



<b>Policy Title:</b>	<b>Procurement (Excluding Direct Client Services)</b>	<b>Policy #</b> <b>CAG P 110</b>	<b>Page 1 of 19</b>
<b>Author:</b>	Director, Finance	<b>Effective Date:</b> July 2017	
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## POLICY STATEMENT (INCLUDING SCOPE)

The Procurement Policy applies to everyone involved with purchasing or other supply chain related activities for the Canadian Mental Health Association Waterloo Wellington (CMHA WW).

The policy is based on five key principles that allow the agency to achieve value for money while following procurement processes that are fair and transparent. All individuals involved in purchasing must adhere to the BPS Supply Chain Code of Ethics and Conflict of Interest Declaration.

- **Accountability:** CMHA WW must be accountable for the results of the procurement decisions and the appropriateness of the processes.
- **Transparency:** CMHA WW should be transparent to all stakeholders. Wherever possible, stakeholders must have equal access to information on procurement opportunities, processes and results.
- **Value for Money:** CMHA WW must maximize the value they receive from the use of public funds. A value-for- money approach aims to deliver goods and services at the optimum total lifecycle cost.
- **Quality Service Delivery:** Front-line services provided by CMHA WW, such as education and client care, must receive the right product, at the right time, in the right place.
- **Process Standardization:** Standardized processes remove inefficiencies and create a level playing field.

### 1.0 INTENDED OUTCOME

To ensure CMHA WW acquires goods and services, including construction, consulting services and information technology, through a process that is open, fair and transparent.

As required under the Ontario Broader Public Sector (BPS) Procurement Directive issued by the Management Board of Cabinet, effective April 2011, CMHA WW has adopted the directive as the agency’s procurement policy.

### 2.0 DEFINITIONS

Agency	Represents all trustees, members of the board or directors, senior executives, employees, volunteers and students of the CMHA WW, or their equivalent.
Agreement on Internal Trade (AIT)	A national agreement that regulates trade between the provinces to ensure equal access to public-sector procurement for all Canadian

	<p>suppliers. The agreement aims to reduce barriers to the movement of persons, goods, services and investments within Canada.</p> <p>The agreement can be located at: <a href="https://www.cfta-alec.ca/agreement-on-internal-trade/">https://www.cfta-alec.ca/agreement-on-internal-trade/</a></p>
Consultant	<p>A person or business with a contract agreement, other than an employment agreement, that provides services for the agency for consideration and decision making.</p> <p>(e.g.: A consultant providing training, workshop under the BPS guidelines, does not fall under this definition as a Consultant is not considered as a Consulting Service)</p>
Consulting Services	<p>As specified in the BPS Procurement Policy, is a person or entity that under an agreement, other than an employment agreement, that provides expert or strategic advice and related services for consideration and decision-making.</p> <p>(e.g.: Generally, these are companies, organizations or individuals providing “strategic advice” or expertise. Their advice often results in a report with recommendations presented for consideration and decision-making.)</p> <p>Helpful Tip: Generally, these companies, organizations or individuals providing ‘strategic advice’ or expertise. Their advice often results in a report with recommendations presented for consideration and decision-making.</p> <p>Sometimes we consider these types of advisors as “thinkers”. These can include such services as business management planning, information technology (IT) and research and development consulting services</p>
Direct Client Services	<p>Direct Client Services refers to any service associated with a particular client. This includes Purchase of Service agreements (e.g. Psychologist services, Referred Out Services such as the Distress Centre).</p>
Good and Services	<p>Any goods, construction, and services, including but not limited to IT and consulting services</p>
Professional Services (Non-Consulting Services)	<p>Procurement of services that in Ontario may, by legislation or regulation, be provided only by any of the following licensed professionals: medical doctors, dentists, nurses, pharmacists, veterinarians, engineers, land surveyors, architects, accountants, lawyers and notaries, does not constitute consulting services. See APPENDIX D: Examples of Consultant and Professional Service (non-consulting) for listing of Non-Consulting Services</p> <p>Helpful Tip: Most of the time, you are probably hiring professional services. These are the organizations or individuals who are “do-ers” (vs consultants, which might be considered “thinkers”). Professional Service tend to have a hands-on role, actively creating, executing, or handling the work.</p>
Supply Chain Activities	<p>All activities directly or indirectly related to the Agency’s planning, sourcing, procurement, moving and payment process</p>

**3.0 POLICY**

**3.1 Value of Procurement**

When determining the value of procurement for approval purposes, as outlined in this policy, the agency should not take into consideration applicable sales taxes.

