



THE CORPORATION OF THE COUNTY OF LANARK

**REQUEST FOR PROPOSAL (RFP)
FOR AN:**

INTEGRITY COMMISSIONER

RFP-2017-06

ISSUE DATE: Wednesday, December 13, 2017

CLOSE DATE: Monday, January 15, 2018 AT 2:00 P.M.

DELIVERY

LOCATION: Lanark County Administration Building Reception

99 Christie Lake Road, Perth, ON K7H 3C6
Attention: Kevin Wills,
Senior Financial Analyst OR By Email

LATE SUBMISSIONS WILL NOT BE ACCEPTED

**THE LOWEST PROPOSAL OR ANY PROPOSAL AT ALL WILL NOT
NECESSARILY BE ACCEPTED.**

Section 1: Background Information

The Corporation of the County of Lanark (hereinafter referred to as the County) and the local municipalities are seeking to hire an Integrity Commissioner. This would include the Township of Beckwith, Township of Drummond/North Elmsley, Township of Lanark Highlands, Municipality of Mississippi Mills, Township of Montague, Town of Perth, Town of Smiths Falls, and Tay Valley Township.

Currently, the Town of Carleton Place is the sole local municipality who has retained the services of an Integrity Commissioner. This RFP does not preclude the Town of Carleton Place from participating/utilizing the services of the Integrity Commissioner in the future.

The Integrity Commissioner is an independent and impartial position whose powers and duties are set out in the *Municipal Act, 2001*. In addition, the Integrity Commissioner will perform an advisory role, as follows:

- Assist the County and local municipalities in the review/refresh of the Code of Conduct to ensure it meets the needs of Council(s) and Local Boards; and
- Assist the County and local municipalities in the creation of a Council-Staff Relations Policy, an Integrity Commissioner Complaint Policy and/or Procedure and any other procedures, rules and policies of the municipalities and local boards governing the ethical behaviour of members of council and of local boards.

The Integrity Commissioner does not have authority over the conduct of Municipal employees.

Qualifications

The qualifications that a candidate for the position of Integrity Commissioner should possess, but are not limited to:

- a) Proven impartiality and neutrality, such as that of a judge;
- b) An ability to provide services on a part-time, flexible and as-needed basis, without competing employment demands;
- c) No other involvement in political campaigning/endorsement, or related conflicts of interest;
- d) No financial interest in the work undertaken by the County or any of its local municipalities;
- e) An independent person who personifies high ethical standards;
- f) Experience managing sensitive inquiries, conducting investigations and making appropriate recommendations;
- g) Excellent communication skills;
- h) Understanding of Council and Local Board operations and policies, including familiarity with investigator procedures and the applicable legal principles;
- i) General knowledge and appreciation of municipal government and the accountability and transparency provisions of the *Municipal Act, 2001*;
- j) Ability to interpret and apply the provisions of various statutes, regulations, policies and other enabling frameworks;

- k) Impartiality, wisdom, and sound judgment combined with the ability to inspire trust and confidence; and,
- l) At least ten years of senior-level municipal management, governance, procedural, ethics and/or legal or quasi-judicial experience, including knowledge of the Municipal Conflict of Interest Act (e.g. municipal lawyer).

The County and local municipalities will hire the successful proponent on an as and when required basis and does not guarantee a specific quantity of work.

The County and local municipalities reserves the right to schedule and/or request required services or to call in alternate services if the proponent is unable to provide the service when it is required.

The current County of Lanark, and local municipal Council Code of Conduct(s) are available for review upon request.

Section 2: Proposal Structure and Content Requirements

2.1 Proposal Submission Structure

The proposal document should be structured in sections that refer to the headings addressed in the Proposal Content Requirements of this section and should be numbered and tabbed accordingly.

2.2 Proposal Content Requirements

SECTION #	CONTENT
1	Company Profile
2	Project Experience
3	Approach & Methodology
4	Integrity Commissioner Team
5	Cost Factor – Proposal Form (Separate Envelope)

2.2.1 Company and/or Individual Profile

Proponents are to provide information on their company such as, but not limited to, the following:

- a) Provide a general company profile including the ownership and affiliations of the firm and number of years the firm has been in business.
- b) Address, and contact information for the proposing entity;
- c) Size of company, number for employees both locally and other.

