

Approved by Tikinagan Board Resolution #	
Approval Date	
Effective Date	January 1, 2024
Last Review/Modification Date	

Purpose:

1. Purpose

The purpose of the Policy is:

- To ensure that publicly funded goods and services, including construction, consulting services, and information technology are acquired by Tikinagan Child and Family Services (“Tikinagan”) or the “Organization”) through a process that is open, fair, and transparent;
- To outline responsibilities of Tikinagan throughout each stage of the procurement process; and
- To ensure that procurement processes are managed consistently at Tikinagan. An outline of the procurement process can be found in [Appendix A: Procurement Process](#).

Policy

2. Application

This Policy is established according to the Ontario [Broader Public Sector \(BPS\) Procurement Directive, 2024](#) that is applicable to Tikinagan as one of the designated broader public sector organizations under section 12 of the [Broader Public Sector Accountability Act, 2010, S.O. 2010, c. 25. Interim Measures](#) (found in the appendix of the Directive) have been implemented that specifically apply to procurements of goods and services, (consulting and non-consulting) valued over \$121,200, however not applicable to procurements for construction work.

The Director of Finance and Administration shall have the overall responsibility of establishing and maintaining this Policy. It is the responsibility of the Finance Department, under the authority of the Director of Finance and Administration, to implement and administer this Policy, and establish appropriate purchasing guidelines and procedures consistent with this Policy.

This Policy applies to all personnel involved in procurement and purchases made on behalf of Tikinagan. It is the responsibility of Senior Management, Department Managers and Supervisors to ensure that all staff are appropriately informed and comply with Tikinagan’s Purchasing Policy and related purchasing guidelines and procedures.

3. Guiding Principles

This Policy is based on six key principles that will allow Tikinagan to achieve value for money while following a procurement process that is fair and transparent to all stakeholders:

- **Accountability**
Tikinagan must be accountable for the results of their procurement decisions and the appropriateness of the processes.
- **Transparency**
Tikinagan must be transparent to all stakeholders. Wherever possible, stakeholders must have equal access to information on procurement opportunities, processes and results.
- **Value for Money**
Tikinagan 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**
Direct services provided by Tikinagan, such as teaching and youth care, must receive the right product, at the right time, in the right place. Tikinagan shall consider not only the price of goods or services but also quality, delivery, service, warranty, and reliability of the vendor.
- **Process Standardization**
Standardized processes remove inefficiencies and create a level playing field. Procedures shall be developed that avoid duplication, waste, and obsolescence through standardization, where applicable, with respect to all purchases. The procedures should provide controls that will ensure purchasing policies and procedures are followed by all personnel, monitor purchases and maintain consistency.
- **Timely Service**
Procedures shall be developed that provide a level of service to ensure goods and services are obtained within the time frame requirements of Tikinagan departments.

4. Definitions

Definitions can be found in [Appendix D: Definitions](#).

5. Supply Chain Code of Ethics (Code)

Tikinagan adopts the [Ontario Broader Public Sector \(BPS\) Supply Chain Code of Ethics](#). The policy intent is to establish that the conduct of all Members of Tikinagan involved with Supply Chain Activities must be in accordance with the Code.

The Code must be made available and visible to all Members of Tikinagan, as well as suppliers and other stakeholders involved with Supply Chain Activities.

The Code does not supersede other codes of ethics that Tikinagan has in place, but supplements such codes with supply chain-specific standards of practice.

Ontario BPS 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.

6. Standards

General

6.1 The overall objective is to acquire and supply at the right time and in the most economical manner the goods, services and consulting services needed to meet Tikinagan's requirements in keeping with the following principles:

- *Planning* – Goods, services and consulting services shall be acquired only after consideration of needs, alternatives, timing and the overall Tikinagan supply strategy.
- *Acquiring* – Goods, services and consulting services shall be acquired from qualified vendors as outlined in this Policy to meet specified needs and to achieve, at the best price/cost value for money. When acquiring goods, services and consulting services, in addition to the price offered, the following factors should be taken into consideration: quality, quantity, delivery, servicing, warranty, recurring costs (in operating, training and maintenance), environmental sustainability, value and cost on future disposal, the payment terms, experience or reference from reliable source on the performance, liability insurance coverage, ability to be sensitive to children in care, and the financial capability of the vendor.
- *Managing* – Once procured, goods, services and consulting services shall be managed efficiently, effectively and economically. The results achieved by the goods and services shall be evaluated periodically in accordance with the terms and conditions of the purchase agreement.

6.2 Goods, services and consulting services must be acquired through competitive and non-competitive processes (as outlined in this Policy) that seeks to achieve the best value for the funds expended to meet the specific needs and to promote fair dealings and equitable relationships with vendors.

6.3 Under no circumstances may a project, procurement or contract be artificially subdivided to avoid any requirements of this Policy.

Responsible Management

6.4 Tikinagan must establish appropriate organization structures, systems, processes and procedures, including regular staff training to enable responsible and effective management of the procurement of goods, services and consulting services in accordance with the mandatory requirements of this Policy.

6.5 Any exemptions from this Policy require the prior approval of the Executive Director, and the rationale for the exemption must be clearly documented.

Exemption rationales are to incorporate the principles of planning, acquiring and managing outlined in Section 6.1, and the planning activities outlined in Sections 6.8 and 6.9 of this Policy.

6.6 Delegation of authority for approval of all procurements at Tikinagan is outlined in Section 1.2 and 4.1 of the *Finance and Personnel Policy* (available under separate cover), and summarized in [Appendix B: Delegation of Authority](#).

6.7 In managing procurement contracts:

- All payments must be in accordance with contractual provisions;
- All payments for expense reimbursement must be in accordance with Tikinagan's *Finance and Personnel Policy*;
- Any overpayments must be recovered wherever possible;
- All assignments must be properly documented;
- Vendor performance must be managed and documented and any performance issues must be resolved;
- All required approvals must be obtained for all changes in scope and terms and conditions of the agreement; and
- Knowledge transfer to Tikinagan staff to support prudent management must take place, where applicable.

Planning

6.8 Tikinagan must undertake planning as an integral part of the acquisition process. Commitments within the Tikinagan budget are approved annually by the Board of Directors. Authority for payments within the limitations is prescribed in Section 4.1 of the *Finance and Personnel Policy*, also summarized in [Appendix B: Delegation of Authority](#).

6.9 The following planning requirements must be addressed and documented for all procurement activities to an extent that is commensurate with the procurement value:

- Early identification of needs;
- Clear definition of requirements;
- Justification for the acquisition;
- Availability of necessary human, financial, technical and accommodation resources;
- Consideration of alternative ways to satisfy the needs and selection of the most appropriate procurement option;
- An estimate undertaken of the procurement value; and
- Necessary authorization to proceed in accordance with Tikinagan's delegation of authority.

Conflict of Interest

In addition to the below, the conflict of interest requirements set out in *Section 7.24* of this Policy are required to be followed.

