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City of Temiskaming Shores
Request for Proposal
CS-RFP-003-2026
Equity, Diversity and Inclusion Audit

City of Temiskaming Shores
P.O. Box 2050
325 Farr Drive
Haileybury, Ontario
P0J 1K0

1. Objective

The City of Temiskaming Shores is seeking Proposals from a qualified consultant or team of consultants to conduct an Equity, Diversity and Inclusion (EDI) Audit of the City's internal operations. The purpose of the Audit is to identify strengths, gaps, barriers and opportunities within the City's policies, procedures, practices and organizational culture, and to develop practical, action-oriented recommendations to support continued improvement.

The overall objective is to provide the City with a clear and practical roadmap that supports an organizational culture and workplace environment rooted in the principles of equity, diversity and inclusion and that enables the City to improve its organizational effectiveness and service to the community.

The City is seeking a consultant with demonstrated experience conducting EDI audits or comparable organizational assessments, preferably within municipal or other public-sector environments.

The City is interested in an approach that is practical, evidence-based and appropriately scaled to the City's size, organizational structure and available resources.

2. Background

The City of Temiskaming Shores is a picturesque community located in Northeastern Ontario, near the Quebec border and adjacent to Lake Temiskaming. With a population of approximately 9,630, Temiskaming Shores serves as a regional hub for retail, services and a range of industries, including forestry, mining and agriculture.

The City is committed to maintaining a respectful, inclusive and accessible workplace and to providing services to residents in a manner that reflects the diverse needs of the community. The City recognizes that an EDI Audit can provide an opportunity to assess existing practices, identify areas for improvement and establish practical actions that can be incorporated into the City's ongoing organizational development and policy work.

3. Definitions

3.1 City Means the Corporation of the City of Temiskaming Shores.

3.2 Proponent(s) Means all persons, partnerships or corporations who respond to the RFP and include their heirs, successors and permitted assigns.

3.3 Proposal Means the document submitted in response to this RFP by a Proponent.

3.4 Request for Proposal Means this Request for Proposal (RFP) document, including all schedules, parts and attachments, as issued by the City, including any addenda or amendments made to it after initial issue.

3.5 Successful Proponent Means the Proponent whose Proposal is selected by the City and who agrees to provide the goods and/or services outlined in this RFP and any resulting Agreement.

4. Submission

Proposals must be submitted electronically, using the **Electronic Bid Submissions Portal** on the City's website:

<https://www.temiskamingshores.ca/en/City-hall/bid-opportunities.aspx>

Submissions must be in a **pdf format** and can be no larger than 50 MB.

Subject Line: CS-RFP-003-2026 "Equity, Diversity and Inclusion Audit"

Addressed to: Logan Belanger, Clerk

Proponents will receive an automatic email response to indicate that the submission has been received, and to contact the Municipal Clerk for submission opening details. Contact the Clerk at 705-672-3363 ext. 4136 or at clerk@temiskamingshores.ca, should the Proponent not receive a confirmation email.

The City has no liability to the Proponent for any problems encountered or failure of the Proponent to successfully submit a Proposal prior to the closing time and date. As such, allow sufficient time for a Proposal Submission and attachment(s) (if applicable), to resolve any issues that may arise. Proponents are cautioned that the timing of their Proposal Submission is based on when the Proposal is received by the City.

The closing date for the submission of Proposals will be at **2:00 p.m. local time on Thursday, October 15, 2026.**

- Late Proposals will not be accepted;
- Proposals by fax will not be accepted;
- Proposals by mail will not be accepted;
- Partial Proposals will not be accepted unless otherwise permitted by this RFP;
- Proposals emailed directly to City staff will not be accepted;
- The City reserves the right to accept or reject any or all Proposals;
- The lowest-priced Proposal will not necessarily be accepted;
- The City reserves the right to request clarification or supplementary information concerning a Proposal from any Proponent;
- The City reserves the right to shortlist Proponents and conduct presentations, interviews, clarification meetings or other discussions;
- The City reserves the right to negotiate final contractual terms with the Successful Proponent following completion of the evaluation process;
- The City reserves the right to confirm with the Proponent, a third party or references any information provided in the Proposal;
- The Proposal shall remain valid for 45 days from the submission date;
- The Form of Proposal must be signed in the space provided by the Proponent or responsible official of the firm submitting the Proposal;
- Line items and the total proposed contract price must be clearly indicated;
- HST will be applicable to the supply of labour and equipment.; and

- The City will not be responsible for Proponent or third-party costs, claims, direct or indirect damages resulting from the City exercising its rights reserved in this RFP.