2.2.2 Project Experience

Brief documentation on significant similar projects, with client references (minimum of 3). The County reserves the right to contact references, which may affect a Proponent's evaluation score.

References associated with Lanark County or any local municipality of Lanark County are not an acceptable reference.

2.2.3 Approach, Methodology & Project Schedule

Describe the firm's approach and methodology based on the deliverables outlined in Section 1.

2.2.4 Integrity Commissioner Team

Provide a description of the team expected to serve the County and local municipalities referenced in Section 1. How will the team be organized?

Please provide your proposed team including their capabilities and experience, including a discussion of any special skills each individual will bring to the County and local municipalities.

Please provide a work plan and timeline for the review, refresh and development of the policies outlined in Section 1.

In addition, please explain how you would propose to handle numerous requests from various municipalities at one time.

2.2.5 Cost Factor

Proponents are to submit, in a separate envelope, Table A from Appendix 1. Costs submitted shall be exclusive of HST.

Financial Consideration is worth a total of 30 points calculated as follows:

Table A (lowest proposal /submitted proposal x 30)

2.2.6 HST

Total costs submitted shall be exclusive of HST.

Section 3: Proposal Process

3.1 RFP Schedule

The following timeline has been established:

ITEM	DATE
Request for Proposal issued	December 13, 2017
Deadline for Questions	Friday, January 5, 2018 at 12:00 pm
Receive Proposals	Monday, January 15, 2018 at 2:00 pm
Interviews (if necessary)	January 22 – 26, 2018
RFP Award Date	February, 2018

Note: although every attempt will be made to meet all dates, the County reserves the right to modify any or all dates at its sole discretion.

3.2 Date & Place for Receiving Proposals

- a) Proposals must be addressed to:
 - County of Lanark Administration Building
 - Attention: Kevin Wills, Senior Financial Analyst
 - 99 Christie Lake Road
 - Perth, Ontario K7H 3C6
- b) Proposals will be received until 2:00 p.m., local time, on January 15, 2018.
Lowest proposal or any proposal not necessarily accepted.

3.3 Documentation – Two Envelope System

- a) Four (4) copies of the proposal are required if submitting in paper form. One (1) copy is required if submitted electronically (i.e. via email). Proposals shall be addressed and submitted to the address above in an envelope clearly marked as follows:

Request for Proposal – Integrity Commissioner RFP-2017-06

Documents can be sent in PDF FORMAT to the attention of Kevin Wills, Senior Financial Analyst, at kwills@lanarkcounty.ca. It is the responsibility of the proponent to ensure that the email has been received by Kevin Wills before the closing time and date.

- a) Submit the Proposal Content Requirements – items 1 to 4 – as listed in Section 2.2 above, in a separate envelope marked “Technical Proposal” if submitted in a paper format. If submitted in electronic format please have items 1 to 4 as a separate document.
- b) Submit the Proposal Content Requirements – item 5 – as listed in Appendix 1, in a separate envelope marked “Cost Factor” if submitted in a paper format. If submitted in electronic format please have item 5 as a separate document.

3.4 Negotiations

The County and local municipalities retain the right to interview and/or negotiate the scope, work plan, payment schedule and fees of the preferred proponent prior to award and execution of the contract.

3.5 Communications & Addenda

All questions related to the Request for Proposal should be emailed to Kevin Wills at kwills@lanarkcounty.ca.

Deadline for questions is January 5, 2018 at 12:00 pm.

No oral explanation or interpretation shall modify any of the documents or provisions of this Request for Proposal. If required by the County, addenda will be posted on the County’s website (www.lanarkcounty.ca) and MERX. It is the Proponent’s ultimate responsibility to ensure all addenda have been received.

Proponents shall be required to acknowledge receipt of addenda on the Cost Factor Proposal Form (page 18 of this RFP).

3.6 Withdrawal or Substitution of Submission

A proponent may withdraw or substitute all or part of his/her proposal at any time up to the official closing time. The last proposal received shall supersede and invalidate all proposals previously submitted by that proponent for this proposal call.

A proponent may withdraw or qualify his proposal at any time up to the official closing time, by submitting a letter bearing the signature as in his/her proposal to the County, who will mark thereon the time and date of receipt and will place the letter in the Proposal box. No telephone calls or transmissions by facsimile will be considered.

3.7 Alterations or Variations

No alterations or variations of this document shall be valid or binding upon the County unless authorized in writing, in accordance with the process set out in paragraph 3.5 Communications.

