

SECTION:	Finance	APPROVED BY:	By-law No. 4449-2004
NUMBER:	6.7	SIGNATURE:	Peter Crockett, CAO
PAGE:	1 of 21	DATE:	September 8, 2004
REFERENCE POLICY:	7.21	REVISED:	October 1, 2017

Purchasing Policy

PURPOSE

1. Purpose of Purchasing Policy

- 1.1 The purpose of this policy is to set out guidelines for the municipality to ensure that all purchases of materials, supplies and services provide the lowest costs, including where appropriate life cycle costs, consistent with the required quality and service.
- 1.2 An open and honest process shall be maintained that is fair and impartial.
- 1.3 The purchasing policy will promote and maintain the integrity of the purchasing process and protect Council, vendors and staff involved in the process by providing clear direction and accountabilities.
- 1.4 Local vendors will be evaluated the same as any other vendors who respond to the criteria of a purchasing mechanism outlined in this policy.
- 1.5 Where appropriate, potential vendors should identify the source of goods and services and the overall level of Canadian content as part of the procurement process. This information will be provided to County Council if requested.

POLICY

2. Legislative Authority

- 2.1 The Municipal Act, 2001, Part VI, Section 270, as amended, states that a municipality and a local board shall adopt policies with respect to its procurement of goods and services. It is deemed appropriate that these policies include provisions with respect to:
 - a) the types of procurement processes that shall be used;
 - b) the goals to be achieved by using each type of procurement process;
 - c) the circumstances under which each type of procurement process shall be used;
 - d) the circumstances under which a tendering process is not required;
 - e) how the integrity of each procurement process will be maintained;
 - f) how the interests of the municipality or local board, as the case may be, the public and persons participating in a procurement process will be protected;
 - g) how and when the procurement process will be reviewed to evaluate its effectiveness.



GENERAL POLICY MANUAL

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DEFINITIONS

3. For the purposes of this Policy,

"Blanket Order" shall mean the agreement wherein a vendor will sell certain items or provide certain services to the County for an agreed period of time with established terms and conditions.

"Bid" shall mean a submission from a prospective vendor in response to a request for the purchase of goods or services issued by the County.

"Bid Deposit" shall mean a financial guarantee to ensure the successful bidder will enter into an agreement.

"Bidding System" shall mean the Online Web-based Solution for issuing solicitations and/or receiving online submissions and posting bid results.

"CAO" shall mean the officer appointed by the Council to exercise general control and management of the affairs of the municipality.

"Director" shall mean a head of a department operating within Oxford County.

"Electronic Bidding" shall mean a method of issuing solicitations and/or receiving bids through a bidding system over the Internet.

"Emergency Purchase" shall mean a purchase made in a crisis situation where immediate action is required to prevent the possible loss of life or property or significant financial loss or environmental impacts.

"Formal Bid" shall mean a sealed bid submission.

"Formal Quotation" shall mean a document that sets out particular requirements for goods and/or services.

"Generic" shall mean that no specific brand or name shall be included as part of the specifications unless such a brand or name is required to identify the intent of a purchase, order or proposal.

"Informal Quotation" shall mean a competitive bid process for goods or services that is conveyed and received from bidders in a written format by email, mail or fax.

"Life Cycle Cost" shall mean an assessment of the complete cost of an item including initial engineering, design, and construction costs as well as ongoing operational and maintenance costs over the lifespan of the item.

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"Senior Management Team" shall mean the CAO, and Directors of the County of Oxford.

"Purchasing Designate" shall mean a person designated by the CAO or Director to exercise any or all responsibilities of the CAO or Director with respect to this policy.

"Sealed bids" are bids submitted in a sealed envelope to a specified location, by a specified date.

"Services" shall mean items such as telephone, gas, water, hydro, janitorial and cleaning services, consultant services, legal surveys, medical and related services, leases for grounds, buildings, office or other space required by the County and the rental, repair or maintenance of equipment, machinery, or other personal and real property.

"Supplies" shall mean goods, wares, merchandise, material and equipment.

"Tender" means a document, which sets out particular specifications for the commodity or service required. This can also refer to an offer in writing to execute some specified work or to provide some specified articles at a specified rate.

"County of Oxford" herein is also referred to as the "County".

"Vendor" shall mean any person or enterprise supplying goods or services to the County of Oxford.

