Submission Requirements

### 2.1 Proposal Format

Proposals must include the following components:

**Executive Summary (1-2 pages):** Overview of your understanding of the project, key differentiators, and qualifications

**Firm Background and Experience:** Firm size, location, years in business, municipal consulting experience, relevant project examples (minimum 2 similar engagements within past 10 years)

**Key Personnel:** Project lead and key team member biographies, qualifications, and relevant experience

**Understanding of Scope:** Narrative demonstrating your understanding of the Municipality's unique challenges and context (aging demographics, hiring challenges, seasonal population variation, small municipality operations)

**Proposed Methodology:** Overall engagement approach, phases of work, workflow analysis techniques, benchmarking methodology, stakeholder engagement strategy

**Project Work Plan:** Detailed timeline with milestones, resource allocation, project management approach, quality assurance process

**Fee Schedule:** Hourly rates for all key personnel, estimated total project cost with breakdown by deliverable, reimbursable expenses (travel, printing, etc.)

**References:** 2 professional references from recent similar engagements (name, title, organization, phone, email)

**Insurance Commitment:** Confirmation of Professional Liability Insurance (\$2M minimum) and General Liability Insurance (\$2M)

### 2.2 Submission Details

Proposals must be submitted in a sealed envelope clearly marked "Workflow Analysis and Organizational Structure Review" and delivered to the Municipal Office at the address provided on the cover page no later than 4:00 PM EST on Friday, July 03, 2026. Late submissions will not be considered under any circumstances.

### **3. Evaluation Criteria**

Proposals will be evaluated on the following weighted criteria:

#### **Qualifications and Experience (35%)**

- Demonstrated experience conducting organizational reviews for municipalities
- Track record with small/rural municipalities (populations under 5,000)
- Key personnel expertise and relevant qualifications
- Quality and credibility of professional references
- Northern Ontario or similar regional experience (preferred)

#### **Understanding of Scope and Approach (30%)**

- Clarity of understanding of Municipality's unique context and challenges
- Appropriateness and soundness of proposed methodology
- Quality of workflow analysis and process mapping approach
- Stakeholder engagement and communication strategy
- Feasibility of timeline and deliverables

#### **Value and Cost Effectiveness (20%)**

- Reasonableness of fee relative to scope and deliverables
- Clarity and transparency of cost breakdown
- Overall value proposition and cost efficiency

#### **Project Management and Implementation Support (15%)**

- Realism of timeline for 4-5 month completion
- Quality of project management approach
- Proposed reporting and communication schedule
- Post-report implementation support and follow-up engagement

The Municipality reserves the right to shortlist and request presentations from selected proponents.

## **4. Terms and Conditions**

### **4.1 Municipality's Rights**

The Municipality reserves the right to:

- Accept or reject any or all proposals
- Request clarification or additional information from proponents
- Waive minor irregularities in proposals
- Re-issue, amend, or cancel this RFP at any time
- Award the contract based on criteria other than lowest cost
- Interview and conduct due diligence on any or all proponents
- Negotiate terms and conditions with selected proponent(s)

### **4.2 Conflict of Interest**

Proponents must declare any actual or potential conflicts of interest that could compromise objectivity, impartiality, or independence in conducting the review. This includes current or recent work (past 24 months) with other Ontario municipalities or organizations that could create a conflict.

### **4.3 Insurance**

The successful Proponent shall maintain:

- Professional Liability Insurance: minimum \$2,000,000 per claim
- General Liability Insurance: minimum \$2,000,000 with Municipality named as Additional Insured
- Certificate(s) of Insurance must be provided prior to commencing work

### **4.4 Confidentiality**

All information provided by the Municipality during this RFP process is confidential and proprietary. The Proponent agrees to maintain strict confidentiality of all Municipal information, operational data, financial information, and strategic documents. Information regarding staff compensation, performance, and personnel matters must be handled with particular discretion. All deliverables and findings become the property of the Municipality upon payment.

## **5. Contact Information**

**Candy Beauvais**

Clerk-Treasurer

Municipality of Killarney

32 Commissioner Street

Killarney, Ontario P0M 2A0

**Email:** [cbeauvais@municipalityofkillarney.ca](mailto:cbeauvais@municipalityofkillarney.ca)

**Phone:** (705) -287-2424

All communication regarding this RFP must be directed to Candy Beauvais, Clerk-Treasurer. Proponents are not to contact Council Members or other municipal staff directly regarding this proposal.

## **6. Appendices**

To be provided upon request:

- Appendix A: Current Organizational Chart
- Appendix B: Staffing Complement and Job Descriptions

**---END OF REQUEST FOR PROPOSAL---**

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