MARCH IS

Procurement Month

LET’S CELEBRATE!
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Need help, or have comments?
Contact the OPBA Central Office

P: (905) 682-2644
E: INFO@OPBA.CA

Have an article you wish to contribute to the Caveat? Please send your submission to the attention of the Advisor, Melissa Mordue, at the City of Burlington:

E: MELISSA.MORDUE@BURLINGTON.CA
P: (905) 335-7600 EXT. 7387

Your submission doesn’t need to be publish perfect, as our Editor, Adam Beres is happy to assist. All changes and edits will be sent to you for approval prior to print to ensure we have captured your thoughts and views.

Each year at our Annual Conference we present the Dick Brimmell awards for the Best Article contribution and the Article Most Worthy of Honorable Mention. These prestigious awards are accompanied by a commemorative plaque and cheques in the amount of $500 and $250 respectively to recognize the written achievement, so get your pen to paper, the next winner could be you!

Would you like to see your agency’s accomplishments in print? Submit an article which highlights achievements by public purchasers and their agency. Remember that project that turned out just right? The one that left you with a positive feeling? Our membership would love to hear about it.
In This Issue

March – The month that comes in like a lion and out like a lamb is also dedicated to… YOU!

Happy Procurement Month! Did you even know this was a thing? How will you celebrate? If you are unsure of ideas, don’t worry, we have some suggestions to keep you celebrating long into April:

1. Learn to wave goodbye without moving your arms.
2. Shout out every swear word you know in alphabetical order (keep that one for alone time)
3. Determine the difference between lemons and limes.
4. Inter-office Twister match.
5. Bee-keeping
6. Tree shaping - It’s a very cool hobby in which you train living trees and other woody plants into artistic shapes or useful structures

Or maybe coffee and snacks with your colleagues?

While not determining the difference between various citrus fruit, Scott Agnello takes on a behind the scenes look at the difference of Purchasing for a Police Service in comparison to his experience of working within public procurement in other capacities.

Another way to celebrate Procurement Month is to take a look at where some procurement strategy trends are headed. In 2019 and Beyond – Procurement Trends to Watch For from Adam Beres, we take a look at where some agencies have been and where they are headed.

Which reminds me of the Queens University Case Study from Steven J. Lundin, which details how this facility had a look at their past practices and embraced new technology working towards the future of automated procurement functionality.

It certainly provides food for thought when we think of our internal process.

Oh, speaking of which. Tony DiDomenico from Mohawk College provides just that in his article which lends itself well to the Social Procurement side: Food for Thought – Increasing Local Food Procurement at Ontario Colleges examines both sides of the coin when providing locally sourced ingredients within the campus food service facilities.

Now that the Polar Vortex is a mere memory, and we are looking forward to changing temperatures (hopefully) this issue had dedicated itself to looking at change. In Ask Erb, a reader is feeling a little overwhelmed with changes to local government procurement legislation. “LTD” is wondering how to prepare for the additional Construction Act changes effective October 2019. Read on to see the advice provided, hopefully it is of assistance to your organization as well.

Is your organization undergoing any internal policy changes? What challenges are you facing? Are you thinking of additional ways to celebrate Procurement Month?

Maybe with the winds of change you will find inspiration to consider de-cluttering your home. One method I have seen is to hold the item in your hands, and decide if it brings you joy. If it does not give you joy, get rid of it.

So far I have donated our bathroom scale, the exercise bike and my Sweatin’ to The Oldies DVD collection.
The public sector is made up of a broad range of agencies, from municipalities, school boards, post-secondary institutions, provincial and federal departments - and my new found home in a police service.

I had been in the public procurement game for about 9-1/2 years when I made the plunge and joined the Waterloo Regional Police Service (WRPS) as their Manager, Materials Management & Fleet. Having been at the Region of Waterloo prior I thought I had a pretty good handle on how the WRPS procurement process worked; I was in for a bit of a shock.

I’ll lay the groundwork for our department framework before I get into the different aspects of purchasing for WRPS. We have approximately 1100 members (770 sworn, 330 civilian) and are responsible to police the cities of Waterloo, Kitchener, and Cambridge as well the four townships (Wilmot, Woolwich, Wellesley and North Dumfries) that make up the Regional Municipality of Waterloo. We have a budget of approximately $169 million which is primarily for salaries. Our Materials Management unit is part of the Finance and Assets Branch and our Chief Purchasing Officer is the Director of Finance and Assets. We have a central warehouse located at our headquarters where three Materials Management Specialists create every purchase order for the service and issue all uniforms and supplies. We are also responsible for the acquisition and outfitting of approximately 340 vehicles, including 145 marked patrol.
The Region takes care of all of our capital facility purchases and the associated maintenance that go with the building. We have a facilities manager who is the point of contact for those contracts and is responsible for ensuring our needs and concerns are met. This is a common practice with most police services, having the municipality take care of their buildings. It does provide some challenges, as the procurement doesn’t go through the service. Purchasing isn’t always kept in the loop at the service and we have to ask for a lot of information after the fact for our contract tracking. Police services do procure their own capital equipment in most cases, items such as vehicles, furniture and police specific equipment.