3.8 Oral Explanation or Interpretation

No oral explanation or interpretation shall modify any of the documents or provisions of the Request for Proposal documents.

Section 4: Proposal Evaluation

4.1 Proposal Evaluations will be carried out based on the following criteria:

BEST VALUE EVALUATION CRITERIA	WEIGHTED SCORE
Company Profile	5
Project Experience	20
Approach, Methodology & Project Schedule	25
Integrity Consultant Team	20
Cost Factor – Tender Form (Separate Envelope)	30
Total of Stage 1	100
Interview (Stage 2 Optional)	25
TOTAL	125

Written Proposal Submission Requirements Evaluation Criteria:

Proponents will be scored on the basis of how well their response meets the criteria specified. The relative weight of each requirement to all other requirements is shown in the table above (Weighted Score).

Interview Stage 2 (Optional)

At the conclusion of Stage 1 the total score for all proponents will be calculated. The two proponents with the highest total score after Stage 1 may be invited to an interview. If the Review Committee does not feel an interview is necessary, the proponent with highest total score at the end of Stage 1 will be deemed to be the successful proponent.

4.2 Review Committee

The Review Committee will be comprised of staff from Lanark County and the Clerk of each local municipality. The selection of the successful proponent will be made by the County and local municipalities, upon review and recommendation by the Review Committee.

4.3 Acceptance of this Proposal and Contract

It is expected that one proponent will be selected for this project. Upon selection, the successful proponent will be invited to enter into a contract with the County and local municipalities.

The contract will be based on the specifications, terms and conditions expressed in this document, the successful proponent's proposal and documented negotiations.

All proposals are to be submitted with the understanding that evaluation by the County does not result in the formation of a contract, nor does it create any obligation on the County to enter into any further discussions.

Proposals will be evaluated under the Criteria provided in Section 4.1, based on the information and references provided by Proponents, which rates how strongly and the ease at which the characteristics of proposals meet the needs of the County and local municipalities as stated in this RFP.

The Proposal that includes the lowest cost or any Proposal at all will not necessarily be accepted. The County reserves the right to reject any or all Proposals. The County also reserves the right to not proceed with the Project without stating reason thereof.

In the event a Proposal does receive a recommendation from the Review Committee, such proposal will be the Proposal which in the sole opinion of the Review Committee (as determined by the exercise of the Best Value Evaluation Criteria), provides the County and local municipalities with the best overall value. The County reserves the right to negotiate Terms of Reference including material used, with a Successful Proponent in discussions between Successful Proponent and Lanark County and the local municipalities, which may affect the end price of a potential contract.

The County reserves the right to accept or reject any and or all Proposals and/or to cancel this RFP in its entirety for final cancellation or potential reissue either in advance of or following the receipt of Proposals without providing reasons should such be determined by the County in its sole and absolute discretion to be in its best interest. Should only one Proposal be received, the County reserves the right to reject it.

Section 5: Contract

5.1 Award and Potential Contractual Discussions

The County does not guarantee that any proposal will produce a recommendation by the Review Committee or that any contract will ultimately be approved and endorsed by the County and local municipalities.

In the event there is a Successful Proponent to this RFP but the end result of discussion/negotiations is not a contract approved by the County and and local municipalities, the County and local municipalities reserves the right and ability to either

negotiate with the next highest scoring Proponent(s) in sequential order pursuant to the Best Value Evaluation Criteria or to cancel this RFP in its entirety for final cancellation or potential reissue.

Regardless of whether or not there is a Successful Proponent to this RFP and in the event that no contract is approved by the County and local municipalities for whatever reason, the Proponent in endorsing the RFP Cost Factor Proposal Form does hereby acknowledge that no damages or liability flow from the inability for a contract to be reached and does hereby release and hold completely harmless the County for any costs or damages incurred by the Proponent in preparing a Proposal or discussing/negotiating with the County.

Failure to execute the Contract and to file all documentation, as required herein, within the specified time period shall be just cause for the cancellation of the Contract.

5.2 Indemnity and Insurance Requirements

The County and respective local municipalities agree to indemnify and save harmless the successful proponent or any person acting under the instructions of the successful proponent for costs reasonably incurred by either of them in connection with the defense of a proceeding if the proceeding relates to an act done in good faith in the performance or intended performance of a duty or authority under Section 223 of the *Municipal Act, 2001*, as amended or a by-law passed under it or an alleged neglect or default in the performance in good faith of the duty or authority.