- 6.10 Tikinagan employees or board members are generally not permitted to bid on a Procurement or sell or provide goods or services to Tikinagan. However, in circumstances where this cannot be avoided, or where it would be the best option to satisfy Tikinagan's goals, procurement activities must be conducted in a fair and transparent manner. Additional approval is required by the Executive Director or, where the vendor relationship is with the Executive Director, approval is required from the Board Chair. The conflict of interest and any mitigation actions, as well as the procurement activities and approvals, must be clearly documented in the procurement file.
- 6.11 All purchases by Tikinagan must be for Tikinagan business purpose.
- 6.12 Tikinagan must at a minimum, include in the procurement documents provisions that:
- Define conflict of interest to include situations or circumstances that could (a) give a vendor an unfair advantage during a procurement process; or (b) compromise the ability of a vendor to perform its contractual obligations;
 - Reserve the right of Tikinagan to solely determine whether any situation or circumstance constitutes a conflict of interest;
 - Require prospective vendors participating in a procurement process to declare any actual or potential conflict of interest;
 - Reserve Tikinagan's right to disqualify prospective vendors from a procurement process due to conflict of interest;
 - Require vendors to avoid any conflict of interest during the performance of their contractual obligations for Tikinagan;
 - Require vendors to disclose any actual or potential conflict of interest arising during the performance of a contract;
 - Reserve the right of Tikinagan to prescribe the manner in which a vendor should resolve a conflict of interest;

- Allow Tikinagan to terminate a contract where a vendor fails to disclose any actual or potential conflict of interest or fails to resolve its conflict of interest as directed by Tikinagan; and
- Allow Tikinagan to terminate a contract where a conflict of interest cannot be resolved.

Contract Value Increase

6.13 Any proposed increase to the total contract value for a procurement beyond the initially documented total contract value requires prior written approval of the appropriate delegated authority before the contract value is increased or any further procurement activity proceeds.

Evaluation Process

6.14 Tikinagan must evaluate bid responses received consistently and in accordance with the evaluation criteria, rating and methodology set out in the procurement documents. The evaluation of best price/cost must be undertaken after the completion of the valuation of the mandatory requirements and any other rated criteria.

Buy Indigenous

6.15 All factors being equal and as far as practical from the standpoint of quality, service and price, preference shall be given to products and services provided by companies owned and operated by indigenous peoples.

Buy Local

6.16 All factors such as quality, service and price being equal, Tikinagan will endeavour to purchase goods and services from suppliers who maintain a business office or manufacturing facility within Tikinagan's jurisdiction.

Buy Canadian

6.17 All factors being equal and as far as practical from the standpoint of quality, service and price, preference shall be given to made in Canada products.

Environmental Consideration

6.18 Where appropriate, purchasing staff and end user departments will strive to source, promote and support environmentally friendly products and services.

Defining the Requirements

6.19 The requirements of the procurement documents must be defined properly and clearly by Tikinagan so that potential vendors can submit valid and responsive submissions, bids and proposals and the procurement documents must include proposed contract terms and conditions.

Procurement Documentation Requirements

6.20 The procurement record retention requirements set out in *Section 7.23* of this Policy are to be followed. The user/requisitioning department must retain for a minimum of seven years after the end of a contract all approvals, procurement and contract management documentation.

Procurement Rationale Report

6.21 BPS *Interim Measures* in place and are applicable to procurements for goods, services, and consulting (excluding construction) valued at \$121,200 or higher. The *Interim Measures* indicate that a Procurement Rationale Report shall be prepared and submitted to the relevant funding Ministry when it is not possible or appropriate to:

- Use a VOR arrangement that is available to the organization; and/or
- Restrict contract duration to two years.

The report must be submitted at least 45 days before the procurement is released to the vendor community.

The Procurement Rationale Report can also be submitted as part of the planned procurement report or activity update report, as long as the 45-day requirement is met.

The submission of the Procurement Rationale Report does not change the authority of the organization to proceed with the procurement as planned. For clarity, once the report is submitted, the procurement can proceed.

7. Mandatory Requirements

In addition to the Standards set out above, Tikinagan must comply with the following mandatory requirements as set forth in the [BPS Procurement Directive](#).

7.1 Mandatory Requirement #1: Segregation of Duties

Tikinagan must segregate as per the schedule below at least three of the five functional procurement roles: Budgeting, Requisition, Commitment, Receipt and Payment. Responsibilities for these roles must lie with different departments or, at a minimum, with different individuals.

Functional Role	Responsibility	Accountable Party
Budgeting	Confirm that funding is available to cover the cost of the order arising from the requisition.	Departmental budget holder.
Requisition	Initiate the commencement of a procurement process, and/or carry out the procurement process.	User/requisitioning department requesting the product or service, and/or conducting the procurement. The Authorized Approver

Functional Role	Responsibility	Accountable Party
		who has authority to approve the initiation of purchases summarized in Appendix B: Delegation of Authority .
Commitment	Approve the result of the procurement process and authorize the release of the order to the supplier under agreed contract terms.	The Authorized Approver who has authority to commit funds (through approval of Purchase Orders and Contracts) summarized in Appendix B: Delegation of Authority .
Receipt	Verify and confirm that the order was physically received, correct and complete.	Individual/department receiving the goods or services.
Payment	Authorize the supplier invoice for payment upon confirmation of receipt.	The Authorized Approver who has authority to approve invoices as defined in Section 4.1 of the <i>Finance and Personnel Policy</i> .
	Process and authorize the release of payment to the supplier.	Disbursement of funds are completed by the Finance Department.

Where it is not feasible to segregate these roles, adequate compensating controls approved by an external auditor must be put in place.

7.2 Mandatory Requirement #2: Approval Authority

Tikinagan has established a procurement approval authority schedule which is defined in Section 4.1 of the *Finance and Personnel Policy*, and also summarized in [Appendix B: Delegation of Authority](#). When determining the value of procurement for approval purposes as outlined in this Policy, Tikinagan should not take into consideration applicable sales taxes.

Prior to commencement, any competitive or non-competitive procurement of goods and non-consulting services must be approved by an appropriate authority in accordance with Section 4.1 of the *Finance and Personnel Policy*, and as also summarized in [Appendix B: Delegation of Authority](#).

Prior to commencement, any competitive or non-competitive procurement of consulting services must be approved in accordance with Section 4 of the *Finance and Personnel Policy* which is summarized in [Appendix B: Delegation of Authority](#).

Tikinagan must not reduce the overall value of procurement (e.g., dividing a single procurement into multiple procurements) in order to circumvent the approval requirements set out in Section 4.1 of the *Finance and Personnel Policy*, and as also summarized in [Appendix B: Delegation of Authority](#).

7.3 Mandatory Requirement #3: Competitive Procurement Thresholds

Tikinagan must conduct its procurement activity based on the details set out in [Appendix C: Procurement Methods](#).

Tikinagan must not reduce the overall value of procurement (e.g., dividing a single procurement into multiple procurements) in order to circumvent competitive procurement thresholds.

7.4 Mandatory Requirement #4: Information Gathering

Where results of informal supplier or product research are insufficient, formal processes such as a Request for Information (RFI) or Request for Expression of Interest (RFEI) may be used if warranted, taking into consideration the time and effort required to conduct them.

A response 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.

7.5 Mandatory Requirement #5: Supplier Pre-Qualification

The Request for Supplier Qualification (RFSQ) enables Tikinagan to gather information about supplier capabilities and qualifications in order to pre-qualify suppliers for an immediate product or service need or to identify qualified candidates in advance of expected future competitions.

