



Procurement

Department	Finance	Original Approval Date:	2/11/2009
Owner:	Manager	Effective Date:	6/6/2024
Reviewed By:	Quality Assurance	Pages:	22

1. PURPOSE:

The purpose of this policy is to ensure that the Society, its employees, and agents procure goods and services through a process that is open, fair and transparent and that provides the optimal benefit to the Society. The policy reflects the requirements of the Broader Public Sector (BPS) Procurement Directive and its key principles of accountability, transparency, value for money, quality service delivery and process standardization.

2. SCOPE:

This Policy applies to the planning, acquisition and management of goods and services, including consulting services. The principles and requirements of this Policy apply to all Society acquisitions other than those specifically excluded within this Policy. Any exceptions to this Policy require prior approval of the Executive Director and must be justified and documented. Goods and services exempt from this policy are outlined in Appendix B).

3. POLICY:

Procurement activities, including tendering, contracting and purchasing, must be fair, transparent and conducted with a view to obtaining the best value for public money.

All procurement must reflect the requirements and principles of the BPS Procurement Directive, January 1, 2024, and follow the methods of procurement and Procurement Procedures outlined below. Prior to commencement, all procurements must be formally approved by the appropriate Procurement Approval Authority outlined in Section 5. Projects, procurements, or contracts must not be subdivided to avoid any requirements of this Policy.

As required in the BPS Procurement Directive, the Society must segregate at least three of the five functional procurement duties/roles: Budgeting, Commitment, Requisitioning, Receipt, and Payment. The roles must lie with different departments or, at a minimum, with different individuals.

Individuals involved with procurement activities must declare actual or potential conflicts of interest. If it is determined that a conflict exists that might compromise the integrity of the procurement activity, the person must withdraw from participation in the procurement activity.

All Society staff involved in procurement activities of any kind for the Society must keep all information regarding the transaction confidential, comply with the BPS Code of Ethics (Appendix A) and act, and be seen to act, with integrity and professionalism.

Building Ontario Businesses Initiative (BOBI)

All procurement activities will reflect the requirements of the Building Ontario Businesses Initiative Act and Regulations (BOBIA) as outlined in the BPS Procurement Directive, January 1, 2024. Appendix D further explains BOBI requirements.

Accessibility for Ontarians with Disabilities

Suppliers are required to comply with the Society's accessibility standards (<https://durhamcas.ca/wp-content/uploads/accessibility-for-ontarion-s-w.pdf>) and must be capable of recommending and delivering accessible and inclusive goods and/or services consistent with the Ontario Human Rights Code (OHRC) and the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and its regulations.

4. DEFINITIONS:

“Accountability” means the obligation of an employee, agent or other person to answer for or be accountable for, work, action or failure to act following delegated authority.

“Approval Authority” means the authority delegated by the Executive Director and/or Board to approve procurements of various types and value, as set out in Section 5.1 of this policy.

“Award” means the notification to a vendor of acceptance of a proposal or quote to provide goods or services to the Society.

“Best Value” means the optimal balance of performance and cost determined in accordance with a pre-defined evaluation plan; best value may include a time horizon that reflects the overall life cycle of a given asset.

“Bid” means a proposal or quote submitted by a vendor in response to a Request for Proposal (RFP) Request for Quote (RFQ) or Request for Services (RFS).

“Broader Public Sector Procurement Directive” is a directive issued by Management Board of Cabinet effective July 01, 2011 that all Broader Public Sector (BPS) organizations are required to follow for all procurement activities.

“Building Ontario Businesses Initiative Act” or BOBIA came into effect January 1, 2024. It is intended to reduce barriers and provide companies in Ontario with greater access to public procurement opportunities. It places specific requirements on designated Broader Public Sector entities.

“Child Protection Information Network (CPIN)” is a provincial information management system used by CAS's to store information needed to deliver child protection services under section 35(1) of the Child, Youth and Family Services Act (CYFSA).

“Competitive Procurement” means a set of procedures for developing a procurement contract through a bidding or proposal process. The intent is to solicit fair, impartial, competitive bids.

“Conflict of Interest” means a situation in which financial or other personal considerations have the potential to compromise or bias professional judgment and objectivity. An apparent conflict of interest is one in which a reasonable person would think that the person’s judgment is likely to be compromised.

“Consulting Services” means the provision of expertise or strategic advice that is presented for consideration and decision-making; consulting services provide advice for operational consideration and decision making and not in relation to clinical or case management services.