Our service makes several low dollar purchases. In the past, these items didn’t go through a bid process, as due to the lower value it wasn’t a requirement of the procurement by-law. The challenge was determining if we were getting best value and if we had a handle on all the different items that were being procured. Was our Major Crime unit procuring the same item as our Traffic unit? For a number of years each area had to find a way to get what they needed within their own budget, which lead to a lot of one-off purchases as well as a number of ‘we have always got it from them’ buys. At WRPS we have been able to consolidate a number of items together and put out formal bids, but we still have work to do.

The biggest difference I see between the municipality and the police service is the use of co-operative contracts. Our service is part of the Grand River Co-operative Purchasing Group (GRCPG) participating in contracts with the cities and school boards. We are also part of the Police Co-Operative Purchasing Group (PCPG). This co-op is for police services only and is an integral part of all police services in the province, especially the smaller services.

In many cases, there isn’t a purchasing department in the smaller services, and a uniform officer is tasked with taking care of all purchasing tasks with no training or support. This is where the PCPG comes into play. In most cases the larger services like the Toronto Police Service, OPP, Peel Regional Police, York Regional Police or Waterloo Regional Police to name a few, will take the lead on a contract such as uniforms. They will go out for bid on behalf of the PCPG and award the procurement and the smaller services can utilize the contract. There are many benefits including the costing that the buying power of the group can obtain, but it also helps standardize the uniforms and equipment the services use.

The largest contract that the PCPG goes out for is for vehicles. The Ministry of Transportation is the lead on the bid and works directly with the automakers to obtain pricing for vehicles that are required in policing. It is not only for marked patrol vehicles but also for special duty vehicles like pick-ups or vans as well as unmarked units.

The landscape of police purchasing is changing, for the better I believe. There are a number of procurement professionals moving from public agencies to police services and their knowledge and expertise is going to be a big asset going forward. Civilian positions are being created and officers are able to be moved to front line police work, it is really encouraging. With the trade agreements having such a large impact on how things are done, and with police purchases only going up in value we are lucky to have the strength of our fellow procurement folks to lean on.
March is Procurement Month, a time to honor and celebrate procurement professionals and the admirable work we do.

To help celebrate “our month” it may be a good time to not only look back, but look ahead and around at some of the procurement trends and tools some agencies are adopting or have recently adopted.

An improved collaboration with suppliers remains a critical approach to greater successes within procurement functions. There is more to communication with our valued suppliers than just price – they need to be included in some of the strategic decision making at the planning stages to help mitigate risks and long-term costs. As improved partnerships with suppliers are implemented, a reliable performance evaluation tool should be in place - if we commit to helping suppliers improve their performance, we thereby reduce costs, increase efficiency and enhance relationships.
SOCIAL PROCUREMENT – WHAT’S IN IT FOR THE COMMUNITY?

The City of Toronto is arguably the largest proponent of integrating and raising awareness of Social Procurement with an intention of making a positive social impact, be it job creation or reducing the carbon footprint. Toronto’s Social Procurement Program is comprised of two components: Supply Chain Diversity and Workforce Development. Originally designed to assist a Diverse supplier group (a business that is at least 51 percent owned, managed and controlled by an equity-seeking community or social purpose enterprise. These communities include, but are not limited to, women, Aboriginal people, racial minorities, persons with disabilities, newcomers and Lesbian, Gay, Bisexual, Trans, Queer, Two-spirit (LGBTQ2S) community) this proposed initiative is evolving, including the ask within Tender documents the contractor employ local residents, or those from a disadvantaged background ranging to the proposal of locally sourced ingredients sold within post-secondary education food service facilities. Keerthana Kamalavasan, speaking on behalf of the mayor, (of Toronto) said the program’s goal is to “make it easier” for small-and-medium-sized businesses to compete for city contracts and does not provide preferential treatment to diverse suppliers.

“Where diverse suppliers exist, they must still provide competitive pricing in order to win the business,” she said, noting no new level of bureaucracy is being added to put the program in place.

Some of the challenges adopting Social Procurement faces is finding, connecting and contracting with social value suppliers to meet the procurement need, and some agencies site the contradiction that exists between it and certain trade Agreements.