"Warden" is the head of Council and the Chief Executive Officer of the County of Oxford, pursuant to Section 225 of the *Act*.

PURCHASING RESPONSIBILITIES

4.1 Expenditure Authorization

- 4.1.1 Oxford County Council has ultimate authority for all expenditures. Council delegates this authority by the authorization of budgets or by specific resolution. Finance cannot pay for any item that has not been authorized by Council through budget appropriation or specific resolution. This purchasing policy provides guidelines outlining how spending authority is to be used.
- 4.1.2 At no time should any County employee use a personal credit card to purchase goods and services except for costs related to travel, accommodation and incidentals at conferences attended on behalf of the County of Oxford, when approved by their respective Purchasing Designate.

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4.2 CAO and Director Authorization and Responsibilities

- 4.2.1 The CAO or Director shall be responsible for approval of accounts within the approved budget for such division or any amendment to same as approved by Council. Approval is authorized through issuance of a purchase order for goods or services when ordered, or signature on the original invoice, or electronic signature on an electronic invoice for payment if no purchase order is issued. Unspecified capital expenditures in the annual estimates require prior Council approval by resolution.
- 4.2.2 Resolutions approving budget amendments, capital expenditures or special appropriations shall contain purpose of expenditure, cost estimates or expenditure limitation, and the fund in which an appropriation has been provided. All staff reports recommending such resolutions shall contain the Director and the CAO's endorsement.
- 4.2.3 A Director may choose to prequalify contractors or consultants for projects prior to the issuance of tender documents or request for proposals. Subject to having documented procedures in place projects that could be considered for prequalification may include:
- a) projects with a large cash flow (i.e. greater than \$1.5 million);
 - b) construction projects that require specific expertise or equipment; or
 - c) consulting projects that require specific expertise.

If prequalification is not used in a tender or request for proposal process, the County may decide to disqualify contractors or consultants that they determine are not qualified for the particular project.

4.3 Purchasing Designate

- 4.3.1 The CAO or Director may appoint a Purchasing Designate to exercise any or all responsibilities assigned to their position by this policy.

PURCHASING MECHANISMS

5.1 Informal Purchases

- 5.1.1 A Purchasing Designate shall be authorized to make purchases of goods and services up to an amount of \$10,000 from such vendor and upon such terms and conditions as the CAO or Director deems appropriate. Purchases of goods and services exceeding \$10,000 and less than \$25,000

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require the approval of the CAO or Director. All purchases must be accompanied by detailed invoices or receipts showing details of the purchase and the applicable taxes.

5.2 Informal Quotation Purchases

5.2.1 The Purchasing Designate shall be authorized to make purchases of goods and services for estimated expenditures exceeding **\$25,000 and less than \$50,000** from such vendor and upon such terms and conditions as the Director deems appropriate subject to first obtaining at least three (3) written quotations whenever possible. Bid documents and specifications (as applicable) can be issued and received by-email and/or fax transmission.

5.3 Formal Quotation Purchases

5.3.1 The Purchasing Designate shall be authorized to make Formal Quotation Purchases for goods and services for estimated expenditures exceeding \$50,000 and less than \$100,000. Bids must be submitted through the Bidding System and under the correct project. Registration with the Bidding System is required in order to download documents and bid on a project. Reasonable attempts must be made to obtain at least three (3) written quotations.

5.3.2 All formal processes exceeding \$50,000 must follow the requirements for document retention outlined in Section 19.1.

5.3.3 In the event that a project is over budget, the CAO is authorized to approve the transfer of unspent funds to make up shortfalls in funds for like projects which form part of the approved capital budget.

5.4 Tender Purchases

5.4.1 The Purchasing Designate shall not order goods or services exceeding \$100,000 without requesting and obtaining Electronic Bids for the goods and services unless specifically authorized to do so by a resolution of Council for a particular transaction. Bids must be submitted through the Bidding System and under the correct project. Registration with the Bidding System is required in order to download documents and bid on a project.

5.4.2 Notwithstanding the above, adherence to this purchasing policy is not required with respect to those items listed below, or to a transaction specifically authorized by resolution of Council to be exempt from this tendering policy.

5.4.2.1 Purchases for the supply and placement of road material throughout

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Oxford County in excess of \$100,000 but do not exceed \$150,000 when clearly identified in the budget.

5.4.2.2 Purchases for consulting services for a program where services (i.e. bridge inspection/evaluation) have been awarded to a consulting firm on an on-going basis when clearly identified in the budget.

