



**Federation of Canadian Municipalities’  
Green Municipal Fund**

<b>REQUEST FOR PROPOSALS</b>	
Requirement	FCM is seeking strategic collaborators who will work with FCM to support the advancement of high-performance energy efficiency and net-zero retrofits in municipal community facilities.
RFP Reference Name	GMFCD-CBR-05-12-2022
Issued By	Federation of Canadian Municipalities (FCM) 24 Clarence St, Ottawa ON K1N 5P3
Issue Date	December 5 <sup>th</sup> , 2022
RFP Contact	Corey Pembleton, Advisor – Learning and Partnerships, Email: <a href="mailto:cpembleton@fcm.ca">cpembleton@fcm.ca</a>
Bidder Questions	Questions related to this RFP must be submitted by email to the RFP Contact named above.
Deadline for Questions	FCM will respond to questions received by <b>5:00:00 PM ET on December 19<sup>th</sup></b> , through the submittable platform or via email.
Bid Delivery Location	Bids must be submitted electronically via the Submittable platform as described in Annex A of this document
Submission Deadline	Bids must be fully received by not later than <b>11:59:59 PM ET on January ,16<sup>th</sup> 2022.</b>
Contract Budget	The maximum value for this contract is CAD \$135,000.000
Contract Award	FCM anticipates that the contract will be awarded in February 2023
Attachments	Part 1 – RFP Process Part 2 – Scope of Work Annex A – Submission Guidelines Annex B – Bid Content Requirements Annex C – Joint Venture or Consortium Declaration Form Annex D – Conflict of Interest Form

## Part 1: RFP Process

1. **Introduction.** The Federation of Canadian Municipalities (FCM) is interested in contracting with one or more organizations that will work as strategic collaborators with and delivery agents for FCM's Green Municipal Fund (GMF) Capacity Development team in the delivery of high impact projects to local governments in Canada. For more on the FCM please see: [www.fcm.ca](http://www.fcm.ca).
2. **Scope of Work.** The deliverables are structured around 5 lots, and Bidders may respond to all, or selected lots following the instructions in Annex B: Bid Content Requirements and Evaluation Criteria. For details on the scope of work associated with each lot, see Part 2 of this RFP.
3. **Eligibility.** Organizations eligible to become strategic collaborators include: not-for-profit, non-governmental, for-profit, and educational organizations with a specific mandate or demonstrable relevant recent experience delivering capacity-building activities in energy management, particularly in a municipal building context. Examples of eligible Bidders includes:
  - Non-profit, for-profit, educational organizations;
  - Consortiums / joint ventures involving of any of the aboveExceptions:
  - Individuals may not submit but can be subcontracted by bidding organizations.
4. **Joint Ventures / Consortium.** Organizations, including independent consultants, may submit as a joint venture or consortium to complement their respective areas of expertise, strengthen the responsiveness of their proposals and make available bigger pools of experts, provide better approaches and if possible lower prices. If using a joint venture, a single entity must be appointed to represent the association; all members of the joint venture shall sign the contract. Organizations/consultants working together in this way must submit a Joint Venture Declaration Form (Annex C).
5. **Bidder Questions.** Questions on this RFP must be directed by email to the RFP contact at the email address specified on the cover page before the Deadline for Questions. FCM will make reasonable efforts to respond to all Bidder questions however questions received after the deadline may not be addressed.
6. **Bid Submission Instructions.** Bidders must submit their proposal using the Submittable platform. Instructions are found in Annex A: Submission Guidelines.
7. **Bid Evaluation.** All compliant Bids meeting the Mandatory requirements will proceed to the evaluation phase and be evaluated internally by FCM.
8. **Non-Binding Process.** This is a non-binding bidding process and no legal obligations regarding the procurement of any good or service will be created until FCM and the selected Bidder(s) have confirmed their acceptance of a contract for the goods and services. FCM may choose to select or not select any Bidder and may cancel this RFP at any time. A Bidder may withdraw its bid at any time before confirming acceptance of the contract. FCM reserves the right to issue more than one contract as a result of this RFP.

## Part 2: Scope of Work

### INTRODUCTION

#### FCM and the Green Municipal Fund

The Federation of Canadian Municipalities (“FCM”) has been the national voice of municipal government since 1901. It represents the interests of all Canadian municipalities on policy and program matters within federal jurisdiction and serves its members in both official languages. Representing 90 per cent of Canada's municipal population, FCM members include Canada's largest cities, small urban and rural communities, and 20 provincial and territorial municipal associations.