Terms and conditions of the RFSQ document must contain language that disclaims any obligation of Tikinagan to call on any supplier to provide goods or services as a result of pre-qualification.

7.6 Mandatory Requirement #6: Posting Competitive Procurement Documents

Calls for open competitive procurements must be made through an electronic tendering system that is readily accessible by all vendors.

7.7 Mandatory Requirement #7: Timelines for Posting Competitive Procurements

Tikinagan must provide suppliers a minimum response time of 15 calendar days for procurement of goods and services valued at \$121,200 and up to \$366,800.

Organizations must consider providing suppliers a minimum response time of 30 calendar days for procurements of high complexity, risk, and/or dollar value, and subject to applicable trade agreements.

7.8 Mandatory Requirement #8: Bid Receipt

Bid submission date and closing time must be clearly stated in competitive procurement documents. Tikinagan must set the closing date of a competitive procurement process on a normal working day (Monday to Friday, excluding provincial and national holidays).

Submissions that are delivered after the closing time must be returned unopened.

7.9 Mandatory Requirement #9: Evaluation Criteria

Evaluation criteria must be developed, reviewed and approved by an appropriate authority prior to commencement of a 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 criterion.

Mandatory criteria (e.g., technical standards) should be kept to a minimum to ensure that no bid is unnecessarily disqualified.

Maximum justifiable weighting must be allocated to the price/cost component of the evaluation criteria.

All criteria must comply with *Section 7.14 Non-discrimination*, of this Policy.

The evaluation criteria are to be altered only by means of addendum to the competitive procurement documents.

Tikinagan may request suppliers to provide alternative strategies or solutions as a part of their submission. Tikinagan must establish criteria to evaluate these alternative strategies or solutions prior to commencement of the competitive procurement process. Alternative strategies or solutions must not be considered unless they are explicitly requested in the competitive procurement documents.

7.10 Mandatory Requirement #10: Evaluation Process Disclosure

Competitive procurement documents must fully disclose the evaluation methodology and process to be used in assessing submissions, including the method of resolving a tie score.

Competitive procurement documents must state that submissions that do not meet the mandatory criteria will be disqualified.

7.11 Mandatory Requirement #11: Evaluation Team

Competitive procurement processes require an evaluation team responsible for reviewing and rating compliant bids.

Evaluation team members must be made aware of the restrictions related to utilization and distribution of confidential and commercially sensitive information collected through the competitive procurement process and refrain from engaging in activities that may create or appear to create a conflict of interest.

Evaluation team members must sign a conflict-of-interest declaration and non-disclosure of confidential information agreement.

7.12 Mandatory Requirement #12: Evaluation Matrix

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

Evaluators must ensure that everything they say or write about submissions is fair, factual, and fully defensible.

7.13 Mandatory Requirement #13: Winning Bid

The submission that receives the highest evaluation score and meets all mandatory requirements set out in the competitive procurement document must be declared the winning bid.

7.14 Mandatory Requirement #14: Non-Discrimination

Tikinagan must not discriminate or exercise preferential treatment in awarding a contract to a supplier as a result of a competitive procurement process.

7.15 Mandatory Requirement #15: Executing the Contract

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

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

The Executive Director or Director of Finance and Administration must sign all agreements/ contracts that bind the organization.

7.16 Mandatory Requirement #16: Establishing the Contract

The contract must be finalized using the form of agreement that was released with the procurement documents.

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

In alignment with *Interim Measures*, the contract term for any new contract for goods and services valued over \$121,200, including any extensions, must not exceed two years. In cases where a new contract will exceed two years, Tikinagan may proceed with the procurement, however, a Procurement Rationale Report must be documented. This requirement does not apply to procurement for construction work or any consulting services that are included in the procurement of construction work. Refer to *Section 6.21* of this Policy for information regarding the Procurement Rationale Report.

7.17 Mandatory Requirement #17: Termination Clauses

All contracts must include appropriate cancellation or termination clauses. Tikinagan should seek legal advice on the development of such clauses.

When conducting complex procurements, Tikinagan should consider, as appropriate, the use of contract clauses that permit cancellation or termination at critical project life-cycle stages.

7.18 Mandatory Requirement #18: Term of Agreement Modifications

The term of the agreement and any options to extend the agreement must be set out in the competitive procurement documents. An approval by an appropriate authority must be obtained before executing any modifications to the term of agreement.

Extending the term of agreement beyond that set out in the competitive procurement document amounts to non-competitive procurement where the extension affects the value and/or stated deliverables of procurement. Refer to *section 7.16* for details on BPS *Interim Measures* in place for contract terms.

7.19 Mandatory Requirement #19: Contract Award Notification

For procurements valued at \$121,200 or more, Tikinagan must post the contract award notification on the electronic tendering systems initially used to issue the call for procurement and on the Tikinagan website

(www.tikinagan.org) so that it is readily accessible by all Canadian suppliers. The notification must be posted after the agreement between the successful supplier and Tikinagan was executed. Contract award notification must list the name of the successful supplier, agreement start and end dates, and any extension options.

7.20 Mandatory Requirement #20: Supplier Debriefing

For procurements valued at \$121,200 or more, Tikinagan must inform all unsuccessful suppliers about their entitlement to a debriefing.

Tikinagan must allow unsuccessful suppliers 60 calendar days following the date of the contract award notification to request a debriefing.

7.21 Mandatory Requirement #21: Non-Competitive Procurement

Tikinagan should employ a competitive procurement process to achieve optimum value for money. It is recognized, however, that special circumstances may require Tikinagan to use non-competitive procurement.

Tikinagan may utilize non-competitive procurement only in situations outlined in the exemption, exception, or non-application clauses of applicable trade agreements. *Section 9* of this Policy provides a listing of the exemptions and exceptions to competitive procurement requirements that are applicable in Tikinagan.

Prior to commencement of non-competitive procurement, supporting documentation must be completed and approved by an appropriate authority within Tikinagan as specified in *Section 7.2* of this Policy. A Non-Competitive Approval Form must be completed and approved to formally document the rationale for the exemption or exception.

7.22 Mandatory Requirement #22: Contract Management

Procurements 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.

To manage disputes with suppliers throughout the life of the contract, Tikinagan should include a dispute resolution process in their contracts.

For services, Tikinagan must:

- Establish clear terms of reference for the assignment. The terms should include objectives, background, scope, constraints, staff responsibilities, tangible deliverables, timing, progress reporting, approval requirements, and knowledge transfer requirements.
- Establish expense claim and reimbursement rules compliant with the [Broader Public Sector Expenses Directive](#) and ensure all expenses are claimed and reimbursed in accordance with these rules.
- Ensure that expenses are claimed and reimbursed only where the contract explicitly provides for reimbursement of expenses.

Any contracts extending over a one-year period will require Director of Finance and Administration approval regardless of the value of the contract.

7.23 Mandatory Requirement #23: Procurement Records Retention

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 seven (7) years.