5. Questions

Any questions with respect to the specifications are to be directed to:

Shelly Zubyyck

Director of Corporate Services

City of Temiskaming Shores

325 Farr Drive

Temiskaming Shores, ON P0J 1K0

Phone: (705) 672-3363 ext. 4107

Email: szubyyck@temiskamingshores.ca

It will be the Proponent's responsibility to clarify any details in question not mentioned in this Proposal before presenting the submission. Questions relating to this Proposal must be received by **Monday, October 12, 2026, 2:00 p.m. local time.**

To ensure fairness to all Proponents, any and all questions that require clarification or that may materially alter this RFP document will be responded to and shared with other Proponents via an addendum, as described herein. Questions received after this date and time will not receive a response. Proponents are notified that any errors or omissions in the Proposal may render the Proposal invalid.

6. Project Schedule and Fees

Project timelines are important to the City. Proponents shall provide a detailed project schedule identifying key milestones, anticipated completion dates and the resources required from the City.

The Proponent shall identify the work that will be performed based on the goals, objectives and deliverables of this RFP. Proponents are responsible for identifying all tasks required to complete the project.

6.1 Anticipated Project Budget

For the purposes of Proposal preparation, the City's anticipated budget for the completion of the base scope of the EDI Audit is: **Maximum \$25,000, excluding HST.**

The anticipated budget is provided to assist Proponents in developing an appropriate methodology, level of effort, project team and work plan.

The City recognizes that there may be different approaches to completing an EDI Audit and encourages Proponents to propose a methodology that provides meaningful results while appropriately considering the City's size, organizational structure and available resources.

The anticipated budget is not a guaranteed contract value or a commitment by the City to expend the full amount.

Proponents shall clearly identify any assumptions, exclusions or scope considerations that affect their proposed fees.

6.2 Base Services

Proponents shall provide a lump-sum or upset-limit price for the Base Services identified in this RFP.

The proposed Base Services price shall include all consultant fees, personnel costs, project management, meetings, standard travel and disbursements required to complete the Base Services, unless otherwise identified.

6.3 Optional Services

Proponents may identify optional or additional services that could provide value to the City but are not required as part of the Base Services.

Optional services may include, but are not limited to:

- Additional staff or partner engagement sessions;
- Additional facilitated workshops;
- Community engagement;
- Additional organizational assessment tools;
- Additional implementation support;
- Development of detailed policies, procedures, templates or tools;
- Additional presentations to Council, committees or staff; and
- Other services recommended by the Proponent.

Optional services shall be clearly identified and priced separately and shall not form part of the Base Services price.

The City may, at its discretion, elect to purchase some, all or none of the optional services, subject to available funding and the City's procurement requirements.

6.4 Pricing Information

The following information shall be included in the Proposal:

- Total price for the Base Services;
- Fee schedule, including hourly or daily rates for each proposed consultant and sub-consultant;
- Estimated hours by key team member;
- Disbursements;
- Optional services and associated costs;
- Applicable taxes;
- Any assumptions or exclusions; and
- Any proposed pricing that is conditional upon a particular methodology, level of engagement or scope.

Proponents are encouraged to structure their proposed methodology and level of effort to provide the greatest value within the City's anticipated budget.

6.5 Ontario and Canadian Services

In accordance with the City's procurement requirements and, where applicable, the **Buy Ontario Act (Public Sector Procurement), 2025** and the **Municipal Buy Ontario Procurement Directive**, Proponents shall identify the location from which the proposed services will be provided and the location of the individuals who will perform the services.

Proponents shall identify:

- The percentage of the proposed services that will be provided by individuals located in Ontario;
- The percentage of the proposed services that will be provided by individuals located elsewhere in Canada;
- Any proposed sub-consultants and their location; and
- Any material components of the proposed services that will be provided from outside Ontario or Canada.