P-CARD IMPLEMENTATION

Though certainly not a brand-new concept, the use of Purchasing Cards or P-Cards carry a mutual benefit for both the payer and payee. Suppliers enjoy the cost reductions from the virtual elimination of invoice creation, handling, mailing and depositing payments as well as managing aging account balances while improving their cash flow. Accounts receivable staff can use their time to perform tasks that bring additional strategic value to the organization. This process creates a mirror image for the payer and then some, as it also feature a two-tier rebate incentive when you turn the file over quickly, and end of year rebate based on the overall transaction spends.

Cost Reduction per Transaction by Purchasing Card Use

![Cost Reduction Chart]

Cycle Time Reduction per Transaction by Purchasing Card Use (in Days)

![Cycle Time Reduction Chart]

E-BIDDING, OR E-PROCUREMENT

Used by some organizations for a few years, the popularity of agencies migrating towards an Electronic Bidding procedure has been on the rise. The Town of Newmarket was one of the first organizations in Ontario to adopt e-bidding and e-tendering solutions in 2014. In 2015 Newmarket received both the E.A. Danby and MISA awards which recognize excellence in municipal bidding systems using an e-tendering solution. One of the greatest challenges in using an e-solution is transforming your standard bid documents into a form Bidders can manipulate and complete in order to submit their compliant bid. The rewards for these efforts are many, including improved transparency, increased compliant bids, standardization and eliminating the need to process paper copy bids.

E-Bidding is often defined in four levels:

- **Level 1**: Bid Notice only – No bid documents posted
- **Level 2**: Paper submissions are expected, agency posts bid documents electronically online, or paper copies are available for pick up at the hosting agency. Responses are mailed or delivered prior to the clearly marked Closing Date.
- **Level 3**: Scanned submissions are expected prior to closing date, agency posts bid documents electronically online.
- **Level 4**: Electronic responses are expected by Proponents manipulating and filling out the agency documents and submitting online. Electronic bonding is utilized when applicable.

EMBRACING DIGITAL TECHNOLOGIES

Blockchain in procurement is a revolutionary technology that is likely to become a major part of global B2B transactions. The possible implications of blockchain for procurement, supply chain and supplier management may become significant.

Blockchain has the ability to transform all types of digital transactions, including those used in procurement. A database that holds tamper-proof records of transactions and associated applications can create a new era of supply chain efficiencies: Order validation, approval, invoice processing, records matching could be radically enhanced through the application of blockchain. This technology will empower the buyer with the means to ensure transactions are genuine and traceable throughout the purchasing cycle. Audit trails of suppliers’ goods will be established while credentials, certificates and qualification statuses will not risk forgery or other compromise.

RISK MANAGEMENT - PREPARING FOR THE UNKNOWN

From Brexit to the implementation of newly introduced treaties such as CETA and CFTA to uncertainty in tariff sanctions, economists are continuously attempting to prepare for the unknown. Procurement professionals are now thrust towards the forefront of an organization for risk management as we remain vigilant when it comes to minimizing supply chain costs, while bringing forth innovation and technology to save costs and bring added value wherever possible. Being compliant with legal standards is often not enough these days, with social media and word of mouth being the biggest influences in today’s times. Organizations must be extra careful when it comes to ethics and compliance.
ADAPTABILITY

As procurement professionals, we must adapt and embrace the new trends as the opportunities present themselves. The “We have always done it this way” mentality is on the decline as the skill sets needed evolve. According to a recent report by DHL, the evolving role of a procurement professional requires us to have leadership qualities, strategic thinking, operational expertise, creativity and analytical skills, over and above strong decision-making skills and clear understanding of our by-laws or policies and procedures that protect the best interests and credibility of our organizations.

The landscape of modern procurement is ever evolving, and though these trends may seem on the rise as we have entered the New Year it will be interesting to see where we are headed next. One thing is absolutely guaranteed - the ride will be interesting. Buckle up, and enjoy.