Tikinagan must have a written policy for handling, storing and maintaining the suppliers' confidential and commercially sensitive information. As identified in *Section 6.20* of this Policy, procurement record retention requirements are as follows:

For All Procurements

- Documentation that all required **approvals** were obtained by the appropriate delegation of authority;
- Information regarding any **issues that arose during the procurement process**, and how the issues were resolved;
- Copies of all **approved contracts** including the conditions under which goods, services, or consulting services are to be provided and paid for;
- Information and approval by the appropriate delegation of authority regarding all uses and the justification for the use of any **exceptions to Tikinagan's Procurement Policy** pertaining to the procurement of goods, services and consulting services;
- Information regarding all **changes to the terms and conditions** of a contract, including any changes that resulted in an increase in the contract price;
- Information regarding all **disputes or vendor complaints** regarding the procurement and the resolution of the disputes or vendor complaints;
- Evidence of receipt of **goods/deliverables**; and
- **Detailed invoices** that allow the assessment of the appropriateness and reasonableness of amounts billed.

For all Procurements of value \$5,000 and up

In addition to the requirements above (For All Procurements), the following information must be retained:

- Records showing **procurement justification** (e.g., copies of the procurement requisition form);
- Copies of all **contract award notifications**;
- **Justification** for the recipient of the contract, the date of award and the total contract value; and

- A copy of completed **Quotation/Bidding Summary** shall be provided to the Finance department for cheque processing purposes.

For all Procurements of value \$25,000 and up

In addition to the requirements above (For All Procurements), the following information must be retained:

- A copy of the **procurement justification or business case**;
- Information regarding all **vendor consultations**, if any, including any requests for information, undertaken in the development of the procurement justification or business case or request for qualifications, quotations, proposals or tenders;
- Information regarding all **vendor debriefings**;
- For the successful vendor(s), **conflict of interest declaration** in accordance with this Policy; and
- Information regarding the **management of the vendor**, including how the vendor's performance was monitored and managed and, where applicable, mechanisms used to transfer knowledge from the vendor to Tikinagan staff.

Specifically for Open Competitive and Invitational Procurements

In addition to the requirements above (For All Procurements), the following information must be retained:

- A copy of the **procurement justification or business case**;
- Copies of all **requests for qualifications, quotations, proposals and tenders** used to qualify and select the vendor;
- Information regarding all **vendor debriefings**;
- For the successful vendor(s), **conflict of interest declaration** in accordance with this Policy; and
- Information regarding the **management of the vendor**, including how the vendor's performance was monitored and managed and, where applicable, mechanisms used to transfer knowledge from the vendor to Tikinagan staff.

7.24 Mandatory Requirement #24: Conflict of Interest

Tikinagan must monitor any conflict of interest that may arise as a result of the Members' of Tikinagan, advisors', external consultants', or suppliers' involvement with the Supply Chain Activities. Individuals involved with Supply Chain Activities must declare actual or potential conflicts of interest. Where a conflict of interest arises, it must be evaluated, and an appropriate mitigating action must be taken. Refer to *Sections 6.10, 6.11, and 6.12* of this Policy for additional details on Conflict of Interest.

7.25 Mandatory Requirement #25: Bid Dispute Resolution

Competitive procurement documents must outline bid dispute resolution procedures to ensure that any dispute is handled in an ethical, fair, reasonable, and timely fashion. Bid dispute resolution procedures must comply with bid protest or dispute resolution procedures set out in applicable trade agreements.

In the event of any dispute or claim arising between Tikinagan and the successful proponent as to their respective rights and obligations under the contract, either party may give the other written notice of such

dispute or claim. The notifications of dispute or claim shall be made within thirty-one (31) days of the dispute or cause of action arising. If the dispute or claim cannot be resolved through negotiation to the satisfaction of both parties, the parties may between themselves agree to submit the particular matter to arbitration in accordance with the laws of the Province of Ontario. If no agreement is made before arbitration, then either party may submit the dispute to such judicial tribunal as the circumstances may require.

8. OTHER RELATED REQUIREMENTS

Tikinagan must conduct procurement activities according to the law in Ontario, including contract law, the law of competitive processes, privacy legislation, accessibility legislation and any other legislation as may be applicable.

Tikinagan may also be subject to various trade agreements, including but not limited to the [Canadian Free Trade Agreement \(CFTA\)](#), [Canada-European Union Comprehensive Economic and Trade Agreement \(CETA\)](#) and the [Ontario–Quebec Trade and Cooperation Agreement \(Ontario–Quebec Agreement\)](#).

9. EXCEPTIONS

9.1 Procurement of services from licensed professionals do not fall within the scope of the BPS Directive. When Tikinagan requires services from licensed professionals, the organization is not required to follow the procurement activities found in this Policy, however, appropriate approvals are required in alignment with the approval authorities found in the *Finance and Personnel Policy* and in [Appendix B: Delegation of Authority](#). Licensed professionals include:

- Medical Doctors;
- Dentists;
- Pharmacists;
- Nurses;
- Psychologists; and
- Lawyers.

9.2 Boarding rate expenditures including reimbursable expenses paid to foster parents and outside paid resources and support services for children, youth and family cases that are managed by Tikinagan do not fall within the scope of the BPS Procurement Directive and are not required to follow the procurement activities in this Policy, however, appropriate approvals are required in alignment with the approval authorities found in the *Finance and Personnel Policy* and in [Appendix B: Delegation of Authority](#). This includes:

- Boarding expenditures including one-on-one support services, day care services, etc.;
- Allowances paid to foster parents including clothing for the child/youth in care, etc.;
- Expenditure reimbursements paid to foster parents or volunteer drivers for transportation mileage; and
- Items covered by collective agreements or employment contracts and contract negotiations.

- 9.3 Purchases for real estate or leases do not fall within the scope of the BPS Procurement Directive. Initiatives to purchase real estate or enter into leases are only required to follow the procurement activities identified in [Appendix C: Procurement Methods - 4. Buildings, Facilities, and Real Estate](#).
- 9.4 Exceptions as per Section V of the [Canadian Free Trade Agreement \(CFTA\)](#) are permissible, and should be clearly documented with the appropriate approval authority.
- 9.5 In case of emergency (which means a situation where the immediate purchase of goods and services is essential to prevent serious delays in service delivery, or to restore an essential service, or to prevent or remedy damage to Tikinagan property, or to avoid endangerment of personal safety), the Executive Director may authorize the purchase. A report will be submitted to the Board of Directors by the Executive Director, as soon as possible, setting out the details of any purchases made pursuant to this authority and the circumstances justifying the action taken.
- 9.6 Competitive bidding requirements may be waived for the following purchases:
- Goods or services available only from a single source which means that there is only one known source of supply for the goods or services.
 - Where an expenditure is mandated by a municipality or other body, (e.g., building permit, utilities).
 - In cases where the Ministry of Community and Social Services or other entity provides special grant funding for specific projects, and where grant money must be spent within a timeline that does not allow for normal procurement processes to occur.
 - Due to market conditions, goods or services are in short supply.
 - Tikinagan may participate in cooperative purchasing groups (i.e., Mohawk Medbuy Corporation (MMC), Ontario Educational Cooperative Marketplace (OECM), Ontario Buys, etc.) when it is in the best interests of Tikinagan through cost savings or efficiencies.
- 9.7 In addition to the above exemptions, purchase by negotiation may be used with the approval of the Executive Director if any of the following conditions exist:
- Two or more identical low bids have been received.
 - All bids fail to comply with the specifications, tender terms and conditions.
 - The extension or revision of an existing contract would prove more cost effective or beneficial to Tikinagan.
 - A single/sole source situation exists where there is only one known source of supply for the goods or services.
 - When only one bid is received through the tendering process.
 - Purchase of an item where compatibility with an existing product, service or program is an overriding consideration.