Section 6: Other

6.1 Confidentiality and Freedom of Information

All information relating to the business and affairs of the County and the local municipalities which is not a matter of public record is confidential. In the event of a potential contract being endorsed by the County and local municipalities, any such agreement will include a confidentiality clause requiring the strict protection of such confidentiality by any Proponent.

All documentation submitted to the County by Proponents pursuant to this RFP is subject to the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, Chapter M.56, as amended (“**MFIPPA**”) which is a provincial statute governed by the Province under the auspices of the Privacy Commissioner.

Prior to the consideration of any proposal(s) at a public municipal Council meeting, the County will reasonably attempt to treat all proprietary and personal information contained in Proposals as confidential, in so far as such is reasonably allowable by the provisions of MFIPPA, as amended. The County, however, is required upon receiving a Freedom of Information request to release information as is reasonably allowable pursuant to MFIPPA legislation or upon lawful order.

Proponents in endorsing the Cost Factor Proposal Form (page 16 of this RFP) do hereby fully release and hold harmless the County, including their respective Warden, Councillors, officers, directors, employees, agents, consultants, representatives, and legal counsel from and against all responsibilities, claims, causes of action, demands, losses, costs, charges, fees, expenses, duties, dues, accounts, covenants, or other proceedings of every kind or nature whatsoever at law or in equity brought against, suffered by or imposed as a result of the release of information authorized under the provisions of MFIPPA or lawful order.

When proposal(s) are considered before County Council and the Councils of the local municipalities, the Proponent does hereby consent to its Proposal, including all proprietary and personal information contained therein, becoming a part of the public record and being released to the public as part of the public agenda. The Proponent does hereby fully release and hold harmless the County and local municipalities, including its respective Heads of Council, Councillors, officers, directors, employees, agents, consultants, representatives, and legal counsel from and against all responsibilities, claims, causes of action, demands, losses, costs, charges, fees, expenses, duties, accounts, covenants, or other proceedings of every kind or nature whatsoever at law or in equity brought against, suffered by or imposed as a result of the release of all information contained in its respective Proposal, including proprietary and personal information, in the event the Proposal is considered at a municipal Council meeting.

6.2 Errors and Omissions

The County shall not be held liable for any errors or omissions in any part of this RFP. While the County has used considerable effort to ensure an accurate representation of information in this RFP, the information contained in the RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the County, nor is it necessarily comprehensive or exhaustive.

6.3 Proposal Cancellation

The County reserves the right to cancel this proposal request at any time up to the Award of a Contract.

6.4 Legislative and Licensing Requirements

All Proponents and Proposals must comply with any law, including all legislation and regulations, which may be applicable to the services provided subsequent to the RFP.

Please be advised that a condition of the contract will be a requirement that the Successful Proponent comply with the applicable laws of Ontario and Canada, including the:

The Occupational Health and Safety Act (Ontario)

Ontario Human Rights Code

Pay Equity Act (Ontario)

Any agreement that results from this RFP will be subject to the laws of the Province of Ontario and Canada.

6.5 Incurred Costs

The County shall not be responsible for any liabilities, costs, expenses, loss or damage incurred, sustained or suffered by any Proponent(s) prior or subsequent to or by reason of the acceptance or non-acceptance by the County of any Proposal by reason of any delay in the acceptance of a Proposal.

6.6 Ability and Experience of Respondent

The County will not award this contract to any Proponent who does not furnish satisfactory evidence of possessing the ability and experience in this class of work and sufficient capital and equipment / manpower to ensure acceptable performance and completion of the Proposal. Any proposal will be considered non-compliant if reference checks or past experience is deemed unsatisfactory, in the opinion of the County.

6.7 Payment of Fees

The County will pay the Proponent its fees based on the completion of milestones as defined within the Proponent's proposal for the following items:

- Assist the County and local municipalities in the review/refresh of the Code of Conduct to ensure it meets the needs of Council(s) and Local Boards; and
- Assist the County and local municipalities in the creation of a Council-Staff Relations Policy, an Integrity Commissioner Complaint Policy and/or Procedure and any other procedures, rules and policies of the municipalities and local boards governing the ethical behaviour of members of council and of local boards.