“Contract” means the formal written agreement approved and signed by both the purchaser and supplier that will be entered into at the end of the procurement process.

“Emergency Procurement” means an urgent procurement that must be made immediately to address a situation presenting imminent or actual danger to the life, health or safety of employees or others acting on the Society’s behalf or imminent or actual danger of damage to or destruction of property belonging to the Society.

“Evaluation Criteria” means an established standard or standards used to select the best supplier through a competitive process.

“Goods and Services/Goods or Services” means all goods and/or services including construction, consulting services and information technology.

“Information Technology” means the equipment, software, services and processes used to create, store, process, communicate and manage information.

“Invitational Competitive Procurement” means any form of requesting two or more qualified suppliers to submit a quote or proposal in response to defined requirements.

“Mandatory Requirements” are minimum requirements or standards identified in a Request for Quote, a Request for Proposal or a Request for Services that a vendor must meet in order to have their bid or proposal considered or evaluated.

“Mohawk Medbuy Corporation (MMC)” is an external purchasing service funded by the Ministry of Children, Community and Social Services (MCCSS). MMC provides procurement advice and assistance to CAS’s in Ontario.

“Procurement” means acquisition by any means, including purchase, rental, lease or conditional sale of goods or services.

“Procurement Value” means the estimated total financial commitment resulting from a procurement, taking into account optional extensions, if any.

“Request for Proposal (RFP)” means a document used to request suppliers to supply solutions for the delivery of complex products or services or to provide alternative options or solutions. It is a process that uses predefined evaluation criteria in which price is not the only factor.

“Request for Quote (RFQ)” means a document used to request suppliers to supply a price quote for a specific good or service.

“Request for Supplier Qualifications (RFSQ)” means a document used to gather information on supplier capabilities and qualifications, with the intention of creating a list of pre-qualified suppliers. This mechanism may be used either to identify qualified candidates in advance of expected future competitions or to narrow the field for an immediate need. Organizations must ensure that the terms and conditions built into the RFSQ contain specific language that disclaims any obligation on the part of the Organization to call on any supplier to provide goods or services as a result of the pre-qualification.

“Segregation of Duties” means a method of process control to manage conflict of interest, the appearance of conflict of interest, and errors or fraud. It restricts the amount of power held by any one individual.

“Selection Committee” means a group of individuals designated to assess proposals and select the successful vendor.

“Services” means intangible products that do not have a physical presence.

“Sole sourcing” means purchasing goods or services from a vendor without a competitive process.

“Supplier/Vendor” means any person or organization that is capable of fulfilling the requirements of procurement.

“U.S. Businesses” means that an organization has its headquarters or main office located in the U.S and has fewer than 250 full-time employees in Canada at the time of the applicable procurement process. Note, if a bidder or vendor is a subsidiary of another corporation, the first part of the definition above is met if that bidder or vendor is controlled by a corporation that has its headquarters or main office located in the U.S.

“Vendor of Record” (VOR) is a procurement arrangement resulting from a fair, open, transparent and competitive process that authorizes one or more qualified vendors to offer specific goods or services for a defined period of time on terms and conditions, including pricing and/or discounting, as set out in a particular VOR agreement.

5. RESPONSIBILITIES:

The Executive Director, Directors, Managers and Supervisors are responsible for:

- ensuring all employees are aware of this Policy and Procedures
- approving only purchases with required supporting documentation that were incurred on Society business, in accordance with this Policy and Procedures
- ensuring consistent application of the Policy and Procedures
- taking appropriate action in the case of non-compliance
- exercising managerial discretion judiciously

Finance is responsible for administering this Policy and Procedures and ensuring that purchases are in compliance with Society Policy and Procedures.

Employees are responsible for following the principles and procedures set out in this Policy and Procedures and for being aware of and complying with the BPS Supply Chain Code of Ethics. (Appendix A).

Procurement Approval Authority

Goods and Non-Consulting Services

Procurement Value (Value of goods/services excludes HST)	Competitive Procurement
Up to \$499	Coordinator/Administrator
\$500 to \$2,999	Supervisor
\$3,000 to \$24,999	Manager
\$25,000 to \$49,999	Director
\$50,000 to \$121,199	Executive Director
\$121,200 to \$499,999	Executive Director, if approved as part of the Society's Annual Business Plan or Board
\$500,000 and above	Board

Non-Competitive Procurement (Sole Sourcing) in accordance with Section 6.3.6	Executive Director: Up to \$121,199 Board: \$121,200 and above
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Consulting Services

