

## Procurement

### POLICY

#### Purpose

The Agency will endeavour to ensure all goods and services achieve value for money and are procured by the Agency in an open, fair and transparent manner.

The policy is based on the following key principles:

- Accountability – The Agency must be accountable for the results of its procurement decisions and the appropriateness of the processes
- Transparency – The Agency must be transparent to all stakeholders. Wherever possible, stakeholders must have equal access to information on procurement opportunities, processes and results
- Value for Money – The Agency must maximize the value it receives 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 the Agency 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.
- Accessibility – The agency will incorporate accessibility criteria when acquiring goods and services.

#### Application of this Policy

This policy applies to Board members and all staff of the Agency.

This policy applies to all goods, construction, and services, including but not limited to IT and consulting services acquired by the Agency.

#### Exceptions & Exemptions to this Policy

The agency should employ a competitive procurement process to achieve optimum value for money. It is recognized however that certain circumstances and activities may require the use of non-competitive procurement. The circumstances and activities that will be excluded from the competitive procurement requirements of this policy are outlined below. These exceptions are generally consistent with the *Agreement on Internal Trade (AIT)* or other trade agreements. In the event the agency is asserting that an exception or exemption applies, the agency must formally establish applicability of this clause.

Exemptions and exceptions relate to the procurement of the goods/or services only. All other requirements of the policy apply, including documentation, contract management, supplier management, etc.

Licensed Professional and Specific Services for Children and Youth in Care:

The procurement of services from licensed professionals including:

- medical doctors
- dentists
- pharmacists
- nurses
- psychologists
- lawyers
- accountants
- architects

The procurement of boarding costs including:

- foster care per diems and allowances
- reimbursable expenses paid to Foster Parents
- payments to Outside Paid Resources, and
- support services for children and youth provided as part of a boarding rate agreement

Single Source Supply:

Where only one supplier is available to meet the requirements of the agency procurement including any of the following circumstances:

- 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;
- where there is an absence of competition where the goods or services can be supplied only by a particular supplier and no alternative or substitute exists;
- for work to be performed on the behalf of the agency through a building lease agreement where the lessor will invoice costs back to the lessee;
- for work to be performed according to provisions of a warranty or guarantee held in respect of the original work;
- for the procurement of a prototype or a first good or service to be developed that may be needed for research purposes, a particular study or other original purposes;
- for the purchase of goods under duress such as bankruptcy or receivership, where the agency has clearly documented the advantageous value that would be received;
- for the procurement of real property;

Limiting Circumstances:

Limiting circumstances may exist where inherent factors limit the procurement process that can be undertaken. Under limiting circumstances, the agency can deviate from competitive procurement requirements provided it does not do so for the purpose of avoiding competition between suppliers or in order to discriminate against suppliers. Limiting circumstance may include:

- where goods or consulting 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 confidentially;
- where compliance with open tendering provisions would interfere with the agency's ability to maintain security or order;

- in the absence of a receipt of any bids in response to a call for tenders made in accordance with the directive

Emergency Situations:

For the purpose of this procedure, an “Emergency” means a situation where the immediate purchase of goods and services is essential to prevent serious delays in service delivery or to prevent or remedy damage to agency property or to restore an essential service.

An “Emergency” includes an imminent or actual danger to the life, health or safety of an employee while acting on the agency’s behalf (e.g. emergency boiler repairs or replacement), an imminent or actual danger of injury to or destruction of real or personal property belonging to the agency.

Under emergency circumstances, the Executive Director has the authority to take the necessary steps to address the emergency and will subsequently inform the Board of Directors of the actions taken setting out the details of any purchases made pursuant to this authority and the circumstances justifying the action taken.

If the cost to remedy the emergency exceeds \$100,000 or will result in an increase to the approved annual budget, the Chair of the Board of Director will authorize the purchase based on the Executive Director’s recommendation.

Where the Agency has relied on an exception or exemption to this policy, the rationale for the exception or exemption must be formally documented.

**Definitions**

Refer to Appendix “A” for definitions.

**Supply Chain Code of Ethics** (Directive 7.1)

The Agency has adopted the Ontario Broader Public Sector Supply Chain Code of Ethics.

The Supply Chain Code of Ethics must be available and visible to all members of the organization and to suppliers and stakeholders involved with the Supply Chain process on the internal and external websites.

**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.

### **Segregation of Duties** (Directive 7.2.1)

The Agency must segregate at least three of the five functional procurement roles:

- Budgeting,
- Commitment,
- Requisitioning,
- Receipt, and
- Payment.