The limits are based on the overall Procurement Value, including potential renewals.

**3.2 Segregation of Duties [Mandatory Requirement: 1]**

CMHA WW will segregate at least three out of the five functional procurement roles. Responsibilities for these roles must lie with different departments or at a minimum with different individuals.

<b>Functional</b>	<b>Explanation</b>	<b>Who</b>
<b>Requisition</b>	Authorize for procurement to take place	End user requesting the product or service
<b>Budget</b>	Authorize that funding is available to cover the cost of the order	Departmental budget holder
<b>Commitment</b>	Authorize release of the order to the supplier under agreed-upon contract terms	Purchasing role in the supply chain department
<b>Receipt</b>	Authorize that the order was physically received, correct and complete	Individual receiving the goods
<b>Payment</b>	Authorize release of payment to the supplier	Accounts Payable

**3.3 Approval Authority [Mandatory Requirement: 2]**

CMHA WW has established an approved authority schedule for procurement of goods and non-consulting services.

**3.3.1 Goods and Non-Consulting Services:**

- Prior to purchasing of any goods or non-consulting services approval must be obtain in advance and be in accordance to the approved authority schedule.
- Prior to purchasing of any non-competitive procurement, goods must be approved by an authority one level higher than the approved authority schedule.

**3.3.2 Consulting Services**

- All consulting services must go through the competitive procurement process, including consultants with VOR arrangements.
- Procurement approvals cannot be delegated to a lower organizational level.
- Non-competitive procurement of consulting services is allowed only under the circumstances outlined APPENDIX C: Non-Competitive Procurement Approval Form – Exception Codes section of this policy.

<b>Commitment Approval Authority Schedule – Consulting Services with MGS VOR Arrangements</b>			
<b>Total Purchasing Value before taxes</b>	<b>Means of Procurement</b>	<b>Procurement Process</b>	<b>Response Method</b>
Up to \$25,000.00	1 quote	1 quote, from VOR Listing	Written
Over \$25,000.01 and less than \$250,000.00	Invitational competitive	3 Invitational Quotes from VOR Listing	Written
\$250,000.01 or more	Open Competitive (RFP)	Open Competitive Procurement to all Consultants from VOR Listing	RFP

3.3.3 All Procurements

- The limits are based on the total procurement value for each particular good or services for the whole fiscal year, including potential renewals.
- The procurement value must not be reduced (e.g. dividing a single procurement into multiple procurements) in order to circumvent the approval requirements.

**3.4 Procurement Thresholds [Mandatory Requirement: 3]**

<b>Commitment Approval Authority Schedule – Goods and Non-consulting Services and Construction</b>			
<b>Total Purchasing Value before taxes</b>	<b>Means of Procurement</b>	<b>Procurement Process</b>	<b>Response Method</b>
Up to \$25,000.00	Credit Card, Invoice, Purchase Order	1 quote, (Informal – can be verbal)	Verbal or written
Over \$25,000.01 and less than \$100,000.00	Invitational competitive three quotes, Purchase Order	3 Invitational Quotes	Written
\$100,000.01 or more	Open Competitive (RFP)	Open Competitive Procurement	RFP

<b>Commitment Approval Authority Schedule - Consulting Services</b>			
<b>Total Purchasing Value before taxes</b>	<b>Means of Purchasing</b>	<b>Process</b>	<b>Response Method</b>
\$0 to less than	Contract and Invoice	Invitational Competitive Procurement	Written

**3.5 Competitive Procurement**

The agency will conduct an open competitive procurement process of goods and non-consulting services with an estimated value \$100,000.00 or more.

The agency will competitively procure consulting services irrespective of value.

Purchases must not be reduced (e.g. dividing a single procurement into multiple procurements), in order to circumvent the procurement process.

### 3.5.1 Vendor of Record (VOR)

For frequent purchases of a particular good or service, a Vendor of Record agreement should be utilized to streamline the procurement process. This means that goods, non-consulting and construction services procurement up to \$100,000.00 can utilize this program. Purchases with the probability of substantial cost savings by not utilizing the VOR should be documented.

CMHA WW is registered to participate in the VOR program under the Ontario Ministry of Government Services (MGS). A listing of MGS established VOR arrangements is published at: [www.doingbusiness.mgs.gov.on.ca](http://www.doingbusiness.mgs.gov.on.ca). Please contact Finance to get access to the listing information.