Procurement Value (Value of goods/services excludes HST)	Competitive Procurement
Up to \$34,999	Director
\$35,000 to \$121,199	Executive Director
\$121,200 to \$499,999	Executive Director, if approved as part of the Society's Annual Business Plan or Board
\$500,000 and above	Board

Non-Competitive Procurement (Sole Sourcing) in accordance with Section 6.3.6	Executive Director: Up to \$121,199 Board: \$121,200 and above
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6. PROCEDURES

6.0 Planning

- 6.0.1 Goods and services shall be acquired only after consideration of the needs, alternatives, appropriateness of the goods or services for the purpose required, timing and the overall Society supply strategy.
- 6.0.2 Prior to commencement, any procurement must be approved by the appropriate approval authority. For approval purposes, the total value of procurement includes cost of freight and installation but not taxes.
- 6.0.3 For expenditures greater than \$5,000 but less than \$121,199, the rationale for the purchase should be documented and submitted for approval to the appropriate level of management, as outlined in the Procurement Approval Authority chart in Section 5 above. Before approving any procurement, the approver must ensure that funds are available in the budget for the procurement.
- 6.0.4 The rationale for any major planned expenditure (\$121,199 or greater) will be documented in a business case as part of the Annual Business Plan for approval by the Executive Director and Board of Directors
- 6.0.5 The rationale for expenditures of \$121,199 or greater, not included in the Society's annual budget, will be documented separately and approved by the Executive Director and the Board of Directors.

6.1 Purchase of Goods and Services

6.1.1 General

- 6.1.2 Depending on the type of procurement, there are several different procurement methods and processes.
 - For goods and services valued at \$1,000 or more (excluding consulting services), purchasers are required to obtain oral or written quotes from potential suppliers.
 - The number and type of quotes depends on the type and value of the procurement.
 - For goods and services of higher value, purchasers must use formal competitive procurement processes.
 - The procurement of consulting services has specific requirements.

6.1.3 Conflict of Interest

- 6.1.4 To avoid conflicts of interest, prospective vendors participating in a procurement process are required to declare any actual or potential conflict of interest. The Society solely determines whether any situation or circumstance constitutes a conflict of interest and may disqualify prospective vendors from a procurement process due to conflict of interest.

6.1.5 Mohawk Medbuy and Ontario Government Vendors of Record

6.1.6 All Ontario Children's Aid Societies are able to use an external purchasing service called Mohawk Medbuy Corporation (MMC) (formerly Northern Supply Chain).

- This service is funded by the Ministry of Children, Community and Social Services. Mohawk Medbuy provides procurement advice and assistance.
- MMC's service is free for procurements of Goods, Services and Capital Equipment with an annual contract value of \$5,000 or more or a multi-year contract value of \$25,000 or more.
- MMC assists CAS's to access the Ontario government's Vendor of Record (VOR) lists. These are lists of suppliers of a variety of goods and services that the Ontario government has pre-qualified through a competitive process. A list of the Ontario Government's current Vendors of Record can be found at <https://www.doingbusiness.mgs.gov.on.ca/mbs/psb/psb.nsf/vorsearch>.

6.1.7 The BPS Procurement Directive encourages purchasers to use existing VOR arrangements whenever possible and appropriate, regardless of the value of the procurement.

6.1.8 It is mandatory for DCAS purchasers to consult MMC for all purchases of \$25,000 or more. MMC would not normally be used for purchases under \$5,000, as there is a cost to the Society.

6.1.9 To use MMC's services, purchasers should send an email to cwsourc@mohawkmedbuy.ca. A representative will then contact the purchaser directly to provide advice and assistance.

6.2 Purchase of Goods and Non-Consulting Services

(*See section 6.3 for procurement of consulting services)

6.2.1 General

6.2.2 When purchasing goods and non-consulting services, purchasers must follow particular procedures depending on the type and value of the goods or services required.