This information will be considered by the City where applicable and in accordance with the City's Procurement Policy, the Buy Ontario Act (Public Sector Procurement), 2025, the Municipal Buy Ontario Procurement Directive, and any applicable trade agreement obligations.

Nothing in this section is intended to require a Proponent to provide services from Ontario or Canada where doing so would conflict with applicable legislation, trade agreements or other mandatory procurement requirements.

7. Scope of Work

The Successful Proponent will undertake an Equity, Diversity and Inclusion Audit of the City's internal operations, policies and organizational culture.

The scope will include, at a minimum:

- Project planning and coordination;
- Review of existing policies, procedures and governance structures;
- Review of relevant legislation and applicable municipal requirements;
- Partner engagement and consultation with City staff;
- Organizational climate and workplace culture assessment;
- Identification of systemic barriers and opportunities for improvement;
- Gap analysis against applicable legislative requirements and recognized public-sector practices;
- Development of findings and recommendations; and
- Development of a practical implementation roadmap and performance measurement framework.

Where appropriate, the scope may incorporate considerations relating to the City's organizational priorities and community context.

The Proponent shall identify its proposed methodology for completing each component of the scope and may recommend alternative approaches where it believes a different methodology would provide greater value or more meaningful results.

8. Deliverables

The Successful Proponent shall provide, at a minimum, the following deliverables:

8.1 Project Work Plan

- Detailed methodology, scope, timeline and milestones;
- Identification of City resources required; and
- Partner engagement and communication plan.

8.2 Policy, Program and Governance Review

- Summary of documents, policies and systems reviewed;
- Identification of strengths, gaps and preliminary observations.

8.3 Partner Engagement Summary

- Description of engagement activities undertaken;
- Participation details and Partner groups engaged;
- Summary of key themes and findings; and
- Measures taken to protect confidentiality and anonymity.

8.4 Organizational Climate Assessment

- Analysis of workplace culture, inclusion and accessibility;
- Identification of systemic barriers and opportunities for improvement; and
- Interpretation of engagement findings and assessment data.

8.5 Gap Analysis Report

- Comparative analysis against applicable legislation and recognized practices; and
- Identification of risks, gaps and priority areas for action.

8.6 Draft EDI Audit Report

- Methodology and approach;
- Summary of engagement and analysis;
- Preliminary findings, gaps and recommendations; and
- Submission to the City for review and feedback.

8.7 Final EDI Audit Report

- Revised report incorporating City feedback;

- Clear, actionable and prioritized recommendations; and
- Executive summary suitable for public release.

8.8 Implementation Roadmap

- Phased implementation plan addressing short-, medium- and long-term actions;
- Suggested timelines and sequencing; and
- Resource considerations.

9. Description of Services

The Successful Proponent shall apply a structured, evidence-based methodology to complete the EDI audit.

At a minimum, the methodology shall include:

- Application of recognized public-sector EDI best practices and frameworks;
- Integration of applicable legislation, including the OHRC, AODA, and other relevant provincial or municipal requirements;
- Environmental scan and review of internal organizational context, including policies, programs, and governance structures;
- Mixed-methods engagement approach to gather qualitative and quantitative input from staff and Partners;
- Analytical approach to assess systemic barriers, inequities, and organizational culture;
- Development of findings supported by evidence collected through document review, engagement, and assessment tools;
- Development of practical, implementable recommendations tailored to municipal operations; and
- Development of a results-oriented implementation and performance measurement framework.

10. Proposal Evaluation

Proposals will be evaluated based on the information provided by the Proponent. The City may request clarification where necessary but is not obligated to seek clarification of any aspect of a Proposal.

Representatives from the City will evaluate the Proposals in accordance with the criteria set out below.

The City reserves the right to consider all pertinent information contained within the Proposal and to conduct interviews, presentations, reference checks and clarification discussions as part of the evaluation process.

The evaluation criteria will be as follows:

CITY PROPOSAL EVALUATION CRITERIA		
	WEIGHT	POINTS
Qualifications, Expertise and Performance on Similar Projects		
30%	10	300
Proposed Manager and Support Team		
20%	10	200
Completeness and Schedule		
25%	10	250
Estimated Fees and Disbursements		
25%	10	250

10.1 Qualifications, Expertise and Experience – 30%

Evaluation may include:

- Experience completing similar EDI audits or organizational assessments;
- Experience with municipal or public-sector organizations;
- Demonstrated knowledge of applicable legislative and regulatory requirements;
- Relevant qualifications and expertise; and
- References and demonstrated past performance.