10. Related Policies

All Tikinagan policies and procedures documents related to this Procurement Policy are identified below.

- Finance and Personnel Policy



Tikinagan Child and Family Services Procurement Policy

- Tikinagan Sole Source Procurement Approval Form
- Attestation of Compliance Form
- Credit Card Agreement Form
- Procurement Documentation Form (FDF) Tool
- Various Procurement Templates, including, but not limited to:
 - Procurement Rationale Report Template;
 - Request for Proposal Template;
 - Request for Quote Template;
 - Evaluation Matrix Template; and
 - Conflict of Interest Declaration Form Template.

Appendix A: Procurement Process

The following table provides an outline of the procurement process from start to finish. This process aligns to and should be followed with the assistance of the Procurement Tool.

No.	Procurement Process Step	Guidelines
1	Identify the Procurement Need	<p>Goods/services to be procured are identified by the Department requesting the procurement ("Department").</p> <p>Budget is reviewed by the Department to determine if the procurement has been previously approved through the budgeting process.</p> <p>Start completion of Procurement Documentation Form ("PDF").</p>
2	Create Requisition	<p>Department completes the PDF with all available information. Completion of the PDF tab of the form will identify the procurement method that is required based on the type and value of the procurement. Refer to Appendix C: Procurement Methods for additional details.</p> <p>The PDF tab of the Procurement Tool will identify which procurement method to follow and will identify the appropriate tab for completion (i.e., Emergency, Single or Sole, VOR, RFP, RFQ, PO). Follow the directions in the Procurement Tool to complete the details of the appropriate tab(s).</p>
3	Obtain Approval to Procure Goods/Services	<p>Obtain the appropriate requisition approval authority to initiate procurement. Use the PDF tab of the Procurement Tool to document the requisition approval. Refer to Appendix B: Delegation of Authority for approval limits.</p> <p>FOR NON-VOR RFPs: Note that if the procurement is valued over \$121,200 or if the procurement has a contract term that exceeds two (2) years, complete and submit a Procurement Rationale Report at least 45 calendar days before the procurement is released to the vendor community.</p>

No.	Procurement Process Step	Guidelines
4	Create Solicitation Document(s)	<p>Department to execute the procurement method identified by the PDF tab of the Procurement Tool. The tabs are as follows:</p> <p>Emergency: Use the PDF tab of the Procurement Tool to document the rationale and authorized requisition and commitment approval for the emergency procurement. Proceed to Step 7.</p> <p>Single/Sole Source: Use the PDF tab of the Procurement Tool to document the rationale and authorized requisition and commitment approval for the single/sole source procurement. Proceed to Step 7.</p> <p>Vendor of Record (VOR): Use the PDF tab of the Procurement Tool to document procurement details and authorized requisition approval for the procurement. Review the VOR documentation to determine the appropriate procurement method. That is, develop solicitation documents based on VOR requirements (follow the process for RFP and RFQ below as required). Proceed to Step 5.</p> <p>RFP: Use the PDF tab of the Procurement Tool to document procurement details and authorized requisition approval for the procurement. Once requisition approval has been received, execute the following steps:</p> <ol style="list-style-type: none"> 1. Confirm the details of the procurement (e.g., technical criteria). 2. Determine the evaluation criteria and weighting. 3. Draft solicitation documents using the RFP template. 4. Issue solicitation documents to vendor(s) – Use electronic tendering site for open competitive tendering, or send directly to invited vendors for invitational competitive tendering. 5. Select an evaluation panel to assess proposal submissions. 6. Receive bid submissions and acknowledge receipt.

No.	Procurement Process Step	Guidelines
		<p>7. Complete bid evaluation. Evaluation panel to complete and sign Conflict of Interest Declaration Form. If conflicts are identified, another evaluator shall be brought in to assess bid submissions. The replacement evaluator will complete Conflict of Interest Form. Proceed to Step 5.</p> <p>RFQ: Use the PDF tab of the Procurement Tool to document procurement details and authorized requisition approval for the procurement. Once requisition approval has been received, execute the following steps:</p> <ol style="list-style-type: none"> 1. Confirm the details of the procurement (e.g., technical criteria). 2. Draft solicitation documents using the RFQ template. 3. Issue solicitation documents to vendor(s). 4. Receive bid submissions and acknowledge receipt. 5. Complete quote evaluation. Evaluators to complete and sign Conflict of Interest Declaration Form. If conflicts are identified, another evaluator shall be brought in to assess bid submissions. If issues arise, a replacement evaluator will be identified and will complete Conflict of Interest Form. Proceed to Step 5. <p>Purchase Order (PO): Use the PDF tab of the Procurement Tool to document the rationale and authorized requisition and commitment approval for the procurement. Proceed to Step 7.</p>
5	Evaluate Bid Submissions	<p>RFP: Evaluators on the evaluation panel are to assess bids based on the determined criteria and scoring using the Evaluation Matrix Template. Evaluation panel signs off on the final evaluation.</p> <p>Evaluation panel prepares an Evaluation Report to recommend the successful vendor.</p> <p>Department updates the RFP tab of the Procurement Tool with vendor bid details. Proceed to Step 6.</p> <p>RFQ: Evaluator(s) to assess bids based on the quotes received. Evaluator(s) to sign off on the evaluation.</p> <p>Department updates the RFQ tab of the Procurement Tool with vendor bid details. Proceed to Step 6.</p>

No.	Procurement Process Step	Guidelines
6	Obtain Approval for Vendor Recommendation	<p>RFP: Obtain appropriate commitment approval for the Bid Evaluation Report based on Procurement Policy approval limits.</p> <p>Department updates the RFP tab of the Procurement Tool with approval date details. Proceed to Step 7.</p> <p>RFQ: Obtain appropriate commitment approval for optimal quote based on Procurement Policy approval limits.</p> <p>Department updates the RFQ tab of the Procurement Tool with approval date details. Proceed to Step 7.</p>
7	Issue Contract/PO	<p>Department notifies the vendor, finalizes negotiations (if required) and obtains signed contract.</p> <p>Department issues PO or Contract/Agreement.</p> <p>For procurements valued at \$121,200 or more:</p> <ul style="list-style-type: none"> • Tikinagan must post the contract award notification on the electronic tendering systems initially used to issue the call for procurement and on the Tikinagan website (www.tikinagan.org) so that it is readily accessible by all Canadian suppliers. The notification must be posted after the agreement between the successful vendor and Tikinagan is executed. Contract award notification must list the name of the successful vendor, agreement start and end dates, and any extension options. • Tikinagan must inform all unsuccessful suppliers about their entitlement to a debriefing. Tikinagan must allow unsuccessful suppliers 60 calendar days following the date of the contract award notification to request a debriefing.
8	Track Results	Department monitors completion of work.
9	Invoice/Receipt/Payment	Department validates satisfactory delivery of service/product and provide appropriate payment approval for invoice received from vendor. Refer to <i>Finance and Personnel Policy</i> for payment approval authorities.