5.4.2.3 Purchase of replacement parts where the original equipment manufacturer (OEM) is the sole provider of that equipment.

5.4.2.4 Single source supply.

5.4.2.5 Insurance program which is approved by Council every three to five years.

5.4.3 Council approval of the tender is not required if all of the following conditions have been met:

5.4.3.1 The project has been approved in the current year estimates.

5.4.3.2 The contract is being awarded to the lowest bidder meeting the specifications.

5.4.3.3 The total value of the tender is less than \$1,000,000.

5.4.3.4 There are no Senior Government requirements for Council approval of a tender.

5.4.3.5 In the event that a project is over budget but meets all of the other criteria in Section 5.3.3, the CAO is authorized to approve the transfer of unspent funds to make up shortfalls in funds for like projects, which form part of the approved capital budget.
The Director, with the approval of the CAO, shall be authorized to award the tender and to execute the necessary agreements.

5.4.4 Where the total value of the tender exceeds \$1,000,000 then Council approval of the tender is required by resolution.

5.4.5 As tenders are awarded they will be posted on the Bidding System and shall include a brief description of the project, project number (if applicable), the successful bidders name and the amount of the approved bid.

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5.5 Requests for Proposals

- 5.5.1 The Purchasing Designate may use a Request for Proposal in place of a tender or quotation when goods or services cannot be specifically stipulated or when alternative methods are being sought to perform certain functions or services.
- 5.5.2 The evaluation criteria and process shall be approved by the Director prior to the issuance of the Request for Proposal.
- 5.5.3 When preferred proposal exceeds the approved budget appropriation, the CAO is authorized to approve the transfer of unspent funds to make up shortfalls in funds for like projects, which form part of the approved capital budget.
- 5.5.4 The form of all requests for proposals will follow, where practical, the general structure outlined in Appendix B.

BID CLOSING AND OPENING

- 6.1 All bids expected to exceed \$100,000 will be opened at a specified time and place, which will be identified in the formal quotation request or tender advertisement, and will be open to be viewed by the public, with the exception of Requests for Proposals.

CONDITIONS APPLICABLE TO ALL BID SUBMISSIONS

- 7.1 The following conditions apply to all bid submissions whether they are formal or informal, quotes or tenders:
 - 7.1.1 Bid documents must be submitted and received in the manner as specified in the bid document. No exemptions will be permitted.
 - 7.1.2 Attempts to submit bid documents after the specified closing time will be directed to an 'expired' page. Only complete, on time submissions are accepted. No exemptions will be permitted.
 - 7.1.3 A bidder who has already submitted a bid may submit a further bid at any time up to the official closing time. The last bid received will supersede and invalidate all bids previously received by that bidder.
 - 7.1.4 A bidder may withdraw a submitted bid at any time up to the official closing time. Withdrawal must be made through the Bidding System with verified login of submitter or approved contact.

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7.1.5 The form of all tender purchases will follow, where practical, the general structure outlined in Appendix A.

7.2 Bids will be rejected for any of the following reasons:

7.2.1 Bid does not comply with the requirements at time of closing as specified in the bid document.

7.2.2 Bids which are incomplete, conditional or obscure. or which contain additions not called for, erasures, alterations or irregularities of any kind.

7.2.3 Does not meet specification requirements.

BLANKET ORDERS

8.1 The Director may establish Blanket Orders using the applicable bid mechanism based upon the estimated annual expenditure. Blanket Orders may be coordinated and issued by Corporate Services for all County departments as applicable.

8.2 In the case of equipment repairs and equipment rentals for amounts not exceeding \$25,000, the Purchasing Designate shall be authorized to select vendors not solely on the basis of cost, but also on ability, quality or workmanship, service, availability, overall performance and experience without first obtaining quotations.

8.3 Blanket Orders shall be issued for a specific time period with all ordering departments responsible for maintaining purchases within budget allocations.

PURCHASE OF USED FLEET EQUIPMENT

9.1 The Director of Public Works/designate is authorized to purchase used fleet equipment that is sold by other municipalities, by private sale or public auction, sold through a vendor licensed to sell used equipment, by sealed bid, or by negotiation providing that:

9.1.1 The equipment meets or exceeds the departmental equipment requirements.

9.1.2 It is documented that it is fiscally responsible to purchase a used piece of equipment rather than purchase new.

9.1.3 If the total expenditure per piece of equipment exceeds \$50,000, a report will be forwarded to Council detailing purchase information and expenses.