In 2000, the Government of Canada endowed FCM to establish and grow the Green Municipal Fund (“GMF”) to enhance the quality of life of Canadians by improving air, water and soil quality and protecting the climate. FCM offers funding (grants, loans), capacity building, tools, and resources to help municipalities and their partners move their sustainability projects forward. FCM supports the very best examples of leadership and innovation by championing initiatives that can generate new lessons and models for municipalities of all sizes and types in all regions of Canada. These initiatives offer significant environmental benefits, a strong business case and social advantages, complemented by local policies and measurement systems. FCM funding opportunities and capacity building programming focuses on eight sectors of municipal activity: energy, land use, transportation, waste, water, community efficiency financing, sustainable affordable housing, and community buildings retrofits. Further details about the Green Municipal Fund can be found here: [Green Municipal Fund](#).

#### The Community Building Retrofit initiative (CBR)

The FCM’s [Community Buildings Retrofit \(CBR\) initiative](#) supports local governments and not-for-profit organizations in retrofitting community buildings to improve energy performance, lower operating and maintenance costs, and transition to cleaner energy solutions over time<sup>1</sup>.

The CBR funding offer supports all stages of project development, helping communities of all sizes to significantly reduce GHG emissions, while extending their asset’s life cycle. CBR helps municipalities to:

- Improve energy performance and significantly reduce greenhouse gas emissions
- Create local jobs in your municipality and reduce operating costs
- Better building quality and greater community use

Specifically, funding support under CBR includes

1. [Community building monitoring and analysis grant](#)
2. [Community building recommissioning grant](#)
3. [GHG Reduction Pathway Feasibility Study Grant](#)
4. [GHG reduction pathway retrofit Capital Project](#)

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<sup>1</sup> A community building is an enclosed public place or an enclosed workplace that is:

- owned by a municipal government or not-for-profit;
- primarily used for the purposes of providing athletic, recreational, culture and community programs or services to the local community;
- widely accessible to everyone offering services designed to enhance the health and well-being, skills development, and economic development of individuals.

5. [GHG impact retrofit Capital Project](#)

FCM provides additional capacity development support to municipalities receiving, or interested in receiving, funding to help them maximize their initiative results and build long-term in-house capacity. The collaborations arising from this RFP will advance and enhance these capacity development supports through

- Advisory and coaching support
- Knowledge product creation
- Live training and content delivery
- National CBR capacity development network
- Sector-level research and development

(See Section 3 Description of Deliverables for more details.)

Capacity development supports are provided along the three axes, or strategic directions:

1. **Inform and Inspire:** municipal staff and elected officials are informed of others' accomplishments and are inspired to act. This strategic direction includes activities such as the development and promotion of tools and resources, hosting events and workshops, and providing support to learners along their journey with FCM.
2. **Connect and Convene:** municipal staff and elected officials are better connected and encouraged to collaborate, learn, and build on shared experiences. This strategic direction includes activities such as converging learning networks, cohorts, and communities of practice and building strong partner networks.
3. **Skill and Scale:** municipal staff have developed skills to improve their FCM projects; exemplary projects are promoted to encourage national scaling. This strategic direction includes activities such as delivering and managing training and courses and providing technical coaching and peer mentorship to funded FCM projects.

These strategic directions are directly aligned with the levels in which FCM defines local government capacity.

- **Individual:** the knowledge, skills, values, resources, and attitudes of individuals.
- **Organizational:** the internal structure, systems, policies, and procedures that determine an organizations effectiveness
- **Enabling environment or “ecosystem”:** the broad system in which people and organizations exist. Including political and legal frameworks, national and regional policies and practices, partnerships with key actors in the municipal sector, and the financial enabling environment.

The collaborations arising from this RFP process will contribute to varying degrees both the strategic directions and the levels of capacity development at FCM, and this should be reflected in responses to this call for strategic collaborators.

Specifically in the context of CBR, capacity development activities currently include:

- Advisory services and coaching for funding recipients
- [Fact sheets, guidebooks and webinars](#)
- [Resource library: Community Buildings Retrofit](#)

## **A. CONTRACT TERM**

Strategic collaborators shall execute a standing arrangement with FCM. There shall be no commitment to purchase services under a standing arrangement unless and until FCM places a written order for services pursuant to the arrangement. Each standing arrangement shall have a term of one (1) year and may be renewed for up to three (3) years.