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No.	Procurement Process Step	Guidelines
10	Assess Vendor Performance	Department evaluates vendor performance and shares feedback with the vendor.

Appendix B: Delegation of Authority

The Approval Authorities for purchases are defined in Section 4.1 of the *Finance and Personnel Policy*. The tables below summarize the Approval Authority for Requisition (to initiate the purchase/procurement) and Commitment (to approve the result of the procurement process). Where there is a discrepancy between this Policy and the *Finance and Personnel Policy*, the *Finance and Personnel Policy* will prevail.

REQUISITION APPROVAL AUTHORITY: to initiate the purchase/procurement

Approval Authority	Budgeted Approval Limit	Non-budgeted Approval Limit	Description
Two members of Senior Management ¹	Over \$40,000	All non-budgeted procurements and purchases over \$40,000	The Board is to be notified of any non-budgeted procurements valued over \$500,000.
Associate/Executive Director	Up to and including \$40,000	All non-budgeted procurements and purchases up to and including \$40,000	Can authorize Tikinagan expenses including wage increments, building maintenance, rental agreements, vehicle purchases, donations, Board of Directors' expenses, large office furnishings, computers, training, employee crisis assistance, etc.
Director of Finance & Administration	Up to and including \$40,000	All non-budgeted procurements and purchases up to	Can authorize Tikinagan expenses including wage increments, building maintenance, rental agreements, vehicle purchases, donations, Board of Directors' expenses, large office furnishings, computers, training, employee crisis assistance, etc.

¹ Members of Senior Management include the Executive Director, Associate Director, all Directors of Service, and Director of Finance and Administration.

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Approval Authority	Budgeted Approval Limit	Non-budgeted Approval Limit	Description
		and including \$40,000	
All Directors of Services and Assistant Directors of Services	Up to and including \$40,000	None	Can authorize childcare expenses (as outlined in Section 6 of the <i>Finance and Personnel Policy</i>) staff travel and time sheets, medical trips for clients, 1:1 relief services, and quarterly visits.
Financial Manager/Controller	Up to and including \$15,000	None	Can authorize Tikinagan expenses.
All Managers and Assistant Managers	Up to and including \$15,000	None	<p>Service Managers can authorize childcare expenses (as outlined in Section 6 of the <i>Finance Policy</i>) staff travel and time sheets, medical trips for clients, 1:1 relief services, quarterly visits.</p> <p>Admin Managers can approve staff travel, timesheets, office equipment expenses.</p> <p>Managers and Assistant Managers are not permitted to authorize capital purchases.</p> <p>Managers and Assistant Managers can authorize transportation charters.</p>
Administration/Finance Supervisors	None	None	The Administration/Finance Supervisors do not have requisition or commitment authority for purchases, however, they have payment

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Approval Authority	Budgeted Approval Limit	Non-budgeted Approval Limit	Description
			authority to approve travel, timesheets, and administrative / office supplies.
All Direct Services Supervisors	None	None	The Direct Services Supervisors do not have requisition or commitment authority for purchases, however, they have payment authority for childcare expenses (as outlined in Section 6 of the <i>Finance Policy</i>), travel, time sheets, for immediate staff, graduation gifts, emergency financial assistance, cribs, playpens, car seats, groceries for home visits, and client medications.
All Direct Services Assistant Supervisors	None	None	The Direct Services Assistant Supervisors do not have requisition or commitment authority for purchases, however, they have payment authority for childcare expenses only (as outlined in Section 6 of the <i>Finance Policy</i>).
Executive Assistant	None	None	The Executive Assistant does not have requisition or commitment authority for purchases, however, they have payment authority for Board of Directors' expenses and they can authorize all expenses directly related to management.
Executive Coordinator	None	None	The Executive Coordinator does not have requisition or commitment authority for purchases, however, they have payment authority and can approve travel for Board members.

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Approval Authority	Budgeted Approval Limit	Non-budgeted Approval Limit	Description
<p><u>Program Support</u></p> <ul style="list-style-type: none"> • File Clerk • Finance Clerk • Human Resource Clerk • Maintenance Worker • Payroll Clerk • Administrative Support Staff • Secretary/Receptionist • Trainer/Assistant • Executive Secretary • Other Administration positions • Prevention Services Co-Ordinator <p><u>Direct Services</u></p> <ul style="list-style-type: none"> • Adoption Worker • Residential Care Worker • Casual/Relief Worker • Child Care Worker • Community Support Worker • Family Services Worker • Intake/Investigation Worker • On-Call Coordinator • Relief Services Co-Ordinator • Residential Counsellor 	<p>None</p>	<p>None</p>	<p>Can request to purchase goods/services only by completing a childcare cheque requisition, general cheque requisition or a purchase order.</p>

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Approval Authority	Budgeted Approval Limit	Non-budgeted Approval Limit	Description
• Information Systems Worker			

COMMITMENT APPROVAL AUTHORITY: to approve the procurement method and the result of the procurement process

Approval Authority	Following the required procurement method	Exemptions where required procurement methods could not be followed (e.g., single/sole sourcing)	Description
Board of Directors	N/A	\$1,000,000 and over*	*Board of Directors is required to authorize procurements for non-competitive consulting services valued over \$1,000,000 per BPS Procurement Directive. Board approval is not required for emergency procurements.
Two members of Senior Management ²	Over \$40,000	Over \$40,000*	*Executive Director is required to authorize procurements for non-competitive consulting services valued up to but not including \$1,000,000 per BPS Procurement Directive.
Associate/Executive Director	Up to and including \$40,000	Up to and including \$40,000*	*Executive Director is required to authorize procurements for non-competitive consulting services valued up to but not including \$1,000,000 per BPS Procurement Directive. The Executive Director (or Director of Finance and Administration) must sign all agreements/ contracts that bind the organization.

² Members of Senior Management include the Executive Director, Associate Director, all Directors of Service, and Director of Finance and Administration.

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Approval Authority	Following the required procurement method	Exemptions where required procurement methods could not be followed (e.g., single/sole sourcing)	Description
			<p>Can authorize Tikinagan expenses including wage increments, building maintenance, rental agreements, vehicle purchases, donations, Board of Directors' expenses, large office furnishings, computers, training, employee crisis assistance, etc.</p> <p>Can authorize emergency procurements of any value.</p>
Director of Finance & Administration	Up to and including \$40,000	Up to and including \$40,000	<p>Can authorize Tikinagan expenses including wage increments, building maintenance, rental agreements, vehicle purchases, donations, Board of Directors' expenses, large office furnishings, computers, training, employee crisis assistance, etc.</p> <p>The Director of Finance & Administration (or Associate/Executive Director) must sign all agreements/contracts that bind the organization.</p>
All Directors of Services and Assistant Directors of Services	Up to and including \$40,000	Up to and including \$5,000	Can authorize childcare expenses (as outlined in Section 6 of the <i>Finance and Personnel Policy</i>) staff travel and time sheets, medical trips for clients, 1:1 relief services, and quarterly visits.
Financial Manager/Controller	Up to and including \$15,000	None	Can authorize Tikinagan expenses.