### 3.5.2 Group Buying

CMHA WW has partnered with the Guelph Co-operative Purchasing Group to obtain the benefits of group purchasing.

For frequent purchases of goods or services, vendors from the Group's Commodity list must be utilized to streamline the procurement process. Please contact Finance for the listing information.

## 3.6 Exceptions

It is recognized that special circumstances may require the use of non-competitive procurement. CMHA WW may use non-competitive procurement under the circumstances outlined in this procurement policy.

Any exceptions to these policies require written justification and the approval of the Chief Executive Officer.

## 3.7 Non-Competitive Procurement

CMHA WW will employ a competitive procurement process to achieve optimum value for money. However, it is recognized, that special circumstances may require the use of non-competitive procurement.

Non-competitive procurement can be utilized only in situations outline in the non-competitive procurement – exception codes.

Prior to commencement of non-competitive procurement a non-competitive approval form must be completed and approved by an appropriate authority within the organization.

See **Non-Competitive Procurement** in the procedures section for further details.

## 3.8 Procedures

### 3.8.1 Plan the Purchase

- Identify what goods or service the agency requires.

- Determine the procurement method, (informal, invitational, open competitive, RFP).
- Identify an estimate of the total cost of the procurement, including any possibilities for extensions or costs that are beyond the initial purchase price. (i.e. duties, shipping, handling, delivery, installation, warranty, maintenance, disposal, training).
- All purchases should have prior approval according to the authority schedule.

3.8.2 Purchases Less Than \$25,000.00: (1 Quote)

- Purchases may be made from a known supplier who has built a viable relationship with the agency.
- At or before the time of purchase, a quote must be obtained and documented, and be part of the purchase record. The quote can be either verbal or written.
- In the event of a credit card transaction, the statement and receipt will be considered the documented quote.
- Purchases from a VOR or from the commodity listing with the Guelph Co-operative Purchasing Group, only their quote is required for this threshold.
- For ongoing supplies/services, not utilizing a VOR, the department responsible for purchasing the goods and/or services must complete a quotation process every three years, with the exception of the Agency's external Auditors, which must have a quotation process completed as per the CMHA WW Resource Committee of the Board of Directors.
- Based on the risk value, insurance requirements and complexity of the purchase either a written agreement or purchase order is issued.

3.8.3 Purchases Between \$25,000.01 And \$100,000.00 (3 Quotes)

- All suppliers must receive an identical invitation and follow the process detailed in the Invitation to quote documents. .
- Based on the risk value, insurance requirements and complexity of the purchase either a written agreement or purchase order is issued.
- The process must be fully documented, including the original invitation, specifications and evaluation criteria. All documentation should accompany the appropriate invoice and will be stored in Finance.
- A business case must be approved for unbudgeted expenses.
- Every effort must be made to obtain three written quotes. In certain circumstances this may not be possible, and written documentation of the reason must be included in the file. Examples of some reasons might be:
  - There are fewer than three suppliers capable of supplying the products or services.
  - Three suppliers are solicited, but fewer than three responded.
  - It is a single or sole source request.

3.8.4 Vendor of Record (VOR)

For frequent purchases of a particular good or service, a Vendor of Record agreement can help improve procurement efficiency.

## **VOR Arrangements as a Method of Procurement**

CMHA WW should utilize VOR arrangements for an open competitive method of procurement that does not exceed the ceiling price of the VOR arrangement.

CMHA WW should utilize VOR arrangements to streamline the procurement process, established by:

- Ministry of Government Services
- Guelph Co-operative Purchasing Group

## **CMHA WW Specific VOR Arrangements**

- For unusual circumstances the agency may also establish organization specific VOR arrangements for the supply of a certain category of goods, services or construction.
- A VOR arrangement can be established only through an open and competitive procurement process and requires appropriate approval authority.
- Agency specific VOR arrangements must be for the exclusive use of CMHA WW and may not be utilized by any other organization.

## **Process of establishing a VOR arrangement**

- Identify business needs for VOR (based on frequency, volume, scope, etc.)
- Identify ceiling price of VOR arrangements.
- Receive approval from an appropriate authority.
- Identify process of conducting the second stage of selection process. (e.g. Invitational Quotes, RFP)
- Conduct an open competitive procurement process to establish the VOR arrangement.
- Develop the VOR user guide.