FCM will place an initial order pursuant to the standing arrangement for the deliverables specified in the accepted Bid and may place future orders for services pursuant to the standing arrangement during the term of the standing arrangement. More than one standing arrangement may result from this RFP. FCM reserves the right to issue more than one contract according to the results of this RFP and Lot submissions.

## **B. SERVICES**

### **1. GENERAL SCOPE OF SERVICES**

FCM is seeking a series of strategic collaborators to assist FCM staff to implement capacity development activities within the scope of the CBR initiative (see Section 2, Introduction above). The overall objective of these collaborations are to support ongoing capacity development activities being implemented (see Section 2, Introduction above) and develop new, innovative ways of meeting the needs of our clients: municipal staff and elected officials in or interested in the Community Buildings Retrofit Initiative. FCM's specific objectives include:

1. Strengthening the capacity of project teams to effectively deliver their funded initiatives to help municipalities and organizations better achieve their GHG reduction goals;
2. Convening regional experts and organizations to create a collaborative and innovative environment for municipal staff and elected officials to build their knowledge and skills in community energy efficiency;
3. Connecting communities and project teams with organizations and experts that have a strong understanding of the challenges and opportunities of community building retrofits.

We believe through a collaborative approach with strategic collaborators we can achieve these objectives. The strategic collaborator is expected to:

- Work collaboratively with FCM in a mutually beneficial way that contributes to both organizations' goals
- Have an active interest in expanding partnerships geographically and thematically as needed to best meet the needs of our primary stakeholders
- Develop and deliver content that is equitable, inclusive, and bilingual (EN/FR)<sup>2</sup>

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<sup>2</sup> Equity is an approach that acknowledges diversity and aims to address differential opportunities and outcomes through changes in mindsets, systems, structures, and culture that create the conditions of success or challenges for individuals, communities, and municipalities. Inclusion refers to how diversity is leveraged to create a fair, equitable, healthy, and high-performing organization or community where all individuals are respected, feel engaged and motivated, and their contributions toward meeting organizational and societal goals are valued.

## 2. KEY INDIVIDUALS

Successful proponents must ensure the individuals working within any of the Lots presented are presented in the original Bid. No substitutions will be permitted without the prior approval of FCM.

## 3. DESCRIPTION OF SERVICE DELIVERABLES

The deliverables are structured around five lots and will be specifically defined based on the content of the strategic collaborator's original Bid, as may be adjusted upon mutual written agreement.

### **Lot 1: CBR advisory and coaching support for funded CBR projects**

**Maximum amount for Lot:** \$20,000.00

**Description:** The CBR Advisory Service (AS) is offered to CBR study and capital project applicants once they are approved for FCM funding. This is an opt-in, voluntary service. Through tailored one-on-one coaching, AS provides customized and responsive support to CBR clients and project teams to address specific capacity gaps related to project implementation, to help them better meet project goals and to improve the quality of their outcomes.

Supports to clients within the service are flexible to meet their technical and generalist capacity needs in thematic areas such as stakeholder engagement, procurement, staffing, monitoring and analysis, energy data, building GHG benchmarks, building recommissioning and FCM capital project implementation.

An anticipated outcome of this lot would be the creation of a pool of experts on retainer that can be called on as-needed, the promotion and cross-development of capacity development supports in other Lots (e.g., connecting AS clients with networks and knowledge products). Design, marketing, and translation should be included in quotes.

#### **Anticipated results:**

- Measurably improve the CBR Advisory Services as assessed by an increase in uptake by CBR clients, improved client experience in the CBR funding stream, and a reported increase in the adoption of best practices relevant to their CBR initiative.
- Participating clients report that coaching, training, and other supports improve the effectiveness of municipal staff and partners to implement their CBR Initiative.
- Participating clients report that coaching, training, and other supports increases the technical capacity of municipalities to plan, design, and implement their CBR Initiative

### **Lot 2: Capacity development knowledge product creation**

**Maximum amount for Lot:** \$20,000.00

**Description:** FCM's GMF Capacity Development team regularly releases high-quality knowledge products (including guides, case studies, factsheets, etc.) that are aimed at increasing the technical capacity of municipal staff and raising awareness and motivation to implement sustainability programming.

Capacity development content creation is followed by promotion and use of that content. Examples of these activities could include factsheets, success stories, case studies, reports, roadmaps, videos, toolkits, guides, templates, workbooks, promotional material, webinars, and courses. Costs and level of effort

should include the concept design, production, added costs of ensuring screen reader compatibility (i.e., meeting the requirements of the Accessibility for Ontarians with Disability Act), and proposed approach to marketing.