- When purchasing specific goods or services valued at \$1,000 or more, where only the price is in question, the purchaser must obtain competitive quotes to select the best price for the goods or services.
 - The purchaser does this through a Request for Quote (RFQ) which may be oral or written depending on the value of the procurement.
 - The purchaser clearly defines the good or service required and requests vendors to provide a price.
 - The number of quotes needed varies with the cost of the procurement. (See chart in Section 6.2.5)
 - Examples: office supplies, computer hardware, cleaning supplies, snow removal, cleaning services, a specific training course like standard First Aid

- When purchasing goods or services where the purchaser is looking for vendors to provide options, including but not limited to price, the purchaser uses a Request for Proposal (RFP).
 - An RFP asks vendors to submit a written proposal outlining possible solutions/approaches, as well as price. The number of proposals needed varies with the cost of the procurement. (See chart in Section 6.2.5)
 - Examples: training solution (rather than a specific course), IT software, furniture, surveys, building maintenance

6.2.3 The Society may also from time to time issue a Request for Supplier Qualification (RFSQ) to gather information about supplier capabilities and qualifications to identify qualified candidates in advance of expected future competitions

To put it simply, you use an RFQ when you know exactly what product/service you want, and you really only need to know the price. You use an RFP when the product/service you need is more complex and you want to evaluate other factors besides price before making a decision.

SEE APPENDIX E FOR GUIDELINES ON PREPARING AN RFQ OR RFP.

6.2.4 Methodology Summary: Purchase of Goods and Non-Consulting Services

6.2.5 The chart below summarizes the method of procurement required for goods and non-consulting services, depending on the value of the procurement.

Procurement Value	Purchasing Method	Purchasing Process	Documentation <small>(If MMC is used, MMC will maintain procurement records; Durham CAS will prepare and maintain contracts/Statements of Work.)</small>
Up to \$999	No Quote Required	<ul style="list-style-type: none"> • Direct purchase 	<ul style="list-style-type: none"> • Invoice/receipt for purchase sent to Finance
\$1,000 to \$4,999	Documented Quote	<ul style="list-style-type: none"> • 1 written quote (letter or email); may use RFQ or RFP 	<ul style="list-style-type: none"> • Quote/Proposal Summary Form (Appendix C) • Invoice/receipt to Finance
\$5,000 to \$24,999	Invitational Competitive Procurement OR Vendor of Record (VOR)	<ul style="list-style-type: none"> • Minimum of 3 written quotes (use RFQ) or proposals (use RFP) OR • Use VOR through MMC 	<ul style="list-style-type: none"> • RFQ or RFP document • Quote/Proposal Summary Form (Appendix C) • Notes from interviews, if used • Contract/Statement of Work

Procurement Value	Purchasing Method	Purchasing Process	Documentation (If MMC is used, MMC will maintain procurement records; Durham CAS will prepare and maintain contracts/Statements of Work.)
		<ul style="list-style-type: none"> • May include phone or virtual interviews 	<ul style="list-style-type: none"> • Invoices to Finance
\$25,000 to \$121,199	Invitational Competitive Procurement OR Vendor of Record (VOR) Mandatory consultation with MMC	<ul style="list-style-type: none"> • Minimum of 3 written quotes (use RFQ) or proposals (use RFP) • Proposal/quote assessment • Phone or virtual interviews • Selection Committee for proposals 	<ul style="list-style-type: none"> • RFQ or RFP document • Quote/Proposal Summary Form (Appendix C) • Copies of proposals/quotes • Selection Committee notes • Contract/Statement of Work • Invoices to Finance
\$121,200 and above	Mandatory consultation with MMC; Mandatory Open Competitive Process	<ul style="list-style-type: none"> • Open Competition • Minimum response time of 15 calendar days • Formal Selection Committee 	<ul style="list-style-type: none"> • RFQ or RFP document • Quote/Proposal Summary Form (Appendix C) • Copies of proposals/quotes • Selection Committee notes • Contract/Statement of Work • Invoices to Finance

6.2.6 Purchase of Training and Education

6.2.7 No competitive process is required for attendance at conferences, courses, conventions, seminars, etc. or for the purchase of books, magazines, periodicals, subscriptions or professional memberships that support employees’ ability to perform their jobs effectively.

6.2.8 The purchase of training and development services to be delivered in-house either in person, remotely or through e-learning should be made following the processes outlined in the chart above, depending on the value of the procurement.

6.2.9 Purchase of Professional Services (non-consultant)

6.2.10 When purchasing professional services such as counselling for clients, purchasers are required to follow appropriate processes to ensure that the child or family receives the services they need, that procurement processes allow for fair competition for suppliers, and that the Society receives value for money.

6.2.11 Purchasers should follow the methods and processes outlined in the chart above and avoid sole-sourcing (purchasing from one supplier without a competitive process).

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When sole sourcing is used, purchasers will provide a justification for approval by the appropriate authority. (See Section 6.2.17)

6.2.12 In order to support equitable access for suppliers, the Society may issue a Request for Supplier Qualification (RFSQ) to create and maintain a Vendor of Record list or lists for professional services, such as guidance, counselling, child development services, etc.