## **Second Stage Process**

- Second stage selection process will be determined based on the dollar value of the procurement, including extensions.
- Agency specific VOR arrangement requires a second-stage selection process to assist in obtaining the best value for money.
- The value of the purchase must not be reduced (e.g. dividing a single procurement into multiple procurements), in order to circumvent the second stage process schedule.
- Where there are fewer members on the VOR list than in the schedule, all suppliers on the list must be invited to participate in the invitational procurement process.

Second-Stage Selection Schedule Procurement Value	Minimum Number of Suppliers to be Invited to the Second- stage Selection
\$0 - \$25,000.00	1
\$25,000.00 - \$100,000.00	3
\$100,000.01 - \$250,000.00	5
\$250,000.01 – VOR Ceiling Price	7
VOR Ceiling Prices and More	Open Competitive procurement

**3.9 Information Gathering [Mandatory Requirement: 4]**

- When supplier information or product research is insufficient, formal processes must be used. (e.g. RFI or RFEI).
- Responses to RFI or RFEI must not be used to pre-qualify a potential supplier and must not influence the chances of the participating suppliers from becoming the successful proponent in any subsequent opportunity.
- RFI AND RFEI must be used only to gather information.
- RFI AND RFEI must not:
  - Contain means of evaluating or comparing the collected information
  - Result in the award of work
  - Be used to pre-qualify potential suppliers
  - Result in a legal contract with a proponent. Care should be taken to avoid language that may create a commitment or liability on the part of CMHA WW and
  - Require suppliers to provide proprietary information.

**3.9.1 Request for Information (RFI)**

- Can be used as a tool to assess market capabilities as it allows gathering of general supplier or product information. An RFI should be used when the organization is contemplating procurement and needs to determine the characteristics of the ideal good or service (e.g. an organization that aims to introduce an automated system needs information to understand what is available on the market and the suppliers’ capabilities)

**3.9.2 Request for Expressions of Interest (RFEI)**

- Allows the agency to gather information about supplier interest in an opportunity or information about supplier capabilities/qualifications.
- RFEI should be used to clarify the ability of the supplier community to provide the necessary services or solutions.

**3.9.3 Request For Supplier Qualifications (RFSQ). [Mandatory Requirement: 5]**

- The purpose of an RFSQ is to gather information on the supplier capabilities and qualifications, with the intention of creating a list of pre-qualified suppliers. An RFSQ can be used either to identify qualified candidates in advance of expected future competitions or to short list qualified vendors.
  - An RFSQ can be used to understand supplier capabilities. This process is generally followed by an RFP or a Request for Quotation (RFQ), when only the suppliers identified through the RFSQ process will be invited to respond to the



competition. This will reduce the number of second-stage responses, making the evaluation process more manageable

- An RFSQ can be used to pre-qualify suppliers who are interested in supplying goods or services in the future – if, as and when requested. The typical result of this procedure is a Vendor of Record (VOR) or a preferred suppliers list.
- Terms and conditions of RFSQ document must contain language that disclaims any obligation of the agency to call on any supplier to provide goods or services as a result of pre-qualification.
- RFSQ is a two-step process.

### 3.10 Purchases Greater Than \$100,000.01: Open Competitive RFP

- The agency will follow an open and competitive bid process for all goods, services and construction for purchases greater than \$100,000.01.

### 3.11 Competitive Procurement Documents

- **Request for Proposal (RFP).** The purpose of RFP is to request suppliers to provide solutions for the delivery of complex goods or services. This process uses multiple predetermined evaluation criteria, including price.
- **Request for Tender (RFT).** The purpose of RFT is to request suppliers to submit bids to provide goods or services based on stated delivery requirements performance specifications, terms, and conditions. An RFT focuses on the evaluation criteria predominantly on the price and delivery requirements.
- **Request for Quotation (RFQ).** This is similar to an RFT. In an RFQ, describes exactly the goods and services to be provided; the proposal evaluation is based solely on price.

#### 3.11.1 Posting Competitive Procurement Documents [Mandatory Requirement: 6]

- Must be made through an electronic tendering system that is readily accessible by all Canadian Suppliers.

#### 3.11.2 Timelines For Posting Competitive Procurements [Mandatory Requirement: 7]

- Suppliers will be provided a minimum response time of 15 calendar days for procurement of goods and services valued at \$100,000.01 or more.