The roles must lie with different departments or, at minimum with different individuals.

### **Approval Authority** (Directive 7.2.2)

#### **Goods & Non Consulting Services**

The Agency will establish and maintain an approval authority schedule (AAS) for competitive procurement of goods and non consulting services. This schedule will reflect financial levels of authority for each of the five procurement roles identified in Segregation of Duties.

Procurement Role	Area / Amount	Recommended by	Approved By
Budgeting	Child Welfare Budget Fund Development Budget	Executive Director	Board of Directors
	Other Program Budgets	Director - Client Services Director – Finance and Administration Director – Human Resources and Property	Executive Director
Commitment (to enter into an agreement) or Requisitioning (against an existing agreement)	\$0.00 - \$1,000.00	Agency staff	Supervisor / Coordinator
	\$0 - \$7,500.00	Agency staff	Senior Legal Counsel or Corporate Service Managers
	\$7,500.01 - \$20,000.00	Supervisor, Senior Legal Counsel or Corporate Service Manager	Directors
	\$20,000.01 - \$100,000.00	Directors	Executive Director
Receipt (confirmation of delivery of goods or services)	Any Amount	n/a	By the individual responsible for taking delivery of the goods, report, or service
			Signature / Initials required
Payment		n/a	Accounts Payable

	Any amount - where a) commitment / requisition b) receipt c) invoice can be matched		- Finance Staff
	Any amount - where a) commitment / requisition b) receipt c) invoice do not agree	Documentation of exceptions completed by staff who requisitioned  Recommended for approval to next level of Authority	Approval of exceptions by one level of authority higher than the staff recommending the exception for approval

The Agency's AAS must be approved by the Board of Directors.

Prior to commencement, any procurement of goods and non-consulting services must be approved by an authority in accordance with the AAS.

Prior to commencement of any non-competitive procurement of goods and non-consulting services, supporting documentation must be completed and approved by one level higher than the level for competitive procurement noted above in the AAS.

**Competitive Procurement Thresholds** (Directive 7.2.3)

The agency must conduct an open competitive procurement process where the estimated value of the procurement of goods or services is \$100,000 or more. Any exemptions must be in accordance with applicable trade agreements.

The agency must competitively procure consulting services irrespective of value. Any exemptions must be in accordance with applicable trade agreements.

The value of procurement includes cost of freight and installation but not taxes.

For multi-year procurements; calculate the total projected value for the entire period of the anticipated agreement including optional renewals.

Multiple purchases may not be used to circumvent competitive procurements.

<b>Goods, Non-Consulting Services and Construction</b>			
<b>Total Procurement Value</b>	<b>Means of Procurement</b>	<b>Required/Recommended</b>	<b>Alternate Means</b>
\$ 0 - \$50.00	Petty cash	Optional	Purchase Order Credit Card
\$50.01 to \$5,000.00	Credit Card Purchase order	Recommended	Invitational Open Competitive
\$5,000.01 to \$7,500.00	Purchase Order	Recommended	Invitational Open Competitive
\$7,500.01 to \$99,999.99	Invitational competitive (minimum 3 suppliers invited to bid)	Recommended	Open Competitive
\$100,000.00 or more	Open competitive process	Required	None

Consulting Services			
Total Procurement Value	Means of Procurement	Required/Recommended	Alternate Means
\$ 0 - \$99,999.99	Invitational competitive (minimum 3 suppliers invited to bid) or Open Competitive	Required	N/A
\$100,000.00 or more	Open Competitive	Required	N/A

**Information Gathering** (Directive 7.2.4)

The Agency may choose to use a formal process such as Request for Information (RFI) or Request for Expression of Interest (RFEI), where the results of informal information gathering are not sufficient and where the time and effort required conducting such processes is seen as warranted.

A response to a RFI or RFEI must not be used to prequalify vendors.

The RFI or RFEI process and responses may not alter or influence the opportunity for a participating supplier to become the successful bidder in any subsequent opportunity.

Information gathered during an RFI and RFEI process is subject to all documentation management requirements of this policy.

**Supplier Pre-qualification** (Directive 7.2.5)

Suppliers may be prequalified through a Request for Supplier Qualification (RFSQ) process to:

- Gather information about supplier capabilities and qualifications for an immediate purchase
- Gather information about supplier capabilities in advance of expected future competitive procurements

All RFSQ documents must include language that disclaims any Agency obligation to purchase goods or services as the result of pre-qualification.