**PLEASE RANK THE SKILLS YOUR SUPPLY CHAIN MANAGER OF THE FUTURE (BY 2020) MUST HAVE**

<table>
<thead>
<tr>
<th>Skill</th>
<th>1 - Highest</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6 - Lowest</th>
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<tbody>
<tr>
<td>Leadership and strategic management skills</td>
<td>29.51%</td>
<td>18.69%</td>
<td>12.46%</td>
<td>11.15%</td>
<td>16.72%</td>
<td>11.48%</td>
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<tr>
<td>Strategic/critical thinking</td>
<td>21.31%</td>
<td>20.33%</td>
<td>18.69%</td>
<td>16.07%</td>
<td>10.49%</td>
<td>13.11%</td>
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<tr>
<td>Operational expertise</td>
<td>16.39%</td>
<td>11.15%</td>
<td>11.80%</td>
<td>14.43%</td>
<td>19.43%</td>
<td>26.89%</td>
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<tr>
<td>Problem solving skills, creativity and imagination</td>
<td>15.08%</td>
<td>17.05%</td>
<td>23.61%</td>
<td>18.69%</td>
<td>14.75%</td>
<td>10.82%</td>
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<tr>
<td>People development/mentoring/coaching skills</td>
<td>9.51%</td>
<td>20.98%</td>
<td>21.64%</td>
<td>18.69%</td>
<td>15.74%</td>
<td>13.44%</td>
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<tr>
<td>Technical, analytic skills</td>
<td>8.20%</td>
<td>11.80%</td>
<td>11.80%</td>
<td>20.98%</td>
<td>22.95%</td>
<td>24.26%</td>
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[softco.com/blog/5-procurement-trends-for-2019/](softco.com/blog/5-procurement-trends-for-2019/)
Queen’s University of Ontario’s Blueprint for Complete Digital Procurement Transformation

Steven J. Lundin

Like many higher education institutions, Queen’s University, one of Canada’s oldest degree-granting schools, had used manual and paper-based processes to manage shopping and procurement for generations, before embarking on an ambitious, multi-year path of digital transformation. Their journey is a blueprint for any institution seeking to understand the challenges and benefits of this process. Through a candid and revealing narrative, school representatives Nicki Mundell, Procurement Systems Analyst & Solution Administrator, and Nicole Fowler, Manager, Senior Procurement, acQuire and Accounts Payable, provide a detailed drill down on the issues they faced, and the step-by-step process of digital remediation, leveraging JAGGAER’s spend management solutions as the base of their acQuire eProcurement system.

BACKGROUND

Queen’s University has influenced Canadian higher education since 1841, when it was established by Royal Charter of Queen Victoria. The institution has 24,000 students, 3,500 faculty members, 5,400 staff including 16 procurement staff, with Accounts Payable umbrellaed under the Procurement department, and an annual spend of approximately $350 million CAD. The University is research intensive with specialized spending and vendors. The institution had a heavy decentralized purchasing model, allowing faculty and departments, including the Library, tremendous latitude in decision making.
The Procurement process was paper saturated, dependent on mail, and manual inputting and tracking. The Library department had even developed its own process as a standalone way of making purchases. Procurement received ongoing feedback from users that the process was opaque, created delays, increased the school’s carbon footprint through paper consumption, was rife with rogue spend and suffered from an unacceptable volume of against-policy purchases. Queen’s overall goals were to reduce workflow delays, mitigate the risk of paper loss, have more visibility and control over all phases of the procurement and shopping process, stay within policy, manage exceptions with schools and during supplier onboarding, and improve their environmental footprint through paper reduction.

A decision was made to transform the University’s procurement process from manual to digital, resulting in a software vendor review and the selection of JAGGAER’s eProcurement, Accounts Payable and Supplier Management solutions, which became the enabling technology for the University’s acQuire system, integrated with PeopleSoft’s ERP.

PHASED ROLLOUTS

The acQuire system was launched in 2016, going live in May 2017, with Accounts Payable and eProcurement. This phase represented one of the biggest successes for the system, enabling the transition from paper cheque requisition form to electronic remittance forms. The former state of the paper system involved a 10-20 step end-to-end process. The paper forms enabled a remittance payment to a supplier with no purchase order to support the purchase, for purchases typically under $10,000 CAD. “The prior singular form was utilized for one-time payments, repeat payments, reportable income payments and research transfers, etc.; any kind of non-PO payment request. Users had no knowledge of where the form was on campus after they put the form in the mail bag – and where it was in the workflow que. They just hoped for the best when they put that paper form in the mail and waited for the transaction to show up against their statements,” says Nicki Mundell.

Transforming this process involved the creation of three new electronic remittance forms in acQuire, and the development of a workflow to capture reviews and approvals of requests. acQuire allowed the department to customize to University needs and get the right players involved; the department was able to bring much needed creativity into the equation. This initiated the phasing out of paper forms.

“The change from paper cheque requisitioning to electronic remittance forms was one of our biggest successes with acQuire. The change also created transparency for our procurement and finance teams as well as the end users. The technology enabled us to build specific forms for our needs, and we now manage about 95% of paper payment requests flowing through the system, providing more efficient processing times and cutting the number of steps for the entire process in half,” says Nicki Mundell.
The current state finds electronic and automated workflows are being utilized to review request forms and the system now provides instant visibility into request status every step of the way. The digitalization has greatly eliminated rogue spend and items that would slip through the system in the past.