#### 3.11.3 Bid Receipt [Mandatory Requirement 8]

- Bid submission date and closing time must be clearly stated in competitive procurement documents.
- Closing dates must be set on a normal working day. (Monday to Friday, excluding provincial and national holidays)
- Submissions received after the closing time must be returned unopened.

3.11.4 Evaluation Criteria [Mandatory Requirement 9]

- Evaluation criteria must be developed, reviewed and approved by an appropriate authority prior to commencement of the competitive procurement process.
- Competitive procurement documents must clearly outline mandatory, rated and other criteria that will be used to evaluate submissions, including weight of each criteria.
- Mandatory criteria (e.g. technical standards) should be kept to a minimum to ensure that no bid is unnecessarily disqualified.
- All criteria must comply with non-discrimination of this directive.
- Evaluation criteria are to be altered only by means of addendum to the competitive procurement documents.
- The agency may request suppliers to provide alternative strategies or solutions as part of their submission.

3.11.5 Evaluation Process Disclosure [Mandatory Requirement 10]

- The agency will fully disclose the evaluation methodology and process to be used in assessing submissions, including the method of resolving a tie score.
- Submissions that do not meet the mandatory criteria will be disqualified.

3.11.6 Evaluation Team [Mandatory Requirement 11]

- Evaluation team will be responsible for reviewing and rating the compliant bids.

3.11.7 Evaluation Matrix [Mandatory Requirement 12]

- Each evaluation team member must complete an evaluation matrix, rating for each of the submissions. Records of evaluation scores must be retained for audit purposes.

3.11.8 Winning Bid [Mandatory Requirement 13]

- Submissions that receive the highest evaluation score and meets all mandatory requirements set out in the competitive procurement document must be declared the winning bid.

3.11.9 Non-Discrimination [Mandatory Requirement: 14]

- The agency will not discriminate or exercise preferential treatment in awarding a contract to a supplier as a result of a competitive procurement process.
- In compliance with the Agreement on Internal Trade (AIT), the agency must not differentiate between suppliers, or goods or services, on the basis of geographic location in Canada.
- Discriminatory procurement practices include, but are not limited to the following:
  - Location of supplier and its subcontractors, or place where the goods or services are produced.
  - Biasing of specifications in favour of, or against, a particular good or service for the purpose of circumventing the directive.

- Timing of bid opening and closing dates as to prevent qualified suppliers from submitting bids.
- Specification of quantities and delivery schedules of a scale and frequency that may reasonably be judged as deliberately designed to prevent qualified suppliers from meeting the requirements of the procurement.
- Division of required quantities or the diversion of budgetary funds to subsidiary organizations in a manner designed to circumvent the requirements of this section.
- The consideration, in evaluating bids, of provincial or local content or economic benefits that favour a supplier or good.
- Giving of preference to selected bids after bids have been submitted and without any mention of the intended preference in the competitive procurement documents.
- The use of price discounts to favour certain supplier.
- The unjustifiable exclusion of a qualified supplier from bidding.
- The requirement that a construction contractor or subcontractor use workers, material or suppliers of materials origination from the province where the work is being carried out.

3.11.10 Executing The Contract [Mandatory Requirement: 15]

- An agreement between the agency and the successful supplier must be formally defined in a signed written contract before the provision of supplying goods or service commences.

3.11.11 Establishing The Contract [Mandatory Requirement: 16]

- The contract must be finalized using the form of agreements that was released with the procurement documents.
- In circumstances where an alternative procurement strategy has been used (i.e. form of agreement was not released with the procurement document), the agreement between the agency and the successful supplier must be defined formally in a signed written contract before the provision of supplying goods or services commences.

3.11.12 Termination Clauses [Mandatory Requirement: 17]

- All contracts must include appropriate cancellation or termination clauses.

3.11.13 Term Of Agreement Modifications [Mandatory Requirement: 18]

- The term of the agreement and any options to extend the agreement must be set out in the competitive procurement documents. Appropriate approval must be obtained before executing any modifications to the term of the agreement.

3.11.14 Contract Award Notification [Mandatory Requirement: 19]

- Procurements valued at \$100,000.00 or more, must be posted the same manner as the procurement documents were posted. The notification must be posted after the agreement between the successful supplier and agency was executed.
- Award notification must list the name of the successful supplier, agreement start and end dates and any extension options.
- The agency will notify all suppliers who participated.

3.11.15 Supplier Debriefing [Mandatory Requirement: 20]

- Procurement valued at \$100,000.00 or more, the agency will inform all unsuccessful suppliers about their entitlement to a debriefing.
- The agency will allow unsuccessful suppliers 60 calendar days following the date of the contract award notification to request for a debrief.