6.2.13 Purchase of Food Vouchers and Gift Cards

6.2.14 Use of gift cards/food vouchers may be authorized by supervisors in urgent situations, as outlined in the Admission Prevention/Client Personal Needs Policy.

6.2.15 Finance supports the provision of gift cards/food vouchers by purchasing and maintaining a supply of gift cards/vouchers and releasing them as requested by a supervisor through CPIN.

6.2.16 Supervisors are responsible for ensuring gift cards are requested appropriately and distributed as approved and for maintaining records of their use.

6.2.17 Non-Competitive Procurement (Sole Sourcing)

6.2.18 Sole sourcing (purchasing goods or services from vendors without a competitive process) may only be approved in exceptional circumstances that involve one of the following situations:

- the required goods and services are reasonably available from only one source because of a lack of supply in the market or the existence of exclusive rights held by a supplier
- there is a need for compatibility with goods and services previously acquired and there are no reasonable alternatives or substitutes
- the required goods and services are to be supplied by a particular vendor or supplier having special knowledge, skills, expertise or experience
- the goods and services are required as an Emergency Procurement as defined in Section 4 of this policy

6.2.19 Where sole sourcing is used, purchasers must document the rationale for selection of the particular supplier over other available suppliers and show that fees charged are reasonable and commensurate with the services being procured

6.3 Purchase of Consulting Services

6.3.1 Consulting Services are the provision of expertise or strategic advice that is presented for consideration and decision-making. Consulting services provide advice for operational consideration and decision making and not in relation to clinical or case management services.

6.3.2 Examples of consulting projects include: policy development, project management, research, stakeholder consultation services.

- 6.3.3 When purchasing consulting services, purchasers must follow particular procedures depending on the value of the consulting services required. The requirements are different from those outlined above for goods and non-consulting services.
- 6.3.4 For all procurements of consulting services over \$5,000, MMC services can be accessed free of charge either for assistance to initiate an Invitational Competitive Procurement process or to use the Vendor of Record list for Management Consulting Services.
- 6.3.5 Methodology Summary: Purchase of Consulting Services
- 6.3.6 The chart below summarizes the method of procurement required for consulting services, depending on the value of the procurement.

Procurement Value	Purchasing Method	Purchasing Process	Documentation
Up to \$4,999	Invitational Competitive Procurement	<ul style="list-style-type: none"> Minimum of 2 written proposals in response to RFP 	<ul style="list-style-type: none"> Quote/Proposal Summary Form (*See Appendix C for Quote/Proposal Summary Form) Copies of RFP/proposals Invoice to Finance
\$5,000 to \$24,999	Invitational Competitive Procurement OR Vendor of Record (VOR)	<ul style="list-style-type: none"> Minimum of 3 written proposals (use RFP) OR Use VOR through MMC Phone and/or virtual/in-person interviews 	<ul style="list-style-type: none"> Quote/Proposal Summary Form Copies of RFP/proposals Interview notes Contract/Statement of Work
\$25,000 to \$121,199	Mandatory consultation with MMC Invitational Competitive Procurement through VOR; OR Open Competition	<ul style="list-style-type: none"> Formal Request for Proposal (RFP) (minimum 3 vendors) using VOR; OR Formal Request for Proposal (RFP) through an open competition Formal Selection Committee 	<ul style="list-style-type: none"> RFP document Quote/Proposal Summary Form Copies of proposals Selection Committee notes Contract/Statement of Work
\$121,200+	Mandatory consultation with MMC Mandatory Open competition	<ul style="list-style-type: none"> Formal Request for Proposal (RFP) through an open competition Formal Selection Committee 	<ul style="list-style-type: none"> RFP document Quote/Proposal Summary Form Copies of proposals Selection Committee notes Contract

6.4 Evaluation of Proposals or Quotes

6.4.1 General

6.4.2 As specified in the PBS Procurement Directive:

- All bids or proposals must be received by the date and time specified in the RFQ/RFP/RFS. Submissions that are delivered after the closing time must be returned unopened.
- Evaluation criteria should be developed, reviewed and approved before the procurement process begins and should be outlined in the RFQ/RFP.
- The Society must not discriminate against or exercise preferential treatment in awarding a contract to a supplier as a result of a competitive procurement process.

6.4.3 Request for Quote (RFQ)

6.4.4 Evaluating responses to a Request for Quote (RFQ), is quite straightforward, as price is the key determining factor when selecting the successful vendor.