Exceptions to procurement policies, department purchases that don’t conform to all rules, are a big part of procurement. They are classified as: “in the event that the department wishes to make a purchase but is unable to secure the required number of quotes, they have made an emergency purchase as defined by the procurement policy, and the policy on approval and execution of contracts and invoices, or they wish to select a supplier which has not provided the lowest quote.” Procurement breaks this definition down into four general types of exceptions: goods and services, high bidder, construction, and consulting.

These purchases used to be supported by a paper form, which was manual, inefficient, lacked transparency and required a 10-20 step end-to-end process that involved shuffling forms around campus and a lengthy approval process. acQuire was utilized to improve these processes with a much more user-friendly experience. The transformation involved creating custom fields for display end use on the requisition documents, one for each exception situation, then an approval workflow for each exception scenario and custom field selection. Change management involved communicating these updates to the Queen’s community to increase awareness and adoption.

The current state finds 99% of all exception requests and forms processed through acQuire, which has cut paper processing and consumption and reduces manual burden on Queen’s staff. The electronic and automated workflows engage the right approvers for reviewing the purchase transactions, resulting in expedited processing times and greater visibility into transaction status. This has cut the number of steps involved by 50%.

The Library was another significant department in need of transformation and had its own particular sensitivities, beyond the rest of the system. The Library had traditionally operated as an antonymous entity and was not utilizing the same procurement tools as the rest of the University. They had a manually intensive, lengthy end-to-end process and developed their own procedure for team member request submissions. This took the form of a paper ticket, sent through campus mail to the finance team for processing and payment, yielding little to no visibility on the status of payment requests. They were also spending inordinate time sourcing new suppliers, and reconciling their P card, due to the high volume of transaction purchases made on it.

The transformation involved building a new relationship between the Procurement department and the Library, starting with the assignment of a dedicated buyer and an AP staff member. This fostered a greater understanding of the needs of the Library group, leading to an increase of blanket PO volume in acQuire, allowing for easy tracking of spend. The Library also moved much of its P-Card spend into acQuire, reducing their manual monthly reconciliation efforts and eliminating the paper ticket system. They have streamlined paper requests to electronic remittance requests, like the rest of the University.

“The benefits of this digital transformation are tangible and provide much more awareness and transparency into traffic, and the availability of data analysis on all types of transactions. The right players involved mean we are more compliant with procurement policies and legislation. We can also real time budget check transactions and have seen an increase in automation, transparency and efficiency of the whole end-to-end processing. We are meeting our objectives of directing spend to contracted suppliers, limiting paper usage, providing transparency of the procurement process, reducing cycle times and creating new efficiencies,” adds Nicole Fowler.
The following is a research report that was put together by our Sustainability Office.

Looking back to simpler times - times when going to the market with your parents was a tradition every Saturday morning, you would find local vendors selling their produce and crafts. It seems we’ve been exploding with new developments, residential, and commercial making it more attractive for farmers to accept offers from developers that will see their farm turn into a development - a “concrete jungle”. Will increasing local food procurement solve the problem? Probably a little, but a little is better than nothing and who knows, maybe it will be better than a little....

Increasing the amount of local food served on college campuses across Ontario is an important opportunity for colleges to better serve their students and communities. By offering more local food options, colleges can increase student satisfaction, campus sustainability, and their regional economic impact — all while increasing the quality of campus foodservices.

The research report is part of a multi-stakeholder project entitled Increasing Local Food Procurement at Ontario Colleges, led by Mohawk College in partnership with the Greenbelt Fund and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). The larger project comprises three phases: industry research (Phase 1), pilot projects (Phase 2), and the development of a scalable, transferable local food procurement framework (Phase 3). The purpose of the report is to explore the challenges and opportunities revealed in the research phase as they relate to increasing local food procurement at Ontario’s 24 colleges.

Industry research was conducted through a targeted literature review, in-depth interviews with stakeholders from across the college foodservices supply chain, and a province-wide student survey aimed at gauging current perceptions of food on college campuses across Ontario.

The majority of colleges in Ontario (88%) outsource the management of their foodservices operations to third-party operators. By engaging third-party operators, colleges access their expertise in foodservices management, minimize the college’s exposure to risk, and maintain the profitability of campus foodservices. The focus of the research summarized in the report is on colleges that use third-party foodservices operators because this area represents the most significant opportunity to have a meaningful impact on increasing local food procurement. The report examines both perceived and systemic barriers to local food procurement, and considers the current landscape of college foodservices.
In order to increase local food procurement at Ontario colleges, the report proposes the evolution of the relationship between colleges and their foodservices operators. Colleges have an opportunity to partner with foodservices operators, suppliers and students to implement innovative procurement solutions that support serving Ontario food on Ontario college campuses.