**Competitive Bid Documents** (Directive 7.2.6 // 7.2.7 // 7.2.8 // 7.2.25)

Calls for Open Competitive procurements must be made available through an electronic tendering system that is readily accessible by all Canadian suppliers.

Response times for vendors to bid must be a minimum 15 calendar days for procurements valued at \$100,000 or more. For procurements with a high degree of complexity, risk or value, a minimum response time of 30 days is required.

Competitive procurement documents must clearly identify a bid submission date and time which falls on a regular working day (Monday to Friday, excluding holidays).

Submissions received after the closing time must be returned unopened.

Competitive procurement documents must include bid dispute resolution procedures to ensure that any bid disputes are handled in an ethical, fair, reasonable and timely fashion. The Agency must ensure that such resolution procedures comply with similar procedures set out in any applicable trade agreements.

**Evaluation - Disclosure of Criteria and Process** (Directive 7.2.9 // 7.2.10 // 7.2.14)

Evaluation criteria must be developed, reviewed and approved according to the Agency's AAS.

Evaluation criteria must be disclosed in the procurement documents.

Evaluation criteria can only be altered by means of an addendum to the competitive procurement documents.

Competitive procurement documents must:

- Disclose evaluation criteria:
  - Must include mandatory, rated and other criteria that will be used in evaluation of submissions, including the weight of each criterion.
  - Mandatory criteria must be kept to a minimum to ensure that no bid is unnecessarily disqualified.
  - Maximum justifiable weight must be allocated to the cost/price component of the evaluation.
  - Criteria may not be structured to discriminate or provide preferential treatment to any supplier.
- Clearly state that bids not meeting mandatory requirements will be disqualified
- Disclose the methodology that will be used to evaluate bids, including the method of resolving a tie score
- Clearly state that alternative strategies or solutions will not be considered unless specifically requested in the procurement documents
- Include any options to extend the agreement

Competitive procurement documents may request suppliers to provide alternative strategies or solutions as part of their submission. If such a request is included, the procurement documents must disclose the criterion that will be used to evaluate alternative strategies and solutions.

**Evaluation Process** (Directive // 7.2.11 // 7.2.12 // 7.2.13 // 7.2.14)

The Agency shall create evaluation teams for the purposes of evaluating competitive bids.

Evaluation Teams must:

- Be aware of restrictions related to use of confidential and commercially sensitive information collected through the procurement process
- Refrain from engaging in activities that create or appear to create a conflict of interest
- Individually sign a conflict of interest declaration and non disclosure agreement
- Individually and independently complete an evaluation matrix to rate each submission
- Ensure that all commentary or ratings are fair, factual and defensible
- Not discriminate or exercise preferential treatment in awarding contracts as the result of the competitive procurement process
- Complete evaluation of all non-monetary factors prior to opening/considering price/cost factors

- Declare the winning bid in favour of the supplier that receives the highest evaluation score and meets all the mandatory requirements set out in the procurement documents

All completed Evaluation Matrix documents will be retained for audit purposes.

### **Establishing & Awarding Contracts**

*(Directive 7.2.15 // 7.2.16 // 7.2.17 // 7.2.18 // 7.2.19 // 7.2.20)*

The agreement between the Agency and the successful supplier must be formally defined in a signed written contract before the provision or supplying of goods or services commences.

Where an immediate need exists for goods or services, and the Agency and supplier are unable to finalize the contract as described above, an interim purchase order may be used. The justification of such a decision must be documented and approved by the appropriate signing authority.

Where the procurement documents included a form of agreement, that form must be used to finalize the agreement. Where an alternative strategy has been used and there is no form of agreement in the procurement documents, the agreement between the Agency and the vendor must be defined formally in a signed contract, before delivery of the goods or services.

Contracts must:

- Include appropriate cancellation or termination clauses
- For complex procurements including provision of professional services, the Agency should consider inclusion of assessment, cancellation or termination clauses at specific life cycle stages of the procurement
- Include dispute resolution clauses as per procurement documentation

Contracts for Services must include:

- Clear terms of reference including objectives, background, scope, constraints, staff responsibilities, tangible deliverables, timing, progress reporting, approval requirements and knowledge transfer requirements
- Include rules for expense claim and reimbursement rules which are compliant with the Broader Public Sector Expense Directive

Modifications to terms of agreements:

- May only be made when the terms of agreements and options to extend the agreement have been set out in the original procurement documents
- Must be approved by the appropriate authority (See AAS)
- Must treat any extensions of agreement beyond those set out in the procurement documents as a non-competitive procurement where the extension affects the value and/or stated deliverables of the procurement.