The successful Proponent will provide the County with a timeline of deliverables with their associated cost. The timeline will be mutually agreed upon and appended to the agreement.

Invoices for these milestones and well as any retainer fee (if applicable) shall be forwarded to the County of Lanark – Finance Department, 99 Christie Lake Road, Perth, Ontario, K7H 3C6.

The successful Proponent will also provide the County with a timeline of deliverables with their associated cost (if any) for each of the duties as set out in the *Municipal Act, 2001*, as amended, that will be coming into effect on March 1, 2019.

Invoices for meeting the duties as set out in the *Municipal Act, 2001* for a specific municipality shall be forwarded to the respective municipality. This shall be detailed in a contract for the successful proponent.

6.8 Performance

Any undue delays in the execution of the work and/or costs incurred by the County and local municipalities due to inefficiencies in performance on behalf of the successful Proponent shall be deemed to be the responsibility of that Proponent and as such, any and all costs, as deemed appropriate and reasonable compensation for the Corporation, will be assessed to the successful Proponent.

6.9 Assignment of Contract

The successful Proponent shall not assign transfer, convey, sublet or otherwise dispose of this contract or his/her right, title or interest therein, or his power to execute such contract, to any other person, company or corporation, without the previous consent, in writing, of the County's and local municipalities officials, which consent shall not be unreasonably withheld.

6.10 Extra Work

No work shall be regarded as extra work, unless it is ordered in writing by the County and local municipalities and with the agreed price for the same specified in said order, provided said price is not otherwise determined by the Proposal. A statement of the cost of extra work shall be made within thirty (30) calendar days after the completion of the said extra work.

6.11 Cancellation

- a) The County and local municipalities reserves the right to immediately terminate the Contract for sufficient cause, including but not limited to such items as non-performance, late deliveries, inferior quality, pricing problems, etc.
- b) If the successful Proponent should neglect to execute the work properly, or fail to perform any provision of this Award, the County and local municipalities, after three (3) business days written notice to the successful Proponent, may, without prejudice to any other remedy in existence, make good such deficiencies and may deduct the cost thereof from any payment then and thereafter due to the successful Proponent. Continued failure of the successful Proponent to execute the work properly shall result in a termination of Contract. The County and local municipalities shall provide written notice of termination.
- c) The County and local municipalities may elect to terminate the Contract if the original terms and conditions are significantly changed, giving thirty (30) calendar day's written notice to the successful Proponent.
- d) Either party may terminate the Contract by giving the other one thirty (30) calendar day's written notice, giving reasons acceptable to the other. A period of less than thirty (30) calendar days to terminate the contract may be negotiable if mutually agreeable among the parties involved in the Contract.
- e) Failure to maintain the required documentation during the term of this contract may result in suspension of the work activities and/or cancellation of the Contract.

6.12 Proponent Expenses

Any expenses incurred by a Proponent in the preparation of the Proposal submission or incurred by a potential Successful Proponent in negotiating a potential contract with County Council and the Councils of the local municipalities are entirely the responsibility of the Proponent or the Successful Proponent and will NOT be charged to the Corporation of the County of Lanark or any of the local municipalities.

6.13 Legal Claims

No proposal will be accepted from any Proponent which has a claim or has instituted a legal proceeding against the County or local municipalities, or against whom the County or local municipalities has a claim or has instituted a legal proceeding against with respect to any previous contract without prior approval by Lanark County Council and the Council of the local municipalities.

6.14 Conflict of Interest

The Proponent acknowledges that in making its Proposal, it does so without any connection, knowledge, comparison of figures or arrangement with any other person or persons making a Proposal for the same work, and is in all respects fair and without collusion or fraud.