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- 9.2 The Director of Public Works/designate is exempt from the County's formal quotation/tender/RFP process when purchasing used fleet equipment by any of the methods detailed in 9.1.

EMERGENCY PURCHASES

- 10.1 The Purchasing Designate shall be authorized to make emergency purchases in excess of \$25,000 upon the approval of the Director. The Director shall advise the CAO by memo. The CAO will decide whether a report to Council is required.

PURCHASE BY NEGOTIATION

- 11.1 A Director /designate may purchase by negotiation with one or more vendors under which a formal bid process may be *waived* under the following conditions:
- 11.1.1 When market conditions and in the judgement of the CAO and the Director , the goods are in short supply.
 - 11.1.2 When there is only one source of supply or where the Director has deemed that a particular product or service is a standardized or preferred supply.
 - 11.1.3 When two or more identical bids *have* been received, the Director /designate may negotiate with the two lowest bidders, keeping all negotiations fair and ethical.
 - 11.1.4 When the lowest bid meeting specifications exceeds the estimated costs by at least 10% and it is not viable or in the best interest of the County.
- 11.2 Any negotiated expenditure exceeding \$100,000 for a one time purchase or over an annual basis must be reported to Council by posting results on the County Web site.

EXCEPTIONS

- 12.1 The CAO or Director may request exemption from any or all the purchasing mechanisms outlined in this policy by submission of a report requesting the same to Council. Such exemption may be granted by resolution.

EXCLUSIONS

- 13.1 Competitive bids shall not be required for goods or services provided by any of the following when such goods or services are not available elsewhere, including, but not

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limited to:

13.1.1 Utilities, government agencies, Crown corporations, travelling expenses, meals, conferences, seminars, memberships, subscriptions, medical exams, licenses, in-house services and any other goods or services as approved by Council.

13.1.2 As identified elsewhere in this policy.- see section 5.4.

ADVERTISING

- 14.1 Where effective in the opinion of the Purchasing Designate, information regarding the bid document shall be advertised in applicable publications necessary to comply with all existing statutory requirements.
- 14.2 Any purchase estimated to exceed \$50,000 must be advertised and posted on the Bidding System unless the project is sole sourced or the vendor is prequalified.

BID DEPOSITS

- 15.1 Bid deposits shall be required to accompany bid submissions for the following circumstances:
- 15.1.1 All bids for municipal construction projects in excess of \$100,000.
- 15.1.2 Special contracts or scope of work as deemed appropriate by a Director.
- 15.2 For estimated expenditures less than \$100,000, the CAO or Director shall determine the amount of the bid deposit.
- 15.3 For estimated expenditures in excess of \$100,000, bid deposits shall be set be 5% of the estimated value of the work prior to bidding.
- 15.4 A bid deposit shall be provided in one of the following formats:
- 15.4.1 A certified cheque made payable to the County of Oxford.
- 15.4.2 Money orders made payable to the County of Oxford.
- 15.4.3 Canadian currency.
- 15.4.4 Bid bond - for projects greater than \$500,000. May be digital or signed and sealed originals.

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15.4.5 Letter of credit - wording to the satisfaction of the county.

A procurement process may provide that a bid deposit can be supplied through a bid bond or letter of credit, if deemed by the Director to be advantageous to do.

15.5 The County does not pay interest on any bid deposits.

15.6 The County is authorized to cash and deposit any bid deposit in the County's possession that is forfeited as a result of non-compliance with any of the terms, conditions and/or specifications of a sealed bid.

15.7 The County will return the bid deposits to all bidders, except the two lowest bidders, within three working days of the tender opening.

BONDING REQUIREMENTS

16.1 Performance Bonds and Labour and Material Bonds are required for all construction projects exceeding \$150,000 for a minimum of 50% of the estimated amount for each bond. For estimated expenditures below \$150,000, the Director of Public Works shall determine the bonding requirements.

16.2 The Director may accept alternative security in the form of a certified cheque or irrevocable letter of credit if stated as a requirement in the contract document.