Contract awards must be publicly posted for procurements valued at \$100,000 or more.

- Award Notifications will be posted in the same manner as the procurement documents
- Award Notifications will:
  - Be posted after the agreement for delivery of goods/services has been finalized
  - Include the name of the successful supplier



- Include the start and end dates of the agreement
- Include information on extension options

For procurements in excess of \$100,000, the Agency must inform all unsuccessful suppliers of their entitlement to a supplier debriefing. The Agency must allow unsuccessful suppliers 60 calendar days following the contract award notification date to request a briefing.

#### **Non-Competitive Procurement** (Directive 7.2.21)

The Agency may engage in non-competitive procurements only under the circumstances outlined above in **Exceptions & Exemptions to this Policy**

Non competitive procurements require approval at a (minimum one) level higher on the AAS than a competitive procurement of the same value. Supporting documentation must be completed and approved prior to commencement of non-competitive procurement.

For non competitive procurements, the Agency must demonstrate:

- The rationale for selection of the particular supplier or over available suppliers
- How fees charged are commensurate with services being procured

#### **Contract Management** (Directive 7.2.22 // 7.2.23)

The Agency shall ensure that:

- All procurements and the resulting contracts are managed responsibly and effectively.
- Payments are made in accordance with the terms of the contract; invoices must contain detailed information sufficient to warrant payment.
- Any overpayments are recovered in a timely manner.
- Supplier performance is managed and documented; any performance issues must be addressed

Contracts for services include terms as outlined in **Establishing & Awarding Contracts** above and that expense claims:

- Are compliant with contract terms and with Policy C3-a-280 - Expenses.
- Are claimed only as explicitly permitted by the contract

All procurement documentation and other pertinent information is retained in a recoverable format for seven (7) years. Retained material must include, but is not limited to:

- Procurement justification or business case
- All approvals
- Evidence of receipt of deliverables
- Where purchase was via a Vendor of Record, information concerning the process used to select the vendor
- Advertisements, RFI, vendor prequalification
- All responses and submissions
- Vendor consultations
- Evaluations
- Awards

- Contracts
- Payments

The Agency shall handle, store and maintain Supplier confidential and commercially sensitive information and ensure staff handling and having access to this information are aware of this requirement.

**Conflict of Interest** *(Directive 7.2.24)*

The Agency must monitor any conflict of interest that may arise as a result of any employee or other organization member, advisor, supplier or other stakeholder's involvement with supply chain activities. Individuals involved with supply chain activities must declare actual or potential conflicts of interest. Where a conflict arises, it must be evaluated and appropriate mitigating action taken.

## Appendix "A"

### Definitions

**"Goods and services"** means any goods, construction, and services, including but not limited to IT and consulting services.

**"Supply Chain Activities"** means all activities directly or indirectly related to the Agency's planning, sourcing, procurement, moving, and payment processes.

**"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.

**"Agreement"** means the formal written document that will be entered into at the end of the procurement process.

**"Approval Authority"** means the authority delegated by the Agency to a person designated to occupy a position to approve on its behalf one or more procurement functions within the plan-to-pay cycle up to specified dollar limits subject to the applicable legislation, regulations and procedures in effect at such time.

**"Award"** means the notification to a proponent of acceptance of a proposal, quotation or tender that brings a contract into existence.

**"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.

**"Blanket purchase contract"** means any contract for the purchase of goods and services which will be required frequently or repetitively but where the exact quantity of goods and services required may not be precisely known or the time period during which the goods and services are to be delivered may not be precisely determined.

**"Bid"** means a proposal, quotation or tender submitted in response to a solicitation from a contracting authority. A bid covers the response to any of the three principal methods of soliciting bids, i.e., Request for Proposal, Request for Tender and Request for Quotation.

**"Bid Protest"** means a dispute raised against the methods employed or decisions made by a contracting authority in the administration of a proposal, tender, or quotation process.

**"Chief Executive Officer"** means the head of operations.

**"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 professional's judgment is likely to be compromised.

**“Construction”** means construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional consulting services related to the construction contract unless they are included in the procurement.

**“Consultant”** means a person or entity that under an agreement, other than an employment agreement, provides expert or strategic advice and related services for consideration and decision-making. A consultant provides expert or strategic advice related to operational consideration and decision-making and not to clinical or case management decision making. A consultant does not include services associated with implementing projects once a strategic decision has been made by management.