- First, suppliers must meet all mandatory requirements. These are criteria that all bidders must meet in order for their bids to be evaluated. (See Appendix E for contents of an RFQ).
- Then all quotes that have met the mandatory requirements are assessed to select the vendor providing the lowest price for the goods or service.

6.4.5 Request for Proposal (RFP)

6.4.6 Evaluating responses to an RFP for Non-Consulting Services or Consulting Services requires a list of specific selection criteria, against which each proposal is assessed and graded.

- First, a proposal is assessed to see if it meets any Mandatory Criteria identified in the RFQ or RFP. Mandatory criteria are assessed using Yes/No. There are no scores for mandatory criteria.
- Next, each proposal that meets all mandatory requirements is assessed against the rated criteria identified for the procurement. Rated criteria are weighted based on their importance. (See Appendix E for examples of selection criteria and weighting).

6.4.7 As noted in the charts above, procurements with a value of \$25,000 or more are required to be evaluated by a Selection Committee of 2 or more people who are familiar with the service/project and have the expertise to assess proposals. Selection Committee members are expected to:

- declare any actual or potential conflict of interest
- maintain confidentiality
- individually and independently assess each proposal according to the established evaluation criteria
- ensure that all ratings are fair and defensible

6.4.8 After all members of the Selection Committee have assessed the proposals, the winning bid is the one that receives the highest evaluation score and meets all the mandatory requirements set out in the procurement documents.

6.5 Contracts

6.5.1 Contract requirements are detailed in the Contracting Policy. For ease of reference, they are summarized herein.

6.5.2 Procurements up to \$25,000 for goods or \$100,000 for services do not require a formal contract. However, details of the procurement, including a description of the goods or service, cost, timelines, etc. should be documented and confirmed in an email or letter to the vendor. Consultation with Legal Services is recommended.

6.5.3 For procurement of \$25,000 or higher for goods, \$100,000 or higher for services, or if it involves a transfer of Personal Information, a written contract signed by both parties is required before the provision of the goods or services begins. Where the procurement process involves selecting a vendor from a Vendor of Record list through Mohawk Medbuy Corporation (MMC), the contract will sometimes take the form of a standard Statement of Work (SOW) which does not require legal input.

6.5.4 All contracts must include appropriate cancellation or termination clauses and require vendors to disclose any actual or potential conflicts of interest that arise during the performance of a contract.

6.5.5 Contracts for Services must include:

- Clear terms of reference including background information, tangible deliverables, timing, progress reporting, approval requirements and knowledge transfer requirements, where appropriate.
- Where relevant, rules for expense claims and reimbursement which are compliant with the Broader Public Sector (BPS) Expenses Directive.

6.5.6 As required by the BPS Procurement Directive 2024, any new contract, including any extensions, must not exceed two years. As well, for procurements valued at \$121,199 or more, the Society must post a contract award notification and inform all unsuccessful suppliers about their entitlement to a supplier debriefing. The Society must allow unsuccessful suppliers 60 calendar days following the contract award notification date to request a briefing.

6.5.7 Contract Management

6.5.8 Contracts must be managed responsibly, and payments must be made in accordance with the provisions of the contract. All invoices must contain detailed information sufficient to warrant payment. Supplier performance must be managed and documented, and any performance issues must be addressed.

6.6 Documentation

6.6.1 Purchasers are to maintain a Procurement file for each procurement. Files will include the documentation specified in Sections 6.2.5 and 6.3.6 for the relevant type and value of procurement. Files should also include copies of all communications

with vendors, including letters/emails announcing the award of a contract to the successful vendor.

- 6.6.2 The BPS Procurement Directive requires that all procurement documentation be retained in a recoverable form for a period of seven years and that a written policy for handling, storing and maintaining suppliers' confidential and commercially sensitive information is in place.

6.7 Payment for Goods and Services Received

- 6.7.1 Purchasers should direct vendors/suppliers to submit invoices directly to Finance. The receiver of the goods or services must verify to Finance that the goods or services have been received before payment can be made to the supplier. Finance will send invoices received from vendors to the appropriate approval authority for approval before making payment.

Payment Amount	Minimum Approval Authority Level
Up to \$2,999	Supervisor
\$3,000 to \$29,999	Manager
\$30,000 and above	Director - Two (2) signatures required

6.8 Procurement Restriction Policy

- 6.8.1 This restriction is effective as of March 4, 2025, and bans any public sector entity or a designated BPS organization from procuring goods and services (consulting and non-consulting) from U.S. businesses (see Section 4, Definitions).
- 6.8.2 It applies to all new procurements posted from the effective date at any value and includes invitational, open competitive and non-competitive procurements.