Informed by the research, the report identifies a set of common challenges to local food procurement in the Ontario college system, and lays out a series of opportunities with recommended actions that will support increased local food procurement at Ontario’s 24 colleges.

The research has demonstrated that students across the province place value on having local food options available on campus. Eighty-five percent of students surveyed as part of the research phase believe it’s important for colleges to support sustainability by serving local food options on campus. Further to that, 78% of respondents believe that serving more local food on campus will increase the quality and nutritional value of food options.

Campus foodservices feed a growing number of students at 24 colleges across Ontario. Each day, college foodservices serve roughly 237,000 students and accumulate $65 million in annual sales (FS Strategy, 2015). On-campus foodservices represent an essential service for college students and staff, as well as an important revenue source for colleges.

Since inception, Ontario colleges have focused on impacting the communities they serve. In 1965, the modern Ontario college system was established through an act of provincial parliament, which mandated that colleges “meet the needs of the local community” by responding to local growth opportunities and training a highly skilled workforce that was locally based but globally competitive (Ontario Department of Education, 1967).

The report examines common barriers to local food procurement, and proposes a set of actions that will mitigate these barriers. The report identifies a number of opportunities that will help increase local food procurement at Ontario colleges. The research presented in the report will inform the development of pilot programs to be implemented in at least three Ontario colleges. These pilot programs will support the creation of a scalable, transferable framework for increasing the amount of Ontario-grown food served at college campuses across the province. The framework will provide a set of tools for multi-year improvements and enhancements that will evolve the current state of foodservices at Ontario colleges.

Though these intentions are admirable, from a procurement standpoint we can only do so much. We can add an evaluation criteria where we ask the bidders to provide a percentage of local foods they will be including in their submission. Depending on the weighting of that criteria, the supplier will base their answer. We can’t give it that much weighting as there are other criteria and pricing (in this case, return to the College) has to have the highest weight. Foodservices is a source of income for the College so we must find the balance of sustainability and profitability. We must be mindful of increasing the student purchase price of food - how much more is the student willing to pay? It’s a balancing act from many sides.

If you are interested in reading the full report feel free to go to our website: www.mohawkcollege.ca/about-mohawk/sustainability/local-food
Dear ERB,

With the many changes to government procurement legislation we are feeling overwhelmed. Most recently the Construction Act introduced changes that were effective July 1, 2018 with more to follow in October 2019.

Can you provide a compliance checklist or some framework to assist agencies work toward compliance with these changes?

Signed,

Legislated to Death

Dear LTD,

It would be fair to say that many agencies are feeling pressure about the many changes that have been implemented over the past few years. There are many excellent resources about the new Construction Act on the internet, in particular from the Ministry of the Attorney General here:

www.attorneygeneral.jus.gov.on.ca/english/construction_law_in_ontario.php

The changes that came into effect July 1, 2018 were relatively minor, referred to as “modernization of the Act”. With regard to holdback:

- 10% statutory holdback is mandatory.
- Holdback period increased to 60 days.
- Mandatory release of holdback after 60 days, provided all liens have expired, been discharged or otherwise satisfied under the Act. Agencies may not set off any outstanding debts, claims or damages against the contractor, as the holdback is retained strictly for the benefit of the subcontractors and suppliers only.
- If the agency refuses to release all or a portion of the holdback due to liens not being expired, satisfied, or discharged, they must publish a notice using the appropriate form and within the required timelines stated in the Act.
- The Act also allows for holdback to be maintained in the form of a Letter of Credit or demand-worded holdback repayment bond instead of holdback of monetary funds during the invoice payment process.
With regard to liens the Act increased the timelines and fine-tuned the process for both the 
*preservation* and *perfection* of liens.

We have included below a checklist that will help you get organized for the October 1, 2019 
Construction Act updates and assist in providing direction to your internal client groups.

1. With assistance from your Legal advisors, review and update your purchasing templates / 
master documents particularly the general or supplementary conditions.

2. Provide a link to the *forms* that accompany the new Construction Act. You may want 
to save and personalize these for your agency's use or simply use the standard forms 
provided. It will be imperative to use the correct forms during the contract administration 
process such as Notice of Non-Payment, Notice of Termination of Contract, etc. 
[ontariocourtforms.on.ca/en/construction-lien-act-forms/](ontariocourtforms.on.ca/en/construction-lien-act-forms/)

3. Meet with your client departments and Accounts Payable staff to review the 
requirements for prompt payment that come into effect October 1st. This may require a 
change in internal procedures and internal approval process/forms to meet the payment 
deadlines. If you have engaged a consultant they may need to change their procedures as 
well to ensure agency staff are kept in the loop when receiving, reviewing and approving 
progress payments.