**“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 an obligation, such as an accepted offer, between competent parties upon a legal consideration, to do or abstain from doing some act. It is essential to the creation of a contract that the parties intend that their agreement shall have legal consequences and be legally enforceable. The essential elements of a contract are an offer and an acceptance of that offer; the capacity of the parties to contract; consideration to support the contract; a mutual identity of consent or consensus ad idem; legality of purpose; and sufficient certainty of terms.

**“Electronic Tendering System”** means a computer-based system that provides suppliers with access to information related to open competitive procurements.

**“Evaluation Criteria”** means a benchmark, standard or yardstick against which accomplishment, conformance, performance and suitability of an individual, alternative, activity, product or plan is measured to select the best supplier through a competitive process. Criteria may be qualitative or quantitative in nature.

**“Evaluation Matrix”** means a tool allowing the evaluation team to rate supplier proposals based on multiple pre-defined evaluation criteria.

**“Evaluation Team”** means a group of individuals designated/responsible to make award recommendation. The evaluation team would typically include representatives from the Agency and subject matter expert(s). Each member participates to provide business, legal, technical and financial input. The evaluation team must contain representation from the Finance / Procurement functions within the agency.

**“Goods”** means moveable property (including the costs of installing, operating, maintaining or manufacturing such moveable property) including raw materials, products, equipment and other physical objects of every kind and description whether in solid, liquid, gaseous or electronic form, unless they are procured as part of a general construction contract.

**“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 a minimum of three (3) qualified suppliers to submit a written proposal in response to the defined requirements outlined by an individual/organization.

**“Non-discrimination”** means fairness in treating suppliers and awarding contracts without prejudice, discrimination or preferred treatment.

**“Offer”** means a promise or a proposal made by one party to another, intending the same to create a legal relationship upon the acceptance of the offer by the other party.

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

**“Procurement Policies and Procedures (PPP)”** means a framework and mandatory requirements to govern how the Agency conducts sourcing, contracting and purchasing activities, including approval segregation and limits, competitive and non-competitive procurement, conflict of interest and contract awarding.

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

**“Professional service supplier”** means a supplier of services requiring professional skills for a defined service requirement including: Lawyers, Psychologists, management and financial consultants; and firms or individuals having specialized competence in planning or other disciplines

**“Purchase Order (PO)”** means a written offer made by a purchaser to a supplier formally stating the terms and conditions of a proposed transaction.

**“Purchase requisition”** means a written or electronically produced request in an approved format and duly authorized to obtain goods or services

**“Request for Expressions of Interest (RFEI)”** means a document used to gather information on supplier interest in an opportunity or information on supplier capabilities/qualifications. This mechanism may be used when the Agency wishes to gain a better understanding of the capacity of the supplier community to provide the services or solutions needed. A response to a RFEI must not pre-qualify a potential supplier and must not influence their chances of being the successful proponent on any subsequent opportunity.

**“Request for Information (RFI)”** means a document issued to potential suppliers to gather general supplier, service or product information. It is a procurement procedure whereby suppliers are provided with a general or preliminary description of a problem or need and are requested to provide information or advice about how to better define the problem or need, or alternative solutions. A response to an RFI must not pre-qualify a potential supplier and must not influence their chances of being the successful proponent on any subsequent opportunity.

**“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 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. The Agency must ensure that the terms and conditions built into the RFSQ contain specific

language that disclaims any obligation on the part of the Agency to call on any supplier to provide goods or services as a result of the pre-qualification.

**“Requisition”** means a formal request to obtain goods or services made within the Agency, generally from the end-user to the procurement department.

**“Sealed bid”** means a formal sealed response received as a part of a quotation, tender or proposal

**“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. It puts a barrier in place to prevent errors or fraud that may be perpetrated by one individual.

**“Services”** means intangible products that do not have a physical presence. No transfer of possession or ownership takes place when services are sold, and they (1) cannot be stored or transported, (2) are instantly perishable, and (3) come into existence at the time they are bought and consumed.

**“Supplier/Vendor”** means any person or organization that, based on an assessment of that person’s or organization’s financial, technical and commercial capacity, is capable of fulfilling the requirements of procurement.

**“Supply Chain Activities”** means all activities whether directly or indirectly related to organizational plan, source, procure, move, and pay processes.

**“Trade Agreements”** means any applicable trade agreement to which Ontario is a signatory.

**“Supplier Debriefing”** means a practice of informing a supplier why their bid was not selected upon completion of the contract award process.

**“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

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