



The Windsor Utilities Commission Performance Standards and Retainer Agreement

One of the primary objectives of the Windsor Utilities Commission is to ensure that it receives high quality, cost-effective legal/consulting services from its outside advisors/consultants (hereinafter referred to as 'consultants'). The following reflects the expectations and requirements of the Windsor Utilities Commission in connection with legal/consultant work performed by outside firms engaged by the Windsor Utilities Commission. Only consultants and/or firms licensed to practice in Ontario will be accepted by the Windsor Utilities Commission. Consultants and/or firms must be members in good standing with their respective Professional Association and compliant with that Association's Code of Ethics at all times. Any legal/consulting firm having questions or concerns should advise the Windsor Utilities Commission before accepting an assignment.

Policy Statement

The consultant acknowledges that it will undertake the Windsor Utilities Commission's work only if it has the appropriate level of skill and ability to perform the work in an expert manner. The consultant will act with the utmost good faith, in the best interests of the Windsor Utilities Commission and without any conflict or potential conflict of interest. The consultant recognizes the Windsor Utilities Commission's requirement that legal/consulting services be provided in an efficient and cost effective manner. The consultant, in consultation with the Windsor Utilities Commission, will appoint a senior officer to act as the 'manager in charge' of the relationship between the Windsor Utilities Commission and the consultant. The manager in charge will meet with representatives of the Windsor Utilities Commission, without cost, from time to time as required to discuss ways to best achieve these goals.

Fixed Fees

It is the Windsor Utilities Commission's desire, whenever possible, to have all work performed on a fixed fee basis. All services described in Schedule A shall be performed for a fixed fee as described therein. With respect to any other services, upon receipt of a new matter the consultant will provide the Windsor Utilities Commission with a fixed fee quote. This quote should be in writing and include estimated disbursements. No work on a matter shall commence until the Windsor Utilities Commission approves the fixed fee in writing.



Budgeting

In any case where the Windsor Utilities Commission and the consultant agree that a fixed fee is inappropriate and it appears likely that fees plus disbursements will exceed \$25,000, the consultant will, at no cost to the Windsor Utilities Commission, submit a budget estimating the fees and disbursements. The budget will include the following details (together with any other information which the consultant feels is appropriate): brief outline of work to be performed; name of each employee/partner/associate (the "Professionals") assigned to the matter; his or her hourly rate (which shall be the lowest rate charged by that professional to any client of the consultant); year of call or accreditation; estimated hours required. The consultant will forthwith advise the Windsor Utilities Commission, without request, if it appears that the budget will be exceeded. The budget shall include the cost of providing a preliminary report on the work to be performed with expected outcomes as well as a written report at the conclusion of the assignment.

Staffing

The consultant will assign qualified professionals to do the Windsor Utilities Commission's work. The consultant will bear in mind the complexity of the matter, expertise of the professionals involved, significance of the matter to the Windsor Utilities Commission, and the need to perform the work in a timely, efficient and cost effective manner. The consultant will not charge the Windsor Utilities Commission for "learning time" or duplication of time. In particular, the consultant will not involve more than one professional in meetings, telephone conferences, or other proceedings unless required. It is also the Windsor Utilities Commission's position that internal office conferences and reviews of documents, opinions and other material by a number of people, are generally a duplication of time. While maintaining the standards set forth in this Agreement, the consultant will assign the fewest number of professionals possible to any matter or aspect thereof. There will be no changes to the professionals handling a particular matter without prior notice to the Windsor Utilities Commission.

Reports

(a) Usual Course Reports

The consultant agrees to provide a brief status report quarterly, or more frequently if needed, advising as to what steps were taken during the period covered by the report, results achieved, and what is expected to be done in the following period. In addition, in litigation matters, this report should include an assessment of the likelihood of success, together with the firm's recommendations with regard to settlement and the use of an alternative dispute



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mechanism in lieu of litigation. A more detailed summary of the work done will be set forth in the time dockets that are to accompany the consultant's accounts (as set out below). This report shall be received by the Windsor Utilities Commission within 20 days of the end of the period to which the report relates.

The consultant agrees to provide the primary the Windsor Utilities Commission contact with notice when 75% of the set contract fee or budget (as the case may be) has been reached.

The consultant agrees to provide copies to the Windsor Utilities Commission of all contracts, significant correspondence, memoranda and other materials; such copies to be in electronic format wherever possible.

(b) Urgent Reports

The Windsor Utilities Commission requires the consultant to immediately notify the primary the Windsor Utilities Commission contact (or delegate) if the consultant becomes aware of any matter that may have a material effect on the Windsor Utilities Commission. By way of example:

-any activity, which could result in a criminal or quasi-criminal charge, adverse publicity, or media attention.

Billing

The following is applicable whether the consultant is charging on an hourly rate or fixed fee basis:

(a) Fees:

The account need not contain any detail of the work performed, but should summarize the number of hours and hourly rate of each professional whose work is covered by the account. The account should also identify the total fees and disbursements charged to date on the particular matter (including the account being rendered), the name of the Windsor Utilities Commission employee who retained the consultant. The consultant must also provide with the account its detailed time dockets showing the services performed, the date upon which they were performed, the professional who performed them, the length of time taken for each service, and the fee attributed to the particular service. The Firm understands that the Windsor Utilities Commission will not pay for the following charges without prior approval:

*Charges to prepare the accounts to the Windsor Utilities Commission and to answer questions relating thereto

*Travel time



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- *Secretarial time, clerical time, or any other item that is overhead in nature
- *Increases to hourly rates
- *Prior research
- *Opening and organizing the file.

In addition, the Windsor Utilities Commission expects docketing to be in increments no greater than one-tenth of an hour and to accurately reflect the productive time spent.

(b) Disbursements:

Disbursements will be charged at no more than the consultant's cost. In any event, photocopying charges shall not exceed 10 cents per page. Commercial printing services should be used when economical and prudent to do so. There shall be no charge for sending or receiving telefax communications or electronic mail other than the actual cost of long distance charges. Any travel on the Windsor Utilities Commission's business shall be undertaken in the most cost effective fashion taking into account discounts or special rates. Staff meals, staff taxis and any other cost that is overhead in nature shall not be charged to the Windsor Utilities Commission. No first class travel may be undertaken at the Windsor Utilities Commission's expense. The account should reflect the total disbursements charged to date on a particular matter.

(c) Submission and Payment of Accounts:

All accounts should be submitted to the primary the Windsor Utilities Commission contact.

Insurance

The following are particulars of the consultant's errors and omissions coverage:

The consultant will notify the Windsor Utilities Commission promptly of any changes in coverage.

Date

consultant