**Anticipated results:**

- Resources are developed, promoted to, and accessed by municipalities and other stakeholders
- Municipal staff have increased awareness around the CBR program and its capacity development supports

**Lot 3: Live training and content delivery**

**Maximum amount for Lot:** \$40,000.00

**Description:** Training and content delivery is the foundation of capacity development at FCM, and includes in-person and online course development and management, in-person and online workshops, and a combination of generalist and specialist training for municipal staff and elected officials. The primary objective of training and content delivery at FCM is to increase the knowledge and skills of our target audience, improving their capacity to implement sustainability programming.

The strategic collaborator will play a key role in this delivery by leveraging internal expertise in topic areas, re-using, and adapting existing content, jointly promoting existing regional content and more. Innovative and collaborative approaches that reach national audiences while respecting regional differences in energy management are important factors to consider, in addition to an emphasis on having coherence with national trends and ongoing advancements in the field. Costs and levels of effort should include the design, ensuring screen reader compatibility (i.e. Accessibility for Ontarians with Disabilities Act compliance) marketing, and translation of content. Online course development may use FCM's Learning Management System (Moodle) or other another learning platform provided by the proponent.

**Anticipated results:**

- Learning sessions are delivered to our target audience that are relevant, impactful, and effective, while also remaining coherent with broader national trends in energy efficiency
- Learning content developed is aligned with other knowledge products, networks and supports provided to the target audience
- Municipal staff (and where relevant, elected officials) have a measurable increase in technical capacity (knowledge and skills) to design and implement their CBR initiative
- Clients can integrate resources and techniques learned into their program design, and using resources provided results in a reported positive impact on implementation

**Lot 4: National CBR capacity development network**

**Maximum amount for Lot:** \$40,000.00

**Description:** FCM develops and supports national capacity development networks and communities of practice across our programming areas such as the Circular Cities and Regions Initiative (CCRI), and Leadership in Brownfields Renewal (LiBRe); programming aimed at fostering a collaborative environment for peer-to-peer support, learning and knowledge sharing.

In this lot, FCM will work with the selected strategic collaborator to engage with existing regional and local networks or create new networks where gaps exist.

**Anticipated results:**

- Knowledge sharing and peer-to-peer support is fostered between municipalities (municipal staff and CBR initiative teams) and their partners (provincial associations, private sector, non-profit organizations, etc.)
- A community / network is established, maintained, and/or convened regularly where municipal staff working in community building energy management can learn and share together. Includes partnering or building a relationship with existing communities, networks, etc.
- CBR initiative networks or communities of practice (new or supported) play a critical role in the sector in Canada by building knowledge and relationships, and their successes are externally validated

### **Lot 5: Sector-level research and development**

**Maximum amount for Lot:** \$15,000.00

**Description:** Lot 5 includes conducting sector-wide needs analysis, exploring potential new avenues for capacity development service delivery and program design, and continuing to ensure that the activities conducted are technically at the cutting edge in municipal building and energy management. There should be clear links between work conducted in this Lot and the deliverables in other Lots, such as knowledge product development, live training/content delivery and topics included in network discussions.

#### **Anticipated results:**

- Evidence that programming has enabled municipal staff to integrate peer learning and resources into their FCM CBR initiative, and plan to do so in future initiative applications
- Municipal staff report they can better implement CBR programming because of the training and support they have received
- Recommendations are submitted on next steps to continue the work completed in this lot and to enhance CBR capacity development programming.



## **Annex A: Submission Guidelines**

### **General Submission Guidelines**

FCM will be using an online application platform called Submittable for this RFP. To submit your proposal, follow [this link](#) provided and create a free account or sign-in if you have an existing account. Follow the instructions in each section. If you are having any issues, you may contact Corey Pembleton, [cpembleton@fcm.ca](mailto:cpembleton@fcm.ca). The text found in this document is the correct text should there be differences between the two. Submitters will upload their full proposal, with all 5 sections and annexes in a single document and copy text for the 5 required sections into the text boxes provided on submittable.

Bidders can correct, edit, or retrieve their submitted Bid and the text submitted online at any time prior to the due date on the Submittable platform. Bidders from more than one organization may collaborate on the proposal using the “collaborate” function in Submittable, however only the account holder can submit the application.