6.15 Reserved Rights

a) The Proponent acknowledges that the County and local municipalities shall have the right to reject any, or all, Proposals for any reason, or to accept any Proposals which the County and local municipalities in its sole unfettered discretion deems most advantageous to itself. The lowest, or any, Proposals will not necessarily be accepted and the County and local municipalities shall have the unfettered right to:

- i. Accept a non-compliant Request for Proposal;
- ii. Accept a Request for Proposal which is not the lowest Request for Proposal; and
- iii. Reject a Request for Proposal that is the lowest bid even if it is the only Proposal received.

b) The County and local municipalities reserves the right to consider, during the evaluation of Proposals all or some of the following criteria in assessing a Proposal, none of which shall be binding on the County and local municipalities;

- i. Information provided in the Request for Proposal document itself, including but not limited to information relating to: the proponent's understanding of the project, quality of submission, cost savings, process improvements for the County and local municipalities, project schedule and cost;
- ii. Information provided in response to enquiries of credit and industry references set out in the Request for Proposal;
- iii. Past performance in the provision of services to the County or local municipalities in the County of Lanark;
- iv. Information received in response to enquiries made by the County of third parties apart from those disclosed in the Request for Proposal in relation to the reputation, reliability, experience and capabilities of the proponent;
- v. The manner in which the proponent provides services to others;
- vi. The experience and qualification of the Proponent's senior management, and project management;
- vii. The compliance of the proponent with the County's requirements and specifications;
- viii. Innovative approaches proposed by the proponent in the Request for Proposal, and,
- ix. The County's and local municipalities policies relating to tendering and issuing contracts to third parties.

c) The Proponent acknowledges that the County and local municipalities may rely upon the criteria which the County and local municipalities deems relevant, even though such criteria may not have been disclosed to the Proponent. By submitting a bid, the proponent acknowledges the County's and local municipalities' rights under this Section and absolutely waives any right, or cause of action against the County and local municipalities and its consultants, by reason of the County's and local municipalities' failure to accept the bid submitted by the proponent, whether such right or cause of action arises in contract, negligence, or otherwise.

APPENDIX 1: COST FACTOR PROPOSAL FORM

TABLE A

<u>ITEM</u>	<u>ACTUAL COST</u>
Retainer Fee (if applicable)	\$
Hourly Rate for Services noted in Section 1	\$
13% H.S.T	\$
Hourly Rate for Services noted in Section 1 including HST (in Canadian Dollars)	\$

Note: Please provide a break-down of hourly rates for each member of you team.
(i.e. Research Assistant)

TABLE A Notes

1. Proposed Hourly Rate is worth a total of 30 points calculated as follows: (lowest proposal/submitted proposal x 30).

TABLE B

<u>ADDITIONAL COST ITEMS (RATES BEFORE HST IN CANADIAN \$)</u>	<u>ACTUAL COST</u>
	\$
	\$
	\$
	\$
	\$
	\$
	\$

APPENDIX 1 CONTINUED - COST FACTOR PROPOSAL FORM

FOR THE PROVISION OF:	INTEGRITY COMMISSIONER	
AS SUPPLIED BY:	_____	
	FIRM NAME	

	ADDRESS	POSTAL CODE
	_____	_____
	(HEREINAFTER CALLED THE PROPONENT)	

TO:	CORPORATION OF THE COUNTY OF LANARK, 99 CHRISTIE LAKE ROAD, PERTH, ON K7H 3C6 (HEREINAFTER CALLED THE COUNTY)
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THE RESPONDENT DECLARES

1. No person(s), firm or corporation, other than the Proponent, has any personal interest in the Proposal or in the award for which this Proposal is made.
2. No member of any municipal Council and no officer or employee of the County is or will become interested directly or indirectly as a contracting party, partner, shareholder, and surety or in any portion of the profits thereof, or in any of the monies to be derived, there from.
3. This Proposal is made without any connection, comparison of figures, or arrangements with, or knowledge of any other corporation, firm or person making a proposal for the same and is in all respects without collusion or fraud.
4. I understand that in submitting this Proposal, the lowest costed or any proposal at all will not necessarily be accepted and that an award under this RFP is required by Lanark County and the Council of the Local Municipalities.
5. I/We have read and understand the contents and requirements of this RFP, including all Addenda to this RFP, and hereby agree to all of the terms and conditions noted in this RFP and all Addenda thereto. By signing this responding submission, I confirm that the County has the legal right and ability to enforce the said provisions of the Request for Proposal as against the Proponent to the extent of its obligations as established herein and that it is estopped from pleading or asserting otherwise in any action or proceeding.

Dated at _____, Ontario this ___ day of _____, 2018.

_____ Name of Proponent (please print)

_____ Address

_____ Telephone _____ Facsimile _____ Email

APPENDIX 1 CONTINUED - COST FACTOR PROPOSAL FORM

Per: _____ Signature of Proponent

_____ (Name), _____ (Position)

I have authority to bind the _____ (business type)