4. If you disagree with any amounts on the contractor's invoice, you must post a Notice of 
Non-payment within 14 days of receipt of the proper invoice, using the prescribed form. 
Such notice must state all reasons with detail justifying non-payment.

5. It may be necessary to re-evaluate your agency’s document management system to 
ensure documents can be shared amongst the key stakeholders and accessed easily if any 
dispute in the contract arises, especially if the adjudication process is initiated.

6. The Ministry of the Attorney General states that the creation of the new adjudication 
process is to give people and businesses an alternative to going to court to resolve 
payment disputes. The Act allows for a fast-track dispute resolution process on an 
invoice-by-invoice basis no avoid project delays. This procedure will be further developed 
one Ontario regulations are finalized and will be mandatory. Keep watch on the 
Attorney General website for updates on the adjudication requirements.

7. Finally, consider training for internal project managers. Training guides, best practices and 
any other related forms that will assist staff with the contract administration process.

Hopefully by reviewing the links and provided check list you are feeling a bit less 
overwhelmed, and feeling more prepared to welcome these current and upcoming changes.

*ERB*
Presentation to Students

Michelle Maurice and Mike Gerrior visited Durham College in Oshawa November 08th providing a presentation to the Supply Chain and Operations Management students. It was a very engaging and rewarding experience for the students, faculty and the presenters. Vera Felgemacher from Durham College’s Advisory Board also joined.

Pictured from left to right: Vera Felgemacher - Advisory Board of Durham College, Jennifer Souch - Professor & Program Coordinator - Durham College, Michelle Maurice - Post-Secondary Student Relations Advisor OPBA, Mike Gerrior - Director of Relationships OPBA, Jackie Shemko - Business Professor - Durham College
<table>
<thead>
<tr>
<th>NEW MEMBERS</th>
<th>Welcome and Congratulations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Osama Abdelwahed</td>
<td>Jay Chan</td>
</tr>
<tr>
<td>Student Durham College</td>
<td>Contract Specialist</td>
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<tr>
<td>Wasim Ahmed</td>
<td>Christine Dauber</td>
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<tr>
<td>Student Queen’s University</td>
<td>Assistant Buyer</td>
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<tr>
<td>Shoyeb Ahmed</td>
<td>Jillian David</td>
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<tr>
<td>Student Durham College</td>
<td>Customer Relationship Manager</td>
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<tr>
<td>Alex Albrecht</td>
<td>Cassandre Drake</td>
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<tr>
<td>Buyer City of Kitchener</td>
<td>Buyer I</td>
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<tr>
<td>Nancy Anderson</td>
<td>Margaret Fisher</td>
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<tr>
<td>Student Durham College</td>
<td>Director of Procurement</td>
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<td>Nafiseh Ansari</td>
<td>Vicky Garvey</td>
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<tr>
<td>Sourcing Analyst Ontario Education Collaborative Marketplace</td>
<td>Procurement Advisor Town of Georgina</td>
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<tr>
<td>Sharon Antoine</td>
<td>Agnes Gaspic</td>
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<tr>
<td>Sr. Purchasing Specialist Legislative Assembly of Ontario</td>
<td>Manager Strategic Acquisitions and Stores Regional Municipality of Halton</td>
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<tr>
<td>Shaun Arruda</td>
<td>Dawna Gibson</td>
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<tr>
<td>Buyer Legislative Assembly of Ontario</td>
<td>Purchasing Agent Norfolk County</td>
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<td>Magda Belyanova</td>
<td>Jacob Groot</td>
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<tr>
<td>Purchasing Assistant</td>
<td>Student Mohawk College</td>
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<tr>
<td>Claire Brescia</td>
<td>Hieu Ho</td>
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<tr>
<td>Admin, Coordinator Liquor Control Board of Ontario</td>
<td>Sourcing Analyst Ontario Education Collaborative Marketplace</td>
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<tr>
<td>Brent Buckley</td>
<td>Dan Hrychuk</td>
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<tr>
<td>Student Durham College</td>
<td>Manager Finance Thunder Bay District Health Unit</td>
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<td>Melanie Cerritos</td>
<td>Jessica Ingram</td>
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<td>Senior Procurement Officer Town of Newmarket</td>
<td>Purchasing Clerk Municipality of Meaford</td>
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<td>Brad Ireland</td>
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<td>Maidul Islam</td>
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<td>Stephanie Kauntz</td>
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<td>Donna Kirby</td>
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<td>Contract Specialist</td>
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<td>Toronto District School Board</td>
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<tr>
<td>Ekaterina (Kate) Krmpotch (Pankov)</td>
<td>Supervisor Business Development and Special Projects Toronto and Region Conservation Authority</td>
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<td>Tim Law</td>
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<td>Purchasing Manager Windsor Essex Community Housing Corporation</td>
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<td>Rachel Lee</td>
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<td>Associate Corporate Buyer</td>
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<td>City of Toronto</td>
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<td>Xinming Liu</td>
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<td>Mario MacGlashan</td>
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<td>Purchasing Analyst Regional Municipality of Halton</td>
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<td>Sheila Madden</td>
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<td>Donald Maisonneuve</td>
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<td>Retired</td>
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<td>Sivan Mathanarupa</td>
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<tr>
<td>P.O. Clerk</td>
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<td>Liquor Control Board of Ontario</td>
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</tbody>
</table>
Welcome and Congratulations

Kimberly Mayers
Student
Sheridan College

Kevin McGeown
Information Management Clerk
City of Brampton

Mark McGregor
Purchasing Officer
Children’s Aid Society of Toronto

Christine McKinnon
Sourcing Manager
Ontario Education Collaborative Marketplace

Kimberlee Montgomery
Admin. Coordinator
Legislative Assembly of Ontario

Catherine Morton
Sourcing Manager
Ontario Education Collaborative Marketplace

Amir Nematabkhsh
Sourcing Analyst
Ontario Education Collaborative Marketplace

John Nicol
Student
Durham College

Rosemarie Patano
Senior Construction Buyer
City of Markham

Steven Pietrangelo
Procurement & Supply Chain Manager
EnWin Utilities

Patricia Pittiglio
Director, Purchasing
Legislative Assembly of Ontario

Miguel Rojas
Purchase Order Clerk
Toronto Community Housing

Yves Rouselle
Manager of Supply and Process
City of Clarence-Rockland

Shouvik Roy
Sourcing Analyst
Ontario Education Collaborative Marketplace

James Salceda
Student
Durham College

Eshan Samarasinghe
Student
Conestoga College

Alexander Saunders
Manager, Purchasing
Legislative Assembly of Ontario

Polina Semenov
Buyer
City of Kitchener

Olga Smirnova
Sr. Purchasing Specialist
Legislative Assembly of Ontario

Danping Song
Vendor of Record Coordinator
York University

Tina Stauttener
Purchasing Assistant
Regional Municipality of Waterloo

Darren Taitt
Student
Durham College

Hetal Thakkar
Business Services Specialist
Toronto District School Board

Rashpal Uppal
Procurement Supervisor
Town of Whitchurch-Stouffville

Aaron Vachon
Student
Durham College

Vimal Viswanathan
Sr. Purchasing Specialist
Legislative Assembly of Ontario

Meng Wang
Supply Chain Specialist
Niagara Parks Commission

Heather Weller
Buyer
Limestone DSB

Filipe Werneck
Contract Analyst
Ontario Education Collaborative Marketplace

Eric Williams
Accounting Clerk
County of Wellington

Kelly-Ann Wingate
County By-Law Compliance Officer
City of Wellington

Donna Woods
Coordinator of Purchasing
City of Brantford

Jaden Woods Follett
Student
Durham College

Saxon Yanta
Contract Specialist
District of Nipissing Social Services Administration Board

Rosslyn Young
Director
Liquor Control Board of Ontario

Becky Young
Purchasing Agent
Norfolk County

NEW CPPBS

Nadia Fabro, CPPB
Member in Transition

Emma Sears, CPPB
Toronto District School Board

RETIREMENTS

Stan Gal
Regional Municipality of York

Charlene Sutherland
City of Oshawa
Ontario Public Buyers Association

2019 Governing Board

ADVISORY COMMITTEE
Professional Development
Robin Gallo
Regional Workshops

Sharon Telfer
Principles Program

Jennifer Ahern
NIGP Education

Marie Kavanagh
Conference

ADVISORY COMMITTEE
Communications
(Vacant)*
Technology

Bobbie Reive
Marketing

Melissa Mordue
Newsletters and Brochures

ADVISORY COMMITTEE
Relationships
Michelle Maurice
Post Secondary/
Student Relations

Lori Jackson
Other Professional
Associations

(Vacant)*
Industry Trends / Legislation

EXECUTIVE COMMITTEE
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Marie Kavanagh
Vice President

Tony Cetra
Secretary

Michelle Rasiulis
Treasurer

Andrea Mindenhall
Director, Professional Development

Jackie Osti
Director, Relationships

Scott Agnello
Director, Communications

Michelle Palmer
Past President

OPBA CENTRAL OFFICE
Jeremy Klassen
Member Services Coordinator

Angela Klassen
Volunteer Services & Governance Coordinator

*To receive more information on this vacant advisor position or any other advisor role please contact the respective OPBA Director

Find us online at www.opba.ca

Need help, or have comments?
Contact the OPBA Central Office

P: (905) 682-2644
E: INFO@OPBA.CA