16.3 All bonds must be originals, signed and sealed. No faxed or photocopies will be accepted.

INSURANCE REQUIREMENTS

17.1 The successful bidder, contractor or consultant shall, at its sole expense, obtain and keep in force, insurance satisfactory to the County and issued by an insurer licensed to conduct business in the Province of Ontario with the following minimums:

17.1.1 Commercial General Liability insurance on an occurrence basis for third party bodily injury, personal injury and property damage to an inclusive limit of not less than two million dollars (\$2,000,000) per occurrence. This policy should include the following clauses:

- (i) the County of Oxford (and any other affiliated parties) as additional insured with respect to liability arising in the course of, or in connection with, work performed under the contract;
- (ii) cross-liability and severability of interest clause;

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(iii) non-owned auto coverage (only applicable if consultants are using personal vehicles to perform duties under contract);

(iv) contractual liability (both oral and written); and

(v) thirty (30) day written notice of cancellation, termination or material change.

17.1.2 Auto liability - \$2,000,000;

17.1.3 Professional Liability and Errors & Omissions (E&O) insurance – This policy (applicable when purchasing specialized services such as consulting and professional advice) shall be for a limit not less than \$2,000,000 and shall be renewed for three years after project completion. In specific cases, the County may consider alternative insurance requests based on a risk management assessment by the Director of the particular department;

- Environmental Impairment – depending on the nature of the work being performed (producing, processing, transporting, storing or otherwise handling potential contaminants), this coverage may be warranted and the form and amount of coverage shall be determined on a project by project basis by the Director of Public Works;

17.1.4 Asbestos Abatement – when this issue is applicable, specific wording should be obtained from the County’s insurance broker except in the case of emergency;

17.1.5 Builder’s Risk – the form and amount of coverage shall be determined on a project by project basis by the Director of Public Works; and

17.1.6 Homeowners insurance - \$2,000,000 (only applicable for rental of County facilities to individuals).

17.2 For most Public Works projects or other high risk activities, the general liability and auto policy limits shall be for an amount not less than five million dollars (\$5,000,000) per occurrence.

17.3 Bid documents must clearly indicate insurance requirements to be provided by the successful bidder.

17.4 Before commencement of a project, the successful bidder, contractor or consultant must furnish the County with a valid certificate of insurance (as well as renewal replacement certificates as may be necessary throughout the project) that references the project and confirms that the applicable requirements above are in force for the entire contract period from commencement until twelve months following substantial completion of the project.

17.5 Where the contracted work requires:

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17.5.1 the removal or weakening of support of any property, building or land whether such support be natural or otherwise;

17.5.2 the use of explosives for blasting; or

17.5.3 vibration from pile driving or caisson work;

the contractor shall provide proof that their liability policy contains no exclusions for Explosion, Collapse or Underground Hazards coverages, as applicable.

WSIB CLEARANCE CERTIFICATES

- 18.1 Clearance certificates from the Workplace Safety & Insurance Board (WSIB) must be obtained for all contractors before work begins to verify that they are registered with WSIB and have an account in good standing if applicable (some exemptions apply), Renewals shall be received when the duration of the work exceeds beyond the expiry date of the clearance certificate – see also Policy No. 7.21 Contractor Health & Safety Program. Independent operators shall provide a letter from WSIB confirming their status as an independent operator.

ADMINISTRATION

- 19.1 No contract or purchase shall be divided to avoid any requirements of this policy.
- 19.2 Primary selection criteria will be based on price or life cycle costing prior to any special provisions or add/delete calculated into the bid price, providing that all specification requirements are met. Such specifications are to be generic or "as equivalent". All factors influencing the purchasing decision are to be included in the specifications.
- 19.3 County of Oxford may participate with other units of government, their agencies or public authorities in co-operative purchase ventures when the best interest of County of Oxford will be served. Where such participation is at variance with the County's Purchasing policy, Council shall first authorize any participation.
- 19.4 Performance evaluations may be undertaken on suppliers and providers of service.
- 19.5 All invoices and accounts from vendors shall be authorized prior to payment. Authorization in the form of signatures of the CAO or Director and staff denoting clerical accuracy, budgetary or specific resolution approval and indication that goods and services were received in good order must be in place. These required signatures will be deemed to authorize payment and may be either handwritten or electronic.
- 19.6 Between the last regular meeting of Council in any year and the adoption of estimates for

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the next year, the Treasurer is authorized to pay the accounts of any ordinary business transactions of the County of Oxford that are required to maintain services. This shall include the payment of accounts or previously approved capital items and projects.