6.9 Procurement Restriction Policy Exemptions

- 6.9.1 Procuring from a U.S. business is allowed only when both of the following conditions are met:
- if the U.S. business is the only viable source for the good/service; and
 - the procurement cannot be delayed (e.g. risks to public health and safety, etc.).
- 6.9.2 Approval for any exemption must be given by the Ministry through Supply Ontario by submitting a [Procurement Rationale Report Form \(PRRF\)](#)

7. CROSS REFERENCES & RELATED RESOURCES:

[Code of Ethics](#)

[Conflict of Interest](#)

[Supply Ontario – Procurement Restriction Policy](#)

[Travel, Meal and Hospitality](#)

Appendix A

Ontario Broader Public Sector Supply Chain Code of Ethics

Goal: To ensure an ethical, professional and accountable BPS supply chain

I. Personal Integrity and Professionalism

Individuals involved with Supply Chain Activities must act, and be seen to act, with integrity and professionalism. Honesty, care and due diligence must be integral to all Supply Chain Activities within and between BPS organizations, suppliers and other stakeholders. Respect must be demonstrated for each other and for the environment. Confidential information must be safeguarded. Participants must not engage in any activity that may create, or appear to create, a conflict of interest, such as accepting gifts or favours, providing preferential treatment, or publicly endorsing suppliers or products.

II. Accountability and Transparency

Supply Chain Activities must be open and accountable. In particular, contracting and purchasing activities must be fair, transparent and conducted with a view to obtaining the best value for public money. All participants must ensure that public sector resources are used in a responsible, efficient and effective manner.

III. Compliance and Continuous Improvement

Individuals involved with purchasing or other Supply Chain Activities must comply with this Code of Ethics and the laws of Canada and Ontario. Individuals should continuously work to improve supply chain policies and procedures, to improve their supply chain knowledge and skill levels, and to share leading practices.

Appendix B

Exemptions to Procurement Policy

The following services are exempt from this Policy:

- licensed professionals except engineers, land surveyors, architects and accountants
- witness services for court proceedings
- court-ordered assessments
- refundable employee expenses
- utilities

Where the Society has made an exception or exemption to this policy, the rationale for the exception or exemption must be formally documented.

The Society must demonstrate:

- the rationale for selection of the particular supplier over other available suppliers
- how fees charged are reasonable and commensurate with the services being procured

Appendix C

Quote/Proposal Summary Form¹

Department:	Date:
Purchaser Name and Position:	
Good or Service required:	
Procurement Method: (e.g. written quotes, RFQ, RFP, VOR, etc.)	

Vendor Name, Position	Contact Information	Quote/Proposal Amount	Result*	Date	Comments

*S=Successful; U=Unsuccessful

Before filing, attach any documents used to assess quotes/proposals, including evaluation criteria and results for proposals.

¹ See Section 6 for procedures to follow for different types of procurement.

Appendix D

Building Ontario Businesses Initiative Act (BOBIA)

As part of its commitment to supporting Ontario businesses, the Ontario government created the Building Ontario Businesses Initiative (BOBI).

The Building Ontario Businesses Initiative Act, 2022 (BOBIA) requires public sector entities, including all Children's Aid Societies, to give preference to Ontario businesses when conducting procurements for goods and services under \$121,199.

An Ontario Business, for the purposes of the Act, must meet the following requirements:

1. The business is a supplier, manufacturer or distributor of any business structure that conducts its activities on a permanent basis in Ontario.
2. The business either
 - has its headquarters or main office in Ontario

OR

- has at least 250 full-time employees in Ontario at the time of the applicable procurement process

Preference to Ontario businesses may be conducted in the following ways:

- Invite only Ontario businesses to submit a bid, where feasible.

OR

- Assign a point value to Ontario vendors. For example:
 - Add 10 points to the cumulative score of all Ontario bidders. Award the procurement to the bidder with the highest overall cumulative score.

These requirements do not apply to procurements related to construction work. This includes any consulting services that are included in the procurement of construction work.

Requirements also do not apply to procurements related to goods acquired solely for resale.

The following goods and services are not included:

1. A good or service required for an emergency.
2. A good or service procured pursuant to a standing offer, vendor of record arrangement or a multi-use list.
3. A good or service procured for commercial sale or resale or for use in the production of a good or service intended for commercial sale or resale.

