



THE CORPORATION OF THE TOWNSHIP OF STRONG

Request for Proposal

Hearing Officer Services

Administrative Monetary

Penalty System (AMPS)

Request for Proposal No: RFP 01-2026 ADMIN

Date Issued: December 9, 2025

RFP Closing date and Time: Wednesday January 7, 2026 at 2:00pm

Awarded: Tuesday January, 13th, 2026 at 5:30pm Council Meeting

Contact Person: Caitlin Haggart, Clerk Administrator
Township of Strong
28 Municipal Lane, PO Box 1120
Sundridge, ON P0A 1Z0
clerk@strongtownship.com,
(705) 384-5819

*Lowest or any proposal not necessarily accepted.
Late proposals will not be accepted.*

1. About The Township of Strong

The Township of Strong is a single tier municipality that was incorporated in 1877, located in the District of Parry Sound and is characterized by several very small urban settlements and a significant amount of both waterfront and rural areas, predominantly understood to be “cottage country.” The permanent population of the Township is approximately 1,500 persons; however, the seasonal residents in the municipality is approximately 3,500. The Township of Strong employs a shared Municipal Law Enforcement Officer (MLEO), with the Village of South River, Village of Burk’s Falls and Township of Joly. The MLEO is responsible for by-law compliance, including the use of Administrative Monetary Penalty System.

2. Background

The Township of Strong (“Township”) is seeking proposals from qualified and experienced individuals or firms to provide Hearing Officer services for the Township’s Administrative Monetary Penalty System (AMPS). The Hearing Officer will conduct independent, impartial, and procedurally fair reviews of administrative penalties issued under applicable municipal by-laws.

This RFP outlines the Township’s requirements and evaluation process. The Township invites interested proponents to submit a proposal demonstrating their qualifications, experience, methodology, and fees.

The Township of Strong has recently adopted an Administrative Monetary Penalty System as an alternative to the traditional Provincial Offences Act (POA) system. The goal of the AMPS program is to enable timely, efficient, and fair resolution of by-law violations, including but not limited to:

Noise; Animal Control; Parking; Open Air Burning; Property Standards; Clean and Safe Yards; Trailer; Regulate Waste.

Other municipal regulatory by-laws as adopted by Council

As per Ontario legislation, a municipal Hearing Officer must be appointed by Council By-law to review decisions from Screening Officers when a person requests a further review.

3. Scope of Work

The successful proponent will perform the duties of a **Hearing Officer**, including:

3.1 Core Responsibilities

- Review decisions made by the appointed Screening Officers in relation to penalty notices issued as part of the Township's AMPS, to determine whether to affirm, vary or cancel (on appeal) the penalty decisions.
- Conduct independent hearings in accordance with the *Statutory Powers Procedure Act*, Township's AMPS by-laws, policies and provincial legislation.
- Review all evidence, submissions, and materials relevant to each appeal.
- Make fair, unbiased, and timely decisions based on the preponderance of evidence.
- Issue written decisions with reasons, in accordance with legislated and municipal requirements.
- Maintain confidentiality and follow all applicable privacy and records-management laws.
- Ensure proceedings are conducted with respect, professionalism, and procedural fairness.

3.2 Administrative Responsibilities

- Maintain availability for hearings (in-person or virtual).
- Coordinate with Township staff regarding scheduling and documentation.
- Submit invoices in accordance with the agreed-upon fee structure.
- Participate in training or orientation sessions as required.

4. Qualifications & Experience

Proponents must demonstrate expertise and capacity in:

- Administrative law, regulatory enforcement, or quasi-judicial decision-making;
- Knowledge of Ontario municipal legislation, including the Municipal Act, AMPS regulations, and by-law enforcement processes;
- Experience serving as an arbitrator, mediator, adjudicator, provincial offences prosecutor/defence lawyer, or similar role;
- Strong analytical, communication, and decision-writing skills;
- Independence from the Township, with no conflicts of interest
Preference may be given to candidates with:
 - Previous experience as a Hearing Officer in other Ontario municipalities;
 - Legal training or law degree (LL.B/J.D.);
 - Certification or training through bodies such as SOAR, ADRIO, or similar organizations.

5. Term of Contract

The term is expected to be two (2) years, with the option to extend for up to two (2) additional one-year periods at the Township's discretion.

6. Proposal Submission Requirements

Proposals must include:

1. **Cover Letter** – Introduction of the proponent and understanding of the project
2. **Proponent Profile** – Name, address, qualifications, experience
3. **Experience Summary** – Relevant adjudicative or administrative law experience
4. **Approach & Methodology** – How hearings will be conducted and decisions rendered
5. **Fee Schedule** – Proposed hourly rate or per-hearing rate, and any additional costs
6. **Conflict of Interest Statement**
7. **References** – Minimum of three relevant references
8. **Availability** – Expected scheduling limitations or preferences

7. Evaluation Criteria

Proposals will be evaluated based on:

Criteria	Weight
Qualifications & Relevant Experience	40%
Approach & Understanding of AMPS	25%
Fee Structure	20%
References	10%
Completeness & Quality of Proposal	5%

The Township reserves the right to interview shortlisted candidates.