3.11.16 Conflict Of Interest [Mandatory Requirement: 24]

- The agency will monitor any conflict of interest that may arise.
- Individuals involved with the Supply Chain Activities must declare actual or potential conflicts of interest.

3.11.17 Bid Dispute Resolution [Mandatory Requirement: 25]

- Competitive procurement documents must outline bid dispute resolution procedures to ensure that any dispute is handled in an ethical, fair, reasonable and timely fashion.

**3.12 Non-Competitive Procurement [Mandatory Requirement 21]**

- The agency should employ a competitive procurement process to achieve optimum value for money. However, special circumstances may require the agency to use non-competitive procurement.
- Prior to commencement of non-competitive procurement, supporting documentation must be completed and approved by an appropriate authority within the agency.

3.12.1 Single Sourcing

A non-competitive method of procurement of goods or services from one supplier; in situations where there is another supplier capable of delivering these goods or services.

- The agency may conduct non-competitive procurement in circumstances listed in the non-competitive procurement exception codes; provided that they do not do so for the purposes of avoiding competition between suppliers or to discriminate against suppliers.

3.12.2 Sole Sourcing

When only one supplier is able to meet the requirement of a procurement.

- The agency may conduct non-competitive procurement in circumstances listed in the non- competitive procurement exception codes; provided that they do not do so for the purposes of avoiding competition between suppliers or to discriminate against suppliers.

### 3.13 Contract Management [Mandatory Requirement: 22]

- Procurement and the resulting contracts must be managed responsibly and effectively.
- Payments must be made in accordance with provisions of the contract. All invoices must contain detailed information sufficient to warrant payment. Any overpayments must be recovered in a timely manner.
- Assignments must be properly documented. Supplier performance must be managed and documented, and any performance issues must be addressed.
- Manage disputes with suppliers throughout the life of the contract.

### 3.14 Procurement Records Retention [Mandatory Requirement: 23]

- For reporting and auditing purposes, all procurement documentation, as well as any other pertinent information must be retained in a recoverable form for a period of ten years.

## 4.0 REFERENCE DOCUMENTS

- Broader Public Sector Procurement Directive. Issued by Management Board of Cabinet Effective July 1, 2011
- Broader Public Sector Procurement Directive, Issued by Ministry of Finance April 2011
- Sunnybrook Purchasing Policy and Procedures Issued date: March 2010
- [Agreement on Internal Trade - Canadian Free Trade Agreement | Accord de libre-échange canadien](#)

## 5.0 ASSOCIATED DOCUMENTS

- [CMHA Contract Award Letter](#)
- [CORP F 010 Procurement Business Case](#)
- [CORP F 011 Non-Competitive Approval Form](#)
- [CORP F 012 Supply Chain Conflict of Interest Disclosure](#)
- [CORP F 014 RFP Evaluation Handbook](#)
- [CORP F 017 Evaluation Team Non-Disclosure Agreement](#)
- [Invitation Quote Goods between 25,000 and 100,000.00](#)
- [Invitation Quote Non-Consulting \(Services\) between 25,000.01 and 100,000.00](#)
- [Ontario Broader Public Sector \(BPS\) Supply Chain Conflict of Interest Disclosure](#)
- [Ontario Broader Public Sector \(BPS\) Supply Chain Code of Ethics Policy](#)

**APPENDIX A: Approved Authority Schedule – Within Approved Budgets**

Maximum Dollar (\$) Limit					
Position	Expenses & Purchase Orders (within budget)	Expenses (excluded budget)	Operating contracts (incl. leases) (within budget)	Service contracts (incl. flex funds)	Housing Leases
<b>Board of Directors</b>	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited
<b>Chief Executive Officer</b>	Unlimited	\$25,000	Unlimited	Unlimited	Unlimited
<b>Directors</b>	\$5,000	\$5,000	X	\$25,000	\$25,000
<b>Director, Finance</b>	\$10,000	\$10,000	\$5,000	\$25,000	\$25,000
<b>Managers</b>	\$2,000	\$1,000	X	X	X
<b>Manager, IT</b>	\$2,500	\$2,500	X	X	X
<b>Team Lead</b>	\$1,000	\$1,000	X	X	X
<b>Team Lead, Employment</b>	\$1,000	\$1,000	X	X	X
<b>Flex Funds Administrator</b>	\$5,000	X	X	X	X
<b>Specialists</b> - Team Lead, Executive Assistant - Financial Accountant II and III - Clinical Coordinator - Facilities Dispatcher - Facilities Assistant	\$500	\$500	X	X	X

## APPENDIX B: Mandatory Requirements

Mandatory	Description
[1]	Segregation Of Duties
[2]	Approval Authority
[3]	Competitive Procurement Thresholds
[4]	Information Gathering
[5]	Supplier Pre-Qualification
[6]	Posting Competitive Procurement Documents
[7]	Timelines For Posting Competitive Procurements
[8]	Bid Receipt
[9]	Evaluation Criteria
[10]	Evaluation Process Disclosure
[11]	Evaluation Team
[12]	Evaluation Matrix
[13]	Winning Bid
[14]	Non-Discrimination
[15]	Executing The Contract
[16]	Establishing The Contract
[17]	Termination Clauses
[18]	Term Of Agreement Modifications
[19]	Contract Award Notification
[20]	Supplier Debriefing
[21]	Non-Competitive Procurement
[22]	Contract Management
[23]	Procurement Records Retention
[24]	Conflict Of Interest
[25]	Bid Dispute Resolution

**APPENDIX C: Non-Competitive Procurement Approval Form – Exception Codes**

<b>Sole Source</b>	<b>Single Source</b>	<b>Non-Application</b>
<ul style="list-style-type: none"> <li>• To ensure compatibility with existing products, to recognize exclusive rights, such as exclusive licenses, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative.</li> <li>• Where there is an absence of competition for technical reasons and the goods or services can be supplied only by a particular supplier and no alternative or substitute exists.</li> <li>• For the procurement of goods or services the supply of which is controlled by a supplier that is a statutory monopoly.</li> <li>• For the purchase of goods on a commodity market.</li> <li>• For work to be performed on or about a leased building or portions thereof that may be performed only by the lessor.</li> <li>• For work to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work.</li> <li>• For a contract to be awarded to the winner of a design contest.</li> <li>• For the procurement of a prototype of a first good or service to be developed in the course of and for a particular contract for research, experiment, study or original development, but not for</li> </ul>	<ul style="list-style-type: none"> <li>• Where an unforeseeable situation of urgency exists, and the goods or services cannot be obtained in time by means of open procurement procedures.</li> <li>• Failure to plan and allow sufficient time for a competitive procurement process does not constitute an unforeseeable situation of urgency.</li> <li>• Where goods or services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process could reasonably be expected to compromise government confidentiality, cause economic disruption or otherwise be contrary to the public interest.</li> <li>• Where a contract is to be awarded under a cooperation agreement that is financed, in whole or in part, by an international cooperation organization, only to the extent that the agreement between the entity and the organization includes rules for awarding contracts that differ from the obligations set out in the Directive.</li> <li>• Where construction materials are to be purchased and it can be demonstrated that transportation costs or technical considerations impose geographic limits on the available supply base, specifically in the</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement of goods intended for resale to the public.</li> <li>• Contracts with a public body or a non-profit organization.</li> <li>• Procurement of goods and services purchased on behalf of an entity that is out of scope of the Directive.</li> <li>• Procurement from philanthropic institutions, prison labour or persons with disabilities.</li> <li>• Procurement of any goods the inter- provincial movement of which is restricted by laws not inconsistent with the trade agreements.</li> <li>• Procurement of goods and services that is financed primarily from donations that are subject to conditions that are inconsistent with the Directive.</li> <li>• Procurement of goods and services related to cultural or artistic fields and computer software for educational purposes.</li> <li>• Procurement of services that in Ontario may, by legislation or regulation, be provided only by any of the following licensed professionals: medical doctors, dentists, nurses, pharmacists, veterinarians, engineers, land surveyors, architects, accountants, lawyers and notaries.</li> <li>• Procurement of services of financial analysts or the management of</li> </ul>