10.2 Proposed Project Team – 20%

Evaluation may include:

- Qualifications and experience of key team members;
- Relevant specialized expertise;
- Experience of the proposed project manager; and
- Availability and commitment of the proposed team.

10.3 Methodology, Scope and Schedule – 25%

Evaluation may include:

- Understanding of the City's requirements;
- Quality and practicality of the proposed methodology;
- Proposed engagement approach;
- Ability to produce meaningful and actionable findings;
- Project schedule and milestones; and
- Appropriateness of the proposed level of effort.

10.4 Fees and Value – 25%

Evaluation may include:

- Base Services price;
- Completeness and transparency of pricing;
- Alignment of the proposed level of effort with the City's requirements;
- Value provided within the anticipated budget;
- Pricing of optional services, where applicable; and
- Where applicable, the extent to which the Proposal supports the City's objectives under the **Buy Ontario Act (Public Sector Procurement), 2025**, the **Municipal Buy Ontario Procurement Directive**, and applicable City procurement requirements, including the use of Ontario and Canadian services where feasible.

The lowest-priced Proposal will not necessarily receive the highest score for fees.

Where applicable, Proponents shall identify the location from which the proposed services will be provided and the proportion of services that will be provided by individuals located in Ontario and/or Canada.

11. Goods, Materials and Equipment Suitable for Use

The Proponent warrants that any goods, materials, articles or equipment to be supplied under or pursuant to any official order or Agreement based on this RFP, that is or are to be made or used for a particular purpose, will be fit and suitable for that purpose.

The Successful Proponent may be required to provide written documentation that all materials or equipment offered in a Proponent's Proposal meet all applicable Municipal, Provincial and Federal Government standards, legislation and laws.

12. Amendments

The City at its discretion reserves the right to revise this RFP up to the final date for the deadline for receipt of Proposals. The City will issue changes to the RFP Documents by addendum only. No other statement, whether oral or written, made by the City will amend the RFP Documents. The City will make every effort to issue all addenda no later than the seventh (7th) day prior to the closing date. If an addendum is issued within seven days of the closing date, the bid submission date will be moved accordingly.

The Proponent shall not rely on any information or instructions from the City or a City representative except the RFP Documents, and any addenda issued pursuant to this Section.

The Proponent is solely responsible to ensure that it has received all addenda issued by the City. The Proponent shall acknowledge receipt of all addenda on the Form of Proposal. Failure to complete the acknowledgement may result in rejection of the Proposal.

The City makes no promise or guarantees that addenda will be delivered by any means to any Proponent. By submitting a Proposal submission in response to this RFP, the Proponent acknowledges and agrees that the addenda shall be posted on www.temiskamingshores.ca and it is the sole responsibility of the proponent to check this web site for said addenda. The City reserves the right to withdraw or cancel this Request for Proposal without notice.

13. Proposal Withdrawal or Amendment

Proponents may amend or withdraw their Proposal, provided such withdrawal or amendment is received prior to the closing deadline. A Proponent who has already submitted a Proposal may submit a further Proposal at any time up to the official closing time; the last Proposal received shall supersede and invalidate all Proposals previously submitted by the Proponent for this RFP. A Proposal may be withdrawn at any time up to the official closing time by letter on original letterhead bearing the same signature as in the Proposal submission.

14. Right to Accept or Reject Submissions

The City does not bind itself to accept any Proposal and may proceed as it, in its sole discretion, determines, following receipt of the Proposals. The City reserves the right to accept any Proposal in whole or in part or to discuss with any respondent different or additional terms to those envisaged in this RFP or in such respondent's Proposal.

The City reserves the right to:

- Accept or reject any or all Proposals;
- If only one Proposal is received, elect to reject it;
- Reject as informal any Proposal that is received late, incomplete or otherwise fails to comply with the requirements of the RFP;
- Elect not to proceed with the project;
- Waive irregularities and formalities where permitted;
- Shortlist Proponents;
- Conduct interviews, presentations and clarification discussions;
- Request Best and Final Offers from shortlisted Proponents;
- Negotiate final contractual terms with the Successful Proponent; and
- Cancel or withdraw this RFP at any time.

15. Solicitation

If any director, officer, employee, agent or other representative of a Proponent makes any representation or solicitation to any Mayor, Councillor, officer or employee of the City with respect to the RFP, whether before or after submission of the Proposal, the City shall be entitled to reject or not accept the RFP submission.

16. Sub-consulting & Subcontracting

The respondent will identify any Sub-Consultants and Sub-Contractors that will be involved in any component of this project. Documentation is to be provided from the Sub-Consultants and Sub-Contractors stating that they have reviewed all parts of the detailed project schedule where their

skills or expertise are required and are able to meet the timelines-milestones provided in the detailed project schedule.

Independent Contractor Status of Proponent; Declaration of Conflicts

The Proponent fully acknowledges that in providing a Proposal, it provides such as an independent contractor and for the sole purpose of potentially providing services and/or goods to the City. The Proponent's attention is drawn to the provisions of the Occupational Health & Safety Act 2010.

Neither the Proponent nor any of its personnel are engaged as an employee, servant or agent of the City. Any potential conflicts of interest in which a Proponent may have with the City or any employee of the City will be identified and described in detail in the Proposal of each proponent (Conflict of Interest Declaration).

17. Insurance (from the Successful Proponent only)

The successful Proponent shall, at their own expense within 10 days of notification of acceptance and prior to the commencement of work, obtain, maintain and provide evidence of until the termination of the Agreement or otherwise stated, the following:

Commercial General Liability

The Successful Proponent shall maintain and pay for Comprehensive General Liability Insurance with coverage limits of no less than Five Million Dollars (\$5,000,000.00) inclusive per occurrence for bodily injury, death and damage to property including loss of use.

Automobile Liability Insurance (If Applicable)

The Successful Proponent shall maintain and pay for Automobile Liability Insurance with coverage limits of no less than Five Million Dollars (\$5,000,000.00) inclusive per occurrence for bodily injury, death, and damage to property, in respect to licensed vehicles owned or leased by the Successful Proponent.

The policies shall include City of Temiskaming Shores as an additional insured and containing a cross-liability clause.

All insurance policies referenced in this Section shall be maintained in good standing throughout the duration of the Agreement and cannot be cancelled or permitted to lapse unless the insurer notifies the City in writing at least 30 days prior to the effective date of cancellation or expiry. The City reserves the right to request such higher limits of insurance or other types of policies appropriate to the work as the City may reasonably require.

18. Workplace Safety and Insurance Board (WSIB) (from the successful Proponent only)

The Successful Proponent shall, at their own expense within 10 days of notification of acceptance and prior to the commencement of work, obtain, maintain and provide evidence of until the termination of the Agreement or otherwise stated, a Certificate of good standing from the Workplace Safety & Insurance Board.

The onus is on the Successful Proponent to comply with all applicable local and territorial standards and regulations, in effect and applicable by law in Ontario, Canada.

19. AODA Compliance

The Proponent shall comply with the provisions of the Accessibility for Ontarians with Disabilities Act, 2005, and the Regulations thereunder with regard to the provision of its goods or services contemplated herein to persons with disabilities. Without limitation, if applicable, pursuant to section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service, made under the Accessibility for Ontarians with Disabilities Act, 2005, the Proponent shall ensure that all of its employees, agents, volunteers, or others for whom it is at law responsible, receive training about the provision of its goods and services to persons with disabilities. The Proponent acknowledges that pursuant to the Accessibility for Ontarians with Disabilities Act, 2005, the City of Temiskaming Shores must, in deciding to purchase goods or services through its procurement process, consider the accessibility for persons with disabilities to such goods or services.

20. Freedom of Information

Upon submission, all Proposals become the property of the City and will not be returned to the proponents. Proponents must be aware that the City is a public body subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act. The City may, at any time, make public the names and bid prices of all respondents. Proposals will be held in confidence by the City, subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act, or unless otherwise required by law.

Any proprietary or confidential information contained in the Proposal should be clearly identified.

21. Nature of Request for Proposal

This RFP does not constitute an offer of any nature or kind whatsoever by the City to the Proponent.

22. Preparation of Proposals

All costs and expenses incurred by the Proponent relating to its Proposal will be borne by the Proponent. The City is not liable to pay for such costs and expenses, or to reimburse or to compensate the Proponent in any manner whatsoever for such costs and expenses under any circumstances, including the rejection of any or all Proposals or the cancellation of this RFP.

23. Finalizing Terms

This RFP will not constitute a binding agreement but will only form the basis for the finalization of the terms upon which the City and the Successful Proponent will enter into the contract documentation and does not mean that the Successful Proponent's Proposal is necessarily totally acceptable in the form submitted. After the selection of the Successful Proponent's Proposal, the City has the right to negotiate with the Successful Proponent and, as part of that process, to negotiate changes, amendments or modifications to the Successful Proponent's Proposal without offering the other proponents, the right to amend their Proposals.

24. Commitment to Negotiate

The Successful Proponent shall execute any documentation prepared in accordance with the terms of this RFP, the Successful Proponent's Proposal, and any subsequent negotiations within forty-five (45) days of notification of selection.

Proponents not initially selected as the Successful Proponent may be required, subject to notification by the City, to execute the Agreement if the City is unable to finalize an Agreement with the first-ranked Successful Proponent, subject to the City's Procurement Policy and applicable legislation.

25. Agreement

A written agreement prepared by the City shall be executed by the City and the Successful Proponent if the terms are mutually agreeable to all Parties. There is no guarantee that City Council will enter into any Agreement.

Any agreement resulting from this Request for Proposal shall be governed by and interpreted in accordance with the laws of the Province of Ontario.

26. Performance

Any undue delays in the execution of the work and/or costs incurred by the City 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 City, will be assessed to the Successful Proponent.

27. Conflict Resolution

The Agreement shall provide for the resolution of disputes through negotiation between the parties. Where a dispute cannot be resolved through negotiation, the parties may proceed to mediation and, where necessary, arbitration in accordance with the Arbitration Act, 1991, as applicable.

28. Cancellation

Nothing herein shall be construed as giving the Proponent the right to carry out the terms and requirements of the tasks contemplated under this RFP or the Agreement beyond the time when such services become unsatisfactory to the City. In the event that the Proponent shall be discharged before all the services contemplated hereunder have been completed, or the services are for any reason terminated, stopped or discontinued because of the inability of the Proponent to serve under this Agreement, the Proponent shall be paid only goods and/or services which shall have been satisfactorily completed at the time of termination.

Should the City or the Successful Proponent wish to terminate the Agreement, he/she shall provide written notice of the termination not less than 60 days from the date of termination. Failure to maintain the required documentation during the term of the Agreement may result in suspension of the work activities and/or cancellation of the contract.

29. Indemnification

The Successful Proponent shall indemnify and hold harmless the City, its elected and other officials, officers, employees, agents, servants, representatives, and volunteers from and against any and all liability, loss, claims, demands, legal proceedings, expenses, including but not limited to legal expenses (hereinafter collectively referred to as the "Claims"), when the Claims arise wholly or in part, directly or indirectly, as a result of any wrongful, blameworthy, or negligent acts or omissions, or breach of any terms of this Agreement by the Successful Proponent, or its officers, directors, employees, sub-contractors, agents, representatives or volunteers in the course of providing services pursuant to this Agreement.

This indemnity shall survive the termination, completion, or expiry of this Agreement, and in particular any risk that further Claims against the City are made after the termination, completion, or expiry of this Agreement, such risk is assumed entirely by the Successful Proponent.

30. Unenforceable Provisions

Should any provision of this document be deemed unenforceable by a court of law, all other provisions shall remain in effect.

31. Force Majeure

It is understood and agreed that the Successful Proponent shall not be held liable for any losses resulting if the fulfillment of the terms of the Agreement shall be delayed or prevented by wars, acts of public enemies, strikes, fires, floods, acts of God, or for any other cause not within the control of the Successful Proponent and which by the exercise of reasonable diligence, the Successful Proponent is unable to prevent. Should the performance of any contract be delayed or prevented herein set forth, the Successful Proponent agrees to give immediate written notice and explanation of the cause and probable duration of any such delay and to provide written notice as to when Contract obligations resume. In any case, such delay shall not exceed the length of time of the interruption/disruption.

32. Errors & Omissions

It is understood, acknowledged, and agreed that while this Proposal includes specific requirements and specifications, and while the City has used considerable efforts to ensure an accurate representation of information in this Proposal, the information is not guaranteed by the City to be comprehensive or exhaustive. Nothing in the Proposal is intended to relieve the Proponents from forming their own opinions and conclusions with respect to the matters addressed in the Proposal. There will be no consideration of any claim, after submission of Proposals, that there is a misunderstanding with respect to the conditions imposed by the Proposal and/or Agreement.

City of Temiskaming Shores
CS-RFP-003-2026
Equity, Diversity and Inclusion Audit
Form of Proposal

Proponent's submission of bid to:

The Corporation of the City of Temiskaming Shores

Stipulated Bid Price

We/I,

(Registered Company Name/Individuals Name)

Of,

(Registered Address and Postal Code)

Phone Number: _____ Email: _____

We/I hereby offer to enter into an agreement for the goods and/or services, as required in accordance with the Proposal for a price of (must be CDN funds and without HST):

Description	Amount (CDN fund and without HST)
Lump Sum Proposal Price:	

Acknowledgement of Addenda

I/We have received and allowed for ADDENDA NUMBER _____ in preparing my/our Proposal.

Proponent's Authorized
Official:

Title:

Signature:

Date:

Form 1 to be submitted.

City of Temiskaming Shores
CS-RFP-003-2026
Equity, Diversity and Inclusion Audit

Non-Collusion Affidavit

I/ We _____ the undersigned am fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such bid.

Such bid is genuine and is not a collusive or sham bid.

Neither the Proponent nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Proponent, firm or person to submit a collective or sham bid in connection with the work for which the attached bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proponent, firm or person to fix the price or prices in the attached bid or of any other Proponent, or to fix any overhead, profit or cost element of the bid price or the price of any Proponent, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Temiskaming Shores or any person interested in the proposed bid.

The price or prices proposed in the attached bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proponent or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The bid, quotation or Proposal of any person, company, corporation or organization that does attempt to influence the outcome of any City purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

Dated at: _____ this _____ day of _____, 2026.

Proponent's Authorized
Official: _____

Title: _____

Signature: _____

Date: _____

Form 2 to be submitted.

City of Temiskaming Shores
CS-RFP-003-2026
Equity, Diversity and Inclusion Audit
Conflict of Interest Declaration

Please check appropriate response:

☐ I/We hereby confirm that there is not nor was there any actual perceived conflict of interest in our Proposal submission or performing/providing the Goods/Services required by the Agreement.

☐ The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company's Proposal submission or the contractual obligations under the Agreement.

List Situations:

In making this Proposal submission, our Company has / has no (*strike out inapplicable portion*) knowledge of or the ability to avail ourselves of confidential information of the City (other than confidential information which may have been disclosed by the City in the normal course of the RFP process) and the confidential information was relevant to the Work/Services, their pricing or quotation evaluation process.

Dated at: _____ this _____ day of _____, 2026.

Signature: _____

Proponent's Authorized
Official: _____

Title: _____

Company Name: _____

Form 3 to be submitted.

City of Temiskaming Shores
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Equity, Diversity and Inclusion Audit

Accessibility for Ontarians with Disabilities Act, 2005 Compliance Agreement

I/We, by our signature below, certify that we are in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service made under the *Accessibility for Ontarians with Disabilities Act, 2005*. If requested, we are able to provide written proof that all employees have been trained as required under the act.

This regulation establishes accessibility standards for customer service as it applies to every designated public sector organization and to every person or organization that provides goods or services to members of the public or other third parties and that have at least one employee in Ontario.

Name: _____ Company Name: _____

Phone Number: _____ Email: _____

I, _____, declare that I, or my company, are in **full compliance** with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service under the Accessibility for Ontarians with Disabilities Act, 2005.

OR

I, _____, declare that I, or my company, are **NOT** in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service under the Accessibility for Ontarians with Disabilities Act, 2005, yet fully agree to meet the required compliance training standards on or before the delivery of the required goods and/or services. In an effort to assist non-compliant vendors, please visit: <https://www.ontario.ca/page/how-train-your-staff-accessibility>.

Form 4 to be submitted.