8. Contract and Payment

The successful proponent will enter into a service agreement with the Township of Strong. Payment will be based on the approved fee schedule, subject to budget availability. Payments will be issued via cheque or electronic fund transfer upon receipt of detailed invoice for work completed.

9. Terms and Conditions of the RFP Process

Proponents to Follow Instructions

Proponents should structure their Proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a Proposal should reference the applicable section numbers of the RFP where that request is made.

Proponents to Review RFP

Proponents shall promptly examine all of the documents comprising this RFP and

1. Shall report any errors, omissions or ambiguities; and
2. May direct questions or seek additional information by email, on or before the Proponent's Deadline for Questions to the Township's Contact. No such communications are to be directed to anyone other than the Township's Contact. The Township is under no obligation to provide additional information but may do so at its sole discretion.

Township's Contact for this RFP is

Caitlin Haggart – Clerk Administrator
Township of Strong
28 Municipal Lane, Sundridge, ON
POA 1Z0
705-384-5819 ext. 207
clerk@strongtownship.com

Alternative Contact
Kim Dunnett – Deputy Clerk
Township of Strong
28 Municipal Lane, Sundridge, ON
POA 1Z0
705-384-5819 ext. 202
deputyclerk@strongtownship.com

10. All New Information to Proponents by way of Addenda

This RFP may be amended by an addendum in accordance with this section.

If the Township, for any reason, determine that it is necessary to provide additional information relating to this RFP, such information will be communicated to all Proponents by addenda. Each addendum shall form an integral part of this RFP.

Such addenda may contain important information including significant changes to this RFP. It is the sole responsibility of the Proponent to register their intention to submit a proposal with the Township in order to be placed on the distribution list for any addenda.

Proponents are responsible for obtaining all addenda issued by the Township. Proponents shall confirm their receipt of all addenda by including the Addenda Acknowledgement page (appendix B) by setting out the number of each addenda in the space provided.

Post-Deadline Addenda and Extension of Proposal Submission Deadline Monday January 5th, 2026 at 4pm

If any addenda are issued after the Deadline for Issuing Addenda, the Township may at its discretion extend the Proposal Submission Deadline for a reasonable amount of time.

11. Submission of Proposals

Proposals Submitted Only in Prescribed Manner

Proposals must be submitted by the following method:

- a) Proposal may be submitted via hard copy in person or in the mail, or electronic copy emailed to clerk@strongtownship.com
- b) Proposal package must be prominently marked with the RFP title, with the full legal name and return address of the Proponent, with the Proposal Submission Deadline date and time.

At any time prior to the Proposal Submission Deadline, a Proponent may amend or withdraw a submitted Proposal. The right of a Proponent to amend or withdraw a Proposal includes amendments or withdrawals wholly initiated by the Proponent and amendments or withdrawals in response to subsequent information provided by the Township.

Any amendment should clearly indicate what part of the Proposal the amendment is intending to replace.

Any amendment or notice of withdrawal must be submitted in the same manner as prescribed in this RFP for the submission of Proposals. Any amendment or notice of withdrawal submitted by any other method will not be accepted

12. Proposal Irrevocable after Proposal Submission Deadline

Proposals shall remain irrevocable in the form submitted by the Proponent for a period of sixty (60) days from the Proposal Submission Deadline.

The Township reserves the right to seek clarification and supplementary information from Proponents after the Proposal Submission Deadline. Any response received by the Township from a Proponent shall, if accepted by the Township, form an integral part of that Proponent's Proposal.

13. RFP Incorporated into Proposal

All of the provisions of this RFP are deemed to be accepted by each Proponent and incorporated into each Proponent's Proposal.

Except where expressly set out to the contrary in this RFP, the Proposal and any accompanying documentation submitted by a Proponent shall become the property of the Township and shall not be returned.

14. Execution of Agreement

The Township anticipate that a Proponent will be selected within 30 days of the Proposal Submission Deadline. Notice of selection by the Township to the selected

Proponent will be in writing. The selected Proponent shall execute the Agreement and satisfy any other applicable conditions of this RFP within 15 days of notice of selection.

15. Failure to Enter Agreement

In addition to the Township other remedies, if a selected Proponent fails to execute the Agreement or satisfy any other applicable condition within 30 days of notice of selection, the Township may, in its sole discretion and without incurring any liability, rescind the selection of that Proponent.

16. Notification to Other Proponents of Award and Debriefing

Once an Agreement is executed between the successful Proponent and the Township, the other Proponents will be notified by the Township Contact in writing via email.

17. Prohibited Communication and Confidential Information

Any attempt on the part of any Proponent or any of its employees, agents, contractors or representatives to contact any person other than the Township's Contact with respect to this RFP, will be grounds for disqualification. For clarification and without limiting the generality of the foregoing, no attempt will be made to contact any member of the Township's Evaluation Team, Management, elected officials or any expert or other adviser assisting the Township's Evaluation Team.

In such event, and without any liability, the Township may, in its sole discretion and absolute discretion, in addition to any other remedies available by law, disqualify the Proposal submitted by the Proponent.

18. Proponent Not to Communicate with Media

A Proponent may not at any time directly or indirectly communicate with the media in relation to this RFP or any contract awarded pursuant to this RFP without first obtaining the written permission of the Township.

All information provided by or obtained from the Township in any form in connection with this RFP either before or after the issuance of this RFP:

- a) Is the sole property of the Township and must be treated as confidential;
- b) Is not to be used for any purpose other than replying to this RFP and the performance of any subsequent Agreement;
- c) Must not be disclosed without prior written authorization from the Township; and
- d) Shall be returned by the Proponents to the Township immediately upon the request of the Township.

19. Subject to Municipal Freedom of Information and Protection of Privacy Act

Information provided by a Proponent may be released in accordance with the Municipal Freedom of Information and Privacy Act R.S.O. 1990, c.M 56, as amended. A Proponent

shall identify any information in its Proposal or any accompanying documentation for which confidentiality is to be maintained by the Township.

The confidentiality of such information will be maintained by the Township, except where an order by the Information and Privacy Commission or a court requires the Township to do otherwise.

20. Rights of the Township

In addition to any other expressed rights or any other rights which may be implied in the circumstances, the Township reserve the rights to:

- a. Make public the names of any or all Proponents;
- b. Request written clarification or the submission of supplementary written information from any Proponent;
- c. Waive formalities and accept Proposals which substantially comply with the requirements of the RFP;
- d. Verify with any Proponent or with a third party any information set out in a Proposal;
- e. Check references other than those provided by any Proponent;
- f. Disqualify any Proponent whose Proposal contains misrepresentations or any other inaccurate or misleading information;
- g. Disqualify any Proponent or the Proposal of any Proponent who has engaged in conduct prohibited by this RFP;
- h. Make changes, including substantial changes, to this RFP provided that those changes are issued by way of addenda in the manner set out in this RFP;
- i. Accept or reject a Proposal if only one Proposal is submitted;
- j. Select any Proponent other than the Proponent whose Proposal reflects the lowest cost to the Township;
- k. Cancel this RFP process at any stage and issue a new RFP for the same or similar service;
- l. Accept any Proposal in whole or in part, provided that doing so complies with the Township's Procurement Policies and other applicable laws;
- m. Discuss with any Proponent different or additional terms to those contemplated in this RFP or in any Proponent's Proposal;
- n. Reject any or all Proposals in its absolute discretion; and

The Township shall not be liable for any expenses, costs, losses or any direct or indirect damages incurred or suffered by any Proponent or any third party resulting from the Township exercising any of its express rights under this RFP or exercising any rights which may be implied in the circumstances.

By submitting a Proposal, the Proponent authorizes the collection by the Township of the information set out under (d) and (e) in the manner contemplated in those subparagraphs.

Governing Law of RFP Process

This RFP process shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.



Signing Page (Appendix A)

All responses should be signed

Request for Proposal (RFP) Hearing Officer Services- Administrative Monetary Penalty Systems (AMPS)

I/We certify that the information provided in this RFP Response Document is true and complete.

I/We declare that no employee of the Township of Strong is or will become interested, directly or indirectly as a contracting party or otherwise in the supplies, work or business to which it relates or in any portion of the profits thereof, or in any such supplies to be therein or in any of the monies derived there from.

I/We further declare that the undersigned is empowered by the Proponent to negotiate all matters with the Township's representatives, relative to this Proposal.

I/We further declare that the agent listed below is hereby authorized by the Proponent to submit this Proposal and is authorized to negotiate on behalf of the Proponent.

Legal Name:	
Respondent's Signature:	
Respondent's Printed Name:	
Email:	
Phone:	
Address:	



Addendum Acknowledgement Form (Appendix B)

1. Addendum Acknowledgement Form

Acknowledge receipt of the addenda (if applicable) in the space provided on the Addendum Acknowledgement Form. Proposers must include the signed form with their Bid Proposal, even if not bidding on the part listed in the addendum. Failure to do so will subject Proposers to disqualification.

2. Changes and Clarifications

See Information in this acknowledgment

ACKNOWLEDGEMENT FORM

As required by the RFP, Proposers must submit this acknowledgement form with their response. One acknowledgement form per response listing all addenda.

Addendum No.: _#1

Addendum No.: _#2

Addendum No.: _#3

Company Name: _____

Representative's Name: _____

Signature: _____

Date: _____

Please review, sign, and return this complete addendum acknowledgement with your proposal.