4. The services of a lawyer, paralegal or notary public.
5. The services of an expert witness to be used in a court or legal proceeding.
6. A good or service that is not available from an Ontario business.

For procurements below thresholds in applicable **domestic** trade agreements, goods and services must be procured from Ontario businesses wherever feasible.

For procurements below thresholds in applicable **international** trade agreements, goods and services must be procured from Ontario or Canadian businesses, wherever feasible.

For procurements above monetary thresholds in trade agreements, domestic and international, BPS entities must use the following strategies, wherever feasible:

- Procure goods and services from Ontario businesses and businesses of Ontario's trading partners.
- Apply weighted domestic criteria in procurement evaluations (e.g. vendors to demonstrate how they meet Ontario's environmental and labour standards).
- For procurements with an estimated value of \$50 million or more, include an Industrial Regional and Technology Benefit (IRTB) requirement for vendors. The IRTB requires vendors bidding on large procurements to detail how their proposals would provide local economic benefits for the province.

Appendix E

Preparing a Request for Quote (RFQ)/Request for Proposal (RFP)

A **Request for Quote (RFQ)** is a straightforward request for a vendor to provide a price for the goods or services the organization is looking for. For an RFQ, the main information needed is a clear description of the goods or services needed, including

- Good or service (e.g. printers or snow clearing); including quantities
- Scope
- Timeframes
- Location

It is important to be as specific as possible to ensure that the vendor quotes are accurate. Include answers to possible questions a vendor may have such as: how many? how often? where? when?

- Include key dates: the deadline for quotes (date and time), the date the service or good is needed, the length of contract (if for an ongoing service).
- Where mandated under the Building Ontario Businesses Initiative (BOBI), request that vendors provide required corporate information (see Appendix D).
- Include any additional requirements, such as confidentiality or security clearance. For some services, it may be appropriate to request references before accepting a specific quote.
- Include clear instructions on the process and documentation for providing a quote, as well as contact information for the person managing the procurement process.

An RFQ will typically contain some Mandatory Requirements (minimum requirements), which bidders must meet in order for their bids to be considered. Typical mandatory requirements are specific years of experience, specific educational requirements or certificates/licences. They can also include specific timeframes for a project or contract (e.g. must be able to provide service evenings and weekends). Mandatory requirements should also include a list of Society policies the vendor must adhere to, including the Accessibility for Ontarians with Disabilities Act (AODA) Policy.

The RFQ should also ask potential vendors to declare any conflict of interest they might have. It should also state that quotes received later than the specified closing time will be returned unopened to the vendor.

The RFQ does not include budget information to ensure suppliers are quoting their best price, not a price that conforms to your budget.

A **Request for Proposal (RFP)** includes similar information to the RFQ with additional information about the project or service you are looking for. You use an RFP when what you

need is more complex and you want to evaluate other factors besides price, such as approach, experience, etc. before making a decision.

In addition to the information outlined above for an RFQ (scope, timeframes, location), an RFP should also include details about what you need, including specific deliverables, and request vendors to provide any or all of the following:

- proposed approach
- previous experience
- timelines
- a workplan
- information about personnel to be assigned to the project
- references

Like an RFQ, an RFP will typically contain some Mandatory Requirements (minimum requirements), which bidders must meet in order for their proposals to be considered. Typical mandatory requirements are specific experience, security clearance, professional credentials, policies the vendor must adhere to (such as the AODA Policy), etc.

An RFP will usually provide evaluation criteria, so potential vendors can prepare proposals accordingly.

Example of Evaluation Criteria for an RFP for Developing a Records Management System

Criteria	Weighting
Understanding of project	5
Proposed methodology	20
Project work plan/timeline	15
Vendor experience	25
References	10
Cost	25
TOTAL	100

Similarly to an RFQ:

- Include key dates: the deadline for proposals (date and time), the date the service is needed, the length of contract (if for an ongoing service).
- Include any additional requirements, such as confidentiality or security clearance.
- Include clear instructions on the process and documentation for providing a proposal, as well as contact information for the person managing the procurement process.
- Ask potential vendors to declare any conflict of interest they might have.

As with an RFQ, an RFP does not include budget information to ensure suppliers are quoting their best price, not a price that conforms to your budget. The RFP should state that vendors will not be compensated for proposal preparation.

The RFP should state that proposals received later than the specified closing time will be returned unopened to the vendor.

A **Request for Service** (RFS) is similar to an RFP. It may be used when soliciting proposals for services from a Vendor of Record through Mohawk Medbuy Corporation (MMC) and should contain the same type of information as an RFP.