- 19.7 After the adoption of estimates, the Treasurer is authorized to pay the accounts approved by the CAO or Director or the appropriate Purchasing Designate.
- 19.8 Notwithstanding the provisions of this procedure, the County shall have the right to reject the lowest or any bid at its absolute discretion. The County also reserves the right to reissue the bid document in its original format or modified as best suits the requirements of the County.

RETENTION OF DOCUMENTATION

- 20.1 All documents for successful bidders shall be retained in accordance with the County of Oxford's Records Retention By-law.

ACCESSIBILITY

21.1 In accordance with the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11, the County shall have regard to the accessibility for persons with disabilities in respect to goods and services purchased by the County.

In accordance with section 6 of Ontario Regulation 429/07, Accessible Standards for Customer Service, the contractor is responsible to ensure that all of its employees, volunteers and others which the contractor is responsible are adequately trained as per the County of Oxford's Policy No. 9.3 (Accessibility Standards for Customer Service Policy).

The following statement shall be included in all requests for proposals and tender documents:

Prior to the commencement of any services provided in relation to this quotation, the proponent shall furnish evidence of compliance with the requirements of Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service, under the *Accessibility for Ontarians with Disabilities Act, 2005*.

Pursuant to Section 6 of the Regulation, the proponent shall ensure that all of its employees, agents, volunteers, or others for whom it is at law responsible, receive training about the provision of the goods and services contemplated herein to persons with disabilities. Such training shall be provided in accordance with Section 6 of the Regulation and shall include, without limitation, a review of the purpose of the Act and the requirements of the Regulation, as well as instruction regarding all matters set out in Section 6 of the Regulation.

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The proponent shall submit to the County upon request, as required from time to time, documentation describing its customer service training policies, practices and procedures, and a summary of the contents of training, together with a record of the dates on which training was provided and the individuals to whom training was provided.

The County reserves the right to require the proponent to amend its training policies, practices and procedures if the County deems the same not to be in compliance with the requirements of the Regulation.

For further details, go to www.AccessON.ca and www.mcass.gov.on.ca (click on "Accessibility for Ontarians with Disabilities" - see Appendix A attached).

PURCHASING PROCESS REVIEW

- 22.1 The Director /designate and/or the Senior Management Team may randomly review departmental purchasing related files on an on-going basis to review the effectiveness and integrity of the processes and policy adherence.

PURCHASING PROCEDURES

- 23.1 Purchasing procedures may be approved by the Senior Management Team for use as guidelines and for information on purchasing goods and services in compliance with this policy.



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Appendix "A"
General Form and Structure of Tender

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B		Information to Bidders
	1.0	Job Description
	2.0	Delivery of Tenders
	3.0	Disqualification of Tenders
	4.0	Omissions and Discrepancies
	5.0	Withdraw or Qualifying Tenders
	6.0	Method of Measurement and Payment
	7.0	Sales Tax Implications
	8.0	Informal or Unbalanced Tenders
	9.0	Acceptance of Tenders
	10.0	Tender Documents Required
	11.0	Standard Specifications and Drawings
	12.0	Documents Required on Contract Signing – Insurance, WSIB Clearance Certificates, Bonds, MOL Notice of Project
	13.0	Canadian Content Information
	14.0	Addenda & Addendum
	15.0	Other Applicable Information
C		Form of Tender, Itemized Statement of Items and Quantities and Agreement
D		Supplementary Specifications

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E	Standard Specifications
F	Special Provisions
G	Fair Wage Schedule and Labour Conditions
H	OPS General Conditions of Contract
I	Ontario Provincial Standard Drawings
J	County of Oxford Health and Safety Policy and Contractor's Rules
K	Accessibility for Ontarians with Disabilities Act (AODA)
L	Confidentiality
M	Proponent's Declaration
N	Load Limit By-Law

Note: The General form and structure of a Tender may vary from project to project.

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**Appendix “B”
General Form and Structure of Request for Proposal**

Section	Description
1	Introduction
2	Purpose
3	Objective
4	Deliverables
5	Scope of Work
6	Reporting Structure and Meeting Schedule
7	Project Schedule
8	Proposal Requirements
9	Selection Criteria
10	Timing of Proposal Call
11	Accessibility for Ontarians with Disabilities Act (AODA)
12	Confidentiality Clause
13	Proponent’s Declaration

Note: The General Form and structure of a Request for Proposal may vary from project to project.



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Appendix "C" Policy Flow Chart