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Approval Authority	Following the required procurement method	Exemptions where required procurement methods could not be followed (e.g., single/sole sourcing)	Description
All Managers and Assistant Managers	Up to and including \$15,000	None	<p>Service Managers can authorize childcare expenses (as outlined in Section 6 of the <i>Finance Policy</i>) staff travel and time sheets, medical trips for clients, 1:1 relief services, quarterly visits.</p> <p>Admin Managers can approve staff travel, timesheets, office equipment expenses.</p> <p>Managers and Assistant Managers are not permitted to authorize capital purchases.</p> <p>Managers and Assistant Managers can authorize transportation charters.</p>
Administration/Finance Supervisors	None	None	<p>The Administration/Finance Supervisors do not have requisition or commitment authority for purchases, however, they have payment authority to approve travel, timesheets, and administrative / office supplies.</p>
All Direct Services Supervisors	None	None	<p>The Direct Services Supervisors do not have requisition or commitment authority for purchases, however, they have payment authority for childcare expenses (as outlined in Section 6 of the</p>

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Approval Authority	Following the required procurement method	Exemptions where required procurement methods could not be followed (e.g., single/sole sourcing)	Description
			<i>Finance Policy</i>), travel, time sheets, for immediate staff, graduation gifts, emergency financial assistance, cribs, playpens, car seats, groceries for home visits, and client medications.
All Direct Services Assistant Supervisors	None	None	The Direct Services Assistant Supervisors do not have requisition or commitment authority for purchases, however, they have payment authority for childcare expenses only (as outlined in Section 6 of the <i>Finance Policy</i>).
Executive Assistant	None	None	The Executive Assistant does not have requisition or commitment authority for purchases, however, they have payment authority for Board of Directors' expenses and they can authorize all expenses directly related to management.
Executive Coordinator	None	None	The Executive Coordinator does not have requisition or commitment authority for purchases, however, they have payment authority and can approve travel for Board members.
<p><u>Program Support</u></p> <ul style="list-style-type: none"> • File Clerk • Finance Clerk 	None	None	Some individuals (i.e., the business unit's identified requestor) can submit a request for PO creation (after procurement commitment and approval) to the Finance Clerk. All requests need to be appropriately

Approval Authority	Following the required procurement method	Exemptions where required procurement methods could not be followed (e.g., single/sole sourcing)	Description
<ul style="list-style-type: none"> • Human Resource Clerk • Maintenance Worker • Payroll Clerk • Administrative Support Staff • Secretary/Receptionist • Trainer/Assistant • Executive Secretary • Other Administration positions • Prevention Services Co-Ordinator <p><u>Direct Services</u></p> <ul style="list-style-type: none"> • Adoption Worker • Residential Care Worker • Casual/Relief Worker • Child Care Worker • Community Support Worker • Family Services Worker • Intake/Investigation Worker 			<p>authorized by the Commitment Approval Authority listed in this table. The Finance Clerk has authority to create PO's within the system.</p> <p>Can request to purchase goods/services only by completing a childcare cheque requisition, general cheque requisition or a purchase order.</p>

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Approval Authority	Following the required procurement method	Exemptions where required procurement methods could not be followed (e.g., single/sole sourcing)	Description
<ul style="list-style-type: none"> • On-Call Coordinator • Relief Services Co-Ordinator • Residential Counsellor • Information Systems Worker 			

PAYMENT APPROVAL AUTHORITY: to approve invoices for payment

Refer to the Signing Authority and Limits table in section 4.1 *Financial Expenditures and Signing and Authorization Limits of the Finance and Personnel Policy*.

Appendix C: Procurement Methods

Tikinagan Child & Family Services (Tikinagan) falls within the scope of the [Broader Public Sector Accountability Act, 2010, S.O. 2010, c. 25](#), and is subject to following the requirements set out in the [Broader Public Sector \(BPS\) Procurement Directive, 2024](#). Interim Measures are in place that specifically apply to procurements of goods and services, (consulting and non-consulting) valued over \$121,200, but not to procurements for construction work.

1. Goods, General Services and Construction

This applies to procurement of all goods, general services and construction including:

- General goods and services;
- IT goods and services;
- Furniture;
- Advertising and creative services; and
- Building repairs, maintenance and renovations.

Delegation of Authority for consulting services, purchase or disposal of vehicles; and purchase or sale of real estate/property are covered in separate sections.

Note that the current Interim Measures are applicable to the procurement of goods and general services, but not to procurements for construction work.

Supply Source: A separate competitive procurement process can only be used if the good or service sought is not available or permitted through a mandatory central common service or a vendor of record (VOR) arrangement.

Non-Competitive Procurement/Single/Sole Source Procurement: A business case and appropriate procurement approvals are required prior to conducting any non-competitive procurement. At a minimum, the business case must cite the circumstances for the non-competitive procurement, identify the allowable exception and provide a rationale for use of the selected exception. If the value of the Contract is over \$121,200, a Procurement Rationale Report shall be prepared. Refer to *Section 6.21* of this Policy for further information.

Changes to Ceiling Price/Extensions: The agreement ceiling price cannot exceed the procurement value identified in the procurement approval. If the increase to the ceiling price is beyond what was set in the original procurement approval, the approval process for non-competitive procurement based on the revised ceiling price (original plus amendments) must be followed.

Procurement Activity & Restrictions

For Construction:

To procure for construction work, Tikinagan should follow the appropriate procurement method, based on the value of the procurement, as identified below

CONSTRUCTION	
Procurement Value	Procurement Method
\$121,200 and above	RFP – Open Competitive Procurement
Up to but not including \$121,200	RFP – Invitational Competitive Procurement
Up to but not including \$10,000	RFQ
Up to but not including \$3,000	Purchase Order

For Goods and General Services:

When initiating a procurement for Goods and General Services, Tikinagan should identify whether suitable vendors exist on Ontario’s Vendor of Record (VOR), and look to complete invitational procurement, following the guidelines below.

GOODS AND SERVICES	
Procurement Value	Procurement Method
<i>Unless otherwise required by the VOR, the minimum number of vendors are to be invited:</i>	
Above ceiling price	RFP – Open Competitive Procurement
600,000 and above or up to VOR ceiling price	RFP – Invitational Competitive Procurement – Invite all vendors
\$250,000 and up to but not including \$600,000	RFP – Invitational Competitive Procurement – Invite 5 vendors
\$25,000 and up to but not including \$250,000	RFP – Invitational Competitive Procurement – Invite 3 vendors
Up to but not including \$25,000	RFP – Invite 1 vendor unless otherwise specified
<i>If suitable vendors do not exist on the VOR, then Tikinagan should look to complete a competitive procurement, following the guidelines below:</i>	
\$121,200 and over	RFP – Open Competitive Procurement
Up to but not including \$121,200	RFP – Invitational Competitive Procurement – Invite 3 vendors
Up to but not including \$25,000	RFQ – Obtain 3 quotes

GOODS AND SERVICES	
Procurement Value	Procurement Method
Up to but not including \$5,000	RFQ – Obtain 1 quote

Agreement / Contract Restrictions

The Executive Director or Director of Finance and Administration must sign all agreements/ contracts that bind the organization.