<p>any subsequent purchases.</p> <ul style="list-style-type: none"> <li>• For the purchase of goods under exceptionally advantageous circumstances such as bankruptcy or receivership, but not for routine purchases.</li> <li>• For the procurement of original works of art.</li> <li>• For the procurement of subscriptions to newspapers, magazines or other periodicals.</li> <li>• For the procurement of real property.</li> </ul>	<p>case of sand, stone, gravel, asphalt, compound and pre-mixed concrete for use in the construction or repair of roads.</p> <ul style="list-style-type: none"> <li>• Where compliance with the open tendering provisions set out in the Directive would interfere with the entities' ability to maintain security or order or to protect human, animal or plant life or health.</li> <li>• In the absence of a receipt of any bids in response to a call for proposals or tenders made in accordance with the Directive.</li> </ul>	<p>investments by organizations who have such functions as a primary purpose.</p> <ul style="list-style-type: none"> <li>• Procurement of financial services respecting the management of financial assets and liabilities (i.e., treasury operations), including ancillary advisory and information services, whether or not delivered by a financial institution.</li> <li>• Procurement of goods and services for use outside Canada as well as construction work done outside Canada.</li> <li>• Health services and social services.</li> </ul>
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**APPENDIX D: Examples of Consultant and Professional Service (non-consulting)**

**Ministry of Finance has agreed these items are non-consulting services**

- Police officers
- Specialists for disabilities
- Sign language interpreters
- Musicians

**Licensed Professional Services**

- Exempted under AIT, therefore not required to be competitively bid but will require Executive Director sign-off:
  - Legal Services related to pension plans and labour issues
  - Legal fees for consultation
  - Legal Advice/services related to clinical care
  - Architect services
  - Engineering services

<p><b>Consultant</b></p> <p><i>Helpful Hint: They provide “strategic advice” or expertise. Their advice often results in a report with recommendations for consideration and decision making. They should be considered as the “thinkers”</i></p>	<p><b>Professional Services Non-Consulting Services)</b></p> <p><i>Helpful Hint: Likely they possess the necessary professional licenses, certifications or training to undertake the work.</i></p>
<p><b>Management Consulting:</b> (i.e. helping improve performance, primarily through the analysis of existing problems and development of plans for improvement)</p> <p><b>Information Technology Consulting:</b> (i.e. advisory services that help clients assess different technology strategies, including aligning their technology strategy with their business or process strategy.</p> <ul style="list-style-type: none"> <li>• <b>Technical Consultant: strategic</b> advice related to:                             <ul style="list-style-type: none"> <li>○ Community Planning Employment/Placement</li> <li>○ Actuarial Science</li> <li>○ Engineering</li> <li>○ Interior Design</li> <li>○ Realty</li> <li>○ Social Sciences</li> </ul> </li> <li>• <b>Policy Consulting:</b> provision of advisory services to provide policy options, analysis and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Licensed professionals:                             <ul style="list-style-type: none"> <li>○ Medical doctors</li> <li>○ Dentists</li> <li>○ Nurses and Nurse Practitioners</li> <li>○ Pharmacists</li> <li>○ Veterinarians</li> <li>○ Engineers</li> <li>○ Land Surveyors</li> <li>○ Architects</li> <li>○ Accountants</li> <li>○ Lawyers and Notaries</li> </ul> </li> <li>• Actuaries</li> <li>• Accreditation Reviews</li> <li>• Insurance Brokers</li> <li>• Maintenance/Equipment Service Providers (e.g. plumbers, carpenters, painters, electricians, service technicians)</li> <li>• Trainers</li> <li>• Speakers</li> <li>• Technical Services                             <ul style="list-style-type: none"> <li>○ Project Management</li> <li>○ Business Development</li> <li>○ Event planning or management services</li> </ul> </li> <li>• IT Services</li> </ul>

	<ul style="list-style-type: none"> <li>○ Design analysis for ITS hardware/software/facilities</li> <li>○ Hosting Services (servers and web)</li> <li>● HR/Staffing             <ul style="list-style-type: none"> <li>○ Recruitment Firms</li> <li>○ HR Counseling/coaching services</li> <li>○ Career Transition Consultants</li> <li>○ Benefit Provider – Employee Assistance Program</li> </ul> </li> <li>● Financial/Money Management             <ul style="list-style-type: none"> <li>○ Bankers</li> <li>○ Investment management services related to pension plans and endowments</li> <li>○ Custodial Investment services related to pension plans and endowments</li> </ul> </li> </ul>
<p><b>Communications:</b> an individual or organization is engaged to develop a communications strategy. The provision of strategy and advice in conveying information through various channels and media.</p>	<p><b>Communications:</b> an individual or organization is engaged to design a newsletter.</p>
<p><b>Training:</b> an individual is engaged to develop a training plan for the organization.</p>	<p><b>Training:</b> An individual is engaged to develop and deliver a specific training program.</p>