### **Associations between consultants**

Consultants may apply as individual organizations or consortiums and are encouraged to associate with each other in the form of joint ventures or sub-consultancy agreements to complement their respective areas of expertise, strengthen the responsiveness of their proposals and make available bigger pools of experts, provide better approaches and if possible lower prices. If consultants choose to use a joint venture, the association should appoint one of the firms to represent the association; all members of the joint venture shall sign the contract. Consultants working together in this way must submit a Joint Venture Declaration (Annex C).

## **Annex B: Bid Content Requirements**

Bidders should clearly indicate which lots they are responding to according to the instructions provided in Annex A. Additionally, respondents should follow the following general guidelines:

- Lots 1, 2, and 5 must be submitted alongside a request for either Lots 3 and 4 and cannot be submitted on their own. For example, a respondent may submit a response for Lot 3 only, or Lot 3 and Lot 2, but not Lot 2 alone.
- The Lots are not silos: activities should work synergistically among each other, and Bidders should make clear in their submission how outputs from each lot will be re-purposed across all activities
- All Lots are subject to having multiple winners of up to the maximum allotted amount, FCM reserves the right to issue more than one contract according to the results of this RFP and Lot submissions.

Bids should be organized as follows:

- All sections of the proposal must be completed, including:
  - A. Understanding of the Assignment
  - B. Firm Experience
  - C. Resources Experience
  - D. Budget
  - E. Methodology, workplan and response to thematic areas
  - F. Joint Venture Disclosure Declaration (Annex C)
  - G. Conflict of Interest form (Annex D)

Indicators and objectives

- Within each Lot, Bidders must clearly indicate how proposed activities will contribute to the FCM Capacity Development strategic objectives, and monitoring and evaluation approaches that will be used. The FCM Capacity Development team regularly monitors and evaluates its activities using a Result-Based Management (RBM) approach, which in turn contributes to FCM strategic objectives.
- Bidders should show in their proposal how activities can leverage their own strengths, and those of FCM, to connect and convene leaders and practitioners across Canada, and where relevant, globally. Examples of this work might include peer learning networks or communities of practice and cohort-based network development and management.

### **Criteria Description**

#### **A) Understanding of the assignment**

A document or section titled “Section A” (maximum 3 pages) is included that sets out a clear understanding of what the strategic collaboration with FCM and the Bidder would entail in terms of how each organization's strengths would contribute to FCM's capacity development objectives and improve capacity development service delivery in the CBR initiative.

#### **B) Firm Experience**

FCM is looking for organizations with a preference for regional or national organizations that:

- a) Works collaboratively with FCM-GMF Capacity Development team, and other partners in a mutually beneficial way that contributes to both organizations' goals

- b) Has an active interest in expanding collaborations geographically and thematically as needed to best meet the needs of our primary stakeholders
- c) Are uniquely positioned in the Canadian municipal capacity development and/or energy efficiency and retrofit landscape in a way that is complimentary to FCM Capacity Development's strategic directions
- d) Have the technical expertise to support our clients in community building energy management, particularly as it pertains to projects relevant to the CBR initiative, e.g.:
  - i. Feasibility planning and business case development for net-zero community facilities
  - ii. Building retrofitting and recommissioning
  - iii. Developing and implementing GHG reduction pathways for community facilities
  - iv. Implementation and customization of building automation systems
- e) Are invested in developing and delivering content that is equitable, accessible, and bilingual

In the Bid, include a section or attachment (maximum 4 pages) entitled "Section B" that provides a description of the proposed firm(s) experience within the past five years, with two projects described and contacts for each provided.

- a) a clear description of the role and degree of involvement that the lead and if relevant sub-contractual Bidders will have in the contract
- b) a demonstration of how each Bidder has experience in planning and coordinating the services proposed
- c) a demonstration of each Bidders ability to plan and coordinate activities as presented according to the thematic areas listed in **Section B. Services, 3. Description of Service Deliverables**
- d) a demonstration of an experience with public administration and elected officials at the local level in Canada, including senior management and elected officials
- e) demonstrates experience in the proposed methodological approaches and a strong capacity for organizing and executing training activities
- f) a demonstration of the ability to coordinate multiple activities at the same time
- g) A demonstration of relevant experience delivering capacity-building projects to local governments.
- h) The applicant has provided reference projects, delivered by the applicant or sub-contracted partners to local governments, related to capacity development and/or community building energy management
- i) A demonstrated effort to create a joint venture or consortium of organizations across sectors (e.g. non-profit, educational, for-profit) that expands their own regional scope to the national level and brings a diversity of expertise and approaches

### C) Resources' Experience

A section or attachment entitled “Section C” is included that provides a summary description of individual resources experience in the last five years. The resources presented in the response must be those working on the project.