2. Consulting Services

Consulting Services is the provision of expertise or strategic advice that is presented for consideration and decision-making. This applies to all research and development, policy, communications, management, and technical consulting services. Note that the current Interim Measures are applicable to the procurement of Consulting Services.

Vendor Selection and Proposed Contract: Approval of the selected vendor and proposed contract must be obtained from the appropriate Approval Authority prior to the vendor being notified of its selection.

Changes to Ceiling Price/Extensions: The agreement ceiling price cannot exceed the procurement value identified in the procurement approval. If the increase to the ceiling price is beyond what was set in the original procurement approval, the approval process for non-competitive procurement based on the revised ceiling price (original plus amendments) must be followed.

Follow-on Assignments: Follow-on agreements are permitted only for consulting services where the total value of all agreements, does not exceed \$250,000 and where an open competitive procurement or VOR arrangement has been used to select a vendor.

Non-Competitive/Single/Sole Source Procurement: A business case and appropriate procurement approvals are required prior to conducting any non-competitive procurement. At a minimum, the business case must cite the circumstances for the non-competitive procurement, identify the allowable exception and provide a rationale for use of the selected exception. If the value of the Contract is over \$121,200, a Procurement Rationale Report shall be prepared. Refer to *Section 6.21* of this Policy for further information.

The Executive Director shall approve any non-competitive procurement of consulting services valued up to (but not including) \$1,000,000. The Board of Directors shall approve any non-competitive procurement of consulting services valued at \$1,000,000 and over.

Procurement Activity & Restrictions

When initiating a procurement for Consulting Services, Tikinagan should identify whether suitable vendors exist on the Vendor of Record (VOR) regardless of the procurement value, and look to complete procurement, following the guidelines below:

CONSULTING	
Procurement Value	Procurement Method
<i>Unless otherwise required by the VOR, the minimum number of vendors are to be invited:</i>	
Above ceiling price	RFP - Open Competitive Procurement
\$600,000 and above or up to VOR ceiling price	RFP - Invitational Competitive Procurement - Invite all vendors

CONSULTING	
Procurement Value	Procurement Method
\$250,000 and up to but not including \$600,000	RFP - Invitational Competitive Procurement - Invite 5 vendors
\$25,000 and up to but not including \$250,000	RFP - Invitational Competitive Procurement - Invite 3 vendors
Up to but not including \$25,000	RFP - Invite 1 vendor unless otherwise specified
<i>If suitable vendors do not exist on the VOR, then Tikinagan should look to complete a competitive procurement, following the guidelines below</i>	
\$121,200 and over	RFP – Open Competitive Procurement
Up to but not including \$121,200	RFP - Invitational Competitive Procurement - Invite 3 vendors
Up to but not including \$25,000	RFQ - Obtain 3 quotes

Agreement / Contract Restrictions

The Executive Director or Director of Finance and Administration must sign all agreements/ contracts that bind the organization.

3. Vehicle Management

This section applies to acquisition, sale and maintenance and repair of vehicles.

All requests to purchase or dispose of vehicles must be coordinated with the Property Unit.

Procurement Activity & Restrictions

When procuring vehicles, follow the same procurement activity identified for [Goods and General Services](#)

Restrictions:

- **Purchase of vehicles:** Must be acquired through a reputable dealership or source.
- **Disposal of vehicles:** Must be disposed through a reputable dealership or source.
- **Maintain/repair vehicles:** Follow the authorities identified in [Appendix B: Delegation of Authority](#)

4. Buildings, Facilities, and Real Estate

This section applies to acquisition, sale and modification of buildings and leaseholds. Purchases for real estate or leases do not fall within the scope of the BPS Procurement Directive, however, the procurement activities and restrictions identified below shall be followed.

Procurement Activity & Restrictions

Restrictions:

- **Contracts and Agreements:** All Contracts and Agreements require review from legal counsel before signature.

Delegation of Authority

Responsibility	Authorized Signatory
Authorize to acquire new space	Executive Director (in their absence, the Associate Executive Director or Director of Finance and Administration may sign)
Authorize to sell space	Executive Director (in their absence, the Associate Executive Director or Director of Finance and Administration may sign)
Authorize to implement building repairs, maintenance and renovations	Refer to Appendix B: Delegation of Authority

5. Credit Card

This applies to procurement of all goods and general services made using a Tikinagan credit card.

Note that the current Interim Measures are applicable to purchases made using a Tikinagan credit card.

Procurement Activity & Restrictions

Restrictions:

- Only the cardholder is authorized to use the Credit Card for Tikinagan business purposes.
- The cardholder’s Manager must review and approve monthly statements.
- Executive Director or Director of Finance and Administration must approve any exemptions permitting Credit Cards with spending limits exceeding Tikinagan’s *Finance and Personnel Policy*.
- All Cardholders are required to acknowledge their responsibilities and sign off on the *Credit Card Agreement* form prior to being issued a credit card.

Delegation of Authority

Refer to [Appendix B: Delegation of Authority](#) to understand the Approval Authority for purchases made using the Tikinagan credit card. The table below identifies the administrative responsibilities of the issuance and limits of the Tikinagan credit card.

Responsibility	Approval Authority
Authorize issuance and cancellation of employee credit card; authorize spending limits within established guidelines.	Director of Finance and Administration (or in their absence, the Executive Director may authorize)
Authorize issuance of credit card with spending limits exceeding Tikinagan standard credit card maximum spending limits.	Director of Finance and Administration (or in their absence, the Executive Director may authorize)

Appendix D: Definitions

In this Policy,

"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 Organization to a person designated to occupy a position to approve 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.

"Bid" means a proposal, quotation or tender submitted in response to a solicitation. 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 in the administration of a proposal, tender, or quotation process.

"BPS Procurement Directive" means the procurement directive issued by the government of Ontario that is applicable to Broader Public Sector organizations, including Tikinagan Child and Family Services.

"Ceiling Price" means the highest amount that goods or services can be bought for.

"Code" refers to the [Ontario Broader Public Sector \(BPS\) Supply Chain Code of Ethics](#).

"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.

"Consulting Services" means the provision of expertise or strategic advice that is presented for consideration and decision-making.

"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.

"Delegation of Authority" means to transfer responsibility for a task or authority to another employee. In procurement activities, delegation of authority is defined in [Appendix B: Delegation of Authority](#) of this Policy.

"Designated broader public sector organization" means an organization to which section 12 of the [Broader Public Sector Accountability Act, 2010](#) applies. Tikinagan Child and Family Services is designated as a Broader Public Sector organization, to which the act applies to.

"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 and/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 key representatives from Tikinagan and internal subject matter expert(s). Each member participates to provide business, legal, technical and financial input.

"Executive Director" means the head of operations at Tikinagan Child and Family Services.

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

"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 within a procurement document.

"Members of Tikinagan" means all members of the board of directors, senior executives, and employees of Tikinagan, or their equivalent.

"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, construction, or conditional sale, of goods or services.

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

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

"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 Tikinagan 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.