The curriculum vitae (CV) (max 3 pages each) of members of the key resource should demonstrate:

- a) minimum of 10 years of experience for lead or key resources related to the services proposed in the quotation provided within their respective area of expertise, e.g. energy efficiency, municipal capacity development, building energy management.
- b) resources included in Lot 1, Advisory Services, should be clearly identified as expert coaches in each thematic area (e.g. building retrofitting, energy modelling, communications, procurement, project management, etc.)
- c) played a lead role in two similar projects in the past five years where they played a key role in the project
- d) demonstrated experience in delivering municipal staff training, developing, and distributing knowledge products, facilitating live adult learning centric events, participating in the creation and operation of partnerships between multiple stakeholder groups
- e) a demonstration of an experience working with public administration and elected officials at the local level in Canada, including senior management and elected officials
- f) A demonstration of a working knowledge in at least one of the following areas:
  - a. Building capacity in internal and external stakeholder communications, including stakeholder engagement and promoting/sharing project results
  - b. Building municipal staff capacity in project management, including procurement, staffing, and managing community building data
  - c. Knowledge or experience with any of the subject areas of CBR initiative grants, including: building monitoring and analysis, building recommissioning, GHG reduction pathway development and execution, CBR capital project (impact retrofit and reduction pathway retrofit)

### D) Submission Budget

Budgets will be scored on a Lot-by-Lot basis.

### E) Methodology, and response to lots

Describe in 5 pages maximum per Lot, in a section entitled “Section E” that describes how each firm and resource will answer our listed programmatic needs found in **The Scope of Work, Section 3 Description of Services and Deliverables**. Section E will be evaluated based on the quality of the given response per Lot based on considerations such as innovation and level of detail provided, including a breakdown of how the Level of Effort will be divided among the resources.

Bidders must provide a high-level workplan according to pricing based on tasks, to be refined further upon acceptance of the Bid. The workplan should assume a 12-month delivery schedule.

### **Annex C: Joint Venture or Consortium Declaration**

If the bidder employs an association in the form of a joint venture or consortium, the association shall appoint one of the firms to represent the association; all members of the joint venture, or their representative with power of attorney, shall sign the contract. All members of the joint venture or consortium shall be jointly and severally liable for the entire assignment.

## Annex D: Conflict of Interest Declaration Form

Please complete this form if you believe that you may be involved in a conflict of interest situation or if you are unsure and seek to disclose a potential or perceived conflict of interest. Please read the Federation of Canadian Municipalities Conflict of Interest Policy.

<b>SECTION 1: PERSONAL DETAILS</b>	
NAME:	Click here to enter text.
JOB TITLE / AREA OF RESPONSIBILITY:	Click here to enter text.
PHONE:	Click here to enter text.
EMAIL:	Click here to enter text.

<b>SECTION 2: DISCLOSURE DETAILS</b>	
<b>The actual, potential, or perceived conflict of interest relates to:</b> <i>(tick all appropriate box/s)</i>	
<input type="checkbox"/> Relationship with family or friends	<input type="checkbox"/> Staff recruitment
<input type="checkbox"/> Outside work activities (paid/unpaid)	<input type="checkbox"/> Relationship with external parties
<input type="checkbox"/> Financial interest	<input type="checkbox"/> Procurement of goods and services
<input type="checkbox"/> Gifts/benefits	<input type="checkbox"/> Provision of external consultancy services
	<input type="checkbox"/> Other (if you selected other please provide details)
The following actual, potential or perceived conflict of interest has been identified. <i>(please insert all relevant details)</i>	
Click here to enter text.	
<b>The (actual, potential or perceived) conflict is expected to last:</b> <i>(tick appropriate box)</i>	
<input type="checkbox"/> 0–12 months	<input type="checkbox"/> >12 months or ongoing

<b>SECTION 3: EMPLOYEE'S DECLARATION</b>	
To the best of my knowledge and belief any actual, perceived, or potential conflicts between my duties as an employee and my private and/or business interests have been fully disclosed in this form in accordance with the requirements of the Federation of Canadian Municipalities Conflict of Interest Policy.	
I acknowledge, and agree to comply with, any approach identified in this form for removing or managing an actual, perceived or potential conflict of interest.	
SIGNATURE:	DATE: