PURPOSE
To ensure that Facilities Management and Planning follows sound business practices in the acquisition of goods and services, all procurement and payment activities are to meet the following objectives:

a) Maintain economical, competitive and ethical purchasing practices.
b) Ensure timely and efficient supply of goods and services.
c) Compile complete documentation regarding all procurement and payment activities.
d) Maintain a qualified, reliable and competitive database of vendors.
e) Present a uniform purchasing and tendering policy to the University and business communities.
f) Ensure that all purchasing decisions are based on the best value to the University as determined by weighing all relevant factors such as compliance with specifications, quality, cost, service, delivery, safety, and technical capability.
g) Comply with Provincial government policies.

AMENDMENTS
The Senior Management Committee approves amendments to Facilities Management and Planning Procurement and Payment Policy and Procedures.

The application of Facilities Management and Planning Procurement and Payment Policy and Procedures may be modified by governmental statute or regulatory changes.

SCOPE OF PROCUREMENT RESPONSIBILITY
The scope of procurement responsibility delegated to the Department of Facilities Management and Planning is limited to the following:

a) Procurement decisions requiring use of a Requisition for Purchase Order, Low Value Purchase Order, Standard Construction Contract or Standard Consultant Services Contract.
b) Procurement of goods and services under $10,000 (excluding taxes).
c) Procurement of travel-related services.
d) Procurement of subscriptions, licenses, and permits.
e) Procurement of goods and services from University departments and affiliated ancillary services.
f) Procurement of goods and services from established standing or blanket orders.
g) Procurement of goods and services related to capital works such as renovation and construction projects.
h) Procurement of utilities.
i) Other areas as determined by the Vice-President (Finance and Administration).

PROCUREMENT PROCEDURES

General:
a) These Procurement and Payment Policy and Procedures are effective as of June 1, 2015.
b) These Procurement and Payment Policy and Procedures apply to all Facilities Management and Planning personnel.
Procurement Methods, Requisition and Approval Authorities:
Table 1 below sets out the procurement methods; requisition authorities, approval authorities, and procedural notes on the procurement process.

**TABLE 1**
GOODS AND SERVICES PROCUREMENT METHODS REQUISITION AND APPROVAL AUTHORITIES

<table>
<thead>
<tr>
<th>METHOD</th>
<th>REQUISITION AUTHORITY</th>
<th>APPROVAL AUTHORITY</th>
<th>PROCEDURAL NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>STANDARD CONTRACT FOR PRIME CONSULTANT OR CONTRACTOR SERVICES</td>
<td>Manager</td>
<td>(See Annex A)</td>
<td>For procurement as subject to the provisions of Annex A, i.e.:</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Board of Governors:</strong> for estimated contract values greater than $1,500,000, or greater than $500,000 on projects providing new building space to the University.</td>
<td>1. For the selection of Prime Consultants on projects with an estimated contract value in excess of $1,500,000 or to projects over $500,000 which provide new building space.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Vice-President (Finance and Administration):</strong> for estimated contract values greater than $300,000 and less than $1,500,000 or less than $500,000 on projects providing new space to the University.</td>
<td>2. For the selection of Contractors on all new construction, retrofit, alteration and renovation projects.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Assistant Vice-President (Facilities Management and Planning):</strong> for values &lt;$300,000</td>
<td>3. Change Orders are approved by the Assistant Vice-President (Facilities Management and Planning).</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4. Standard Contract and/or Change Order is signed before the respective work begins.</td>
</tr>
<tr>
<td>REQUISITION FOR PURCHASE ORDER OR LVPO FOR CONSULTANT SERVICES</td>
<td>Manager</td>
<td><strong>Assistant Vice-President (Facilities Management and Planning)</strong></td>
<td>For procurement NOT subject to the provisions of Annex A and for Consultants who are not pre-approved. Subject to the provisions in Annex B (i.e. Carleton University Purchasing Policy).</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1. Change Orders are approved by the Assistant-Vice President (Facilities Management and Planning).</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2. Purchase Order is to be issued before respective work begins.</td>
</tr>
<tr>
<td>REQUISITION FOR PURCHASE ORDER OR LVPO FOR</td>
<td>Individual User</td>
<td>Manager (for values &lt;$10,000)</td>
<td>For procurement NOT subject to the provisions of Annex A.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assistant Directors (for values &lt;$25,000)</td>
<td>Subject to the provisions in Annex B (i.e. Carleton University Purchasing Policy).</td>
</tr>
<tr>
<td><strong>MATERIAL AND/OR CONTRACTOR SERVICES</strong></td>
<td><strong>Assistant Director (Administrative Services)</strong>&lt;br&gt;(for values &lt;$50,000)&lt;br&gt;Assistant Vice-President, (Facilities Management and Planning)&lt;br&gt;(for values &gt;$50,000)</td>
<td>1. Change Order having a cumulative value not exceeding 10% of the original contract value are approved by the Assistant Director (Administrative Services).&lt;br&gt;2. Change Order having a cumulative value exceeding 10% of the original purchase value are approved by the Assistant Vice-President (Facilities Management and Planning).&lt;br&gt;3. Purchase Order is issued before respective work begins or materials are supplied.</td>
<td></td>
</tr>
<tr>
<td><strong>RELEASE OF GOODS/SERVICES</strong></td>
<td><strong>Individual User</strong>&lt;br&gt;Manager&lt;br&gt;(for values &lt;$10,000)&lt;br&gt;Assistant Director&lt;br&gt;(for values &lt;$100,000)&lt;br&gt;Assistant Vice President, Facilities Management and Planning&lt;br&gt;(for values &gt;$100,000)</td>
<td>For use with a Standing Order or a Blanket Order negotiated by Purchasing Services or Assistant Vice-President (Facilities Management and Planning).&lt;br&gt;1. The maximum value of each Release of Goods/Services is as per the respective Standing Order or Blanket Order.&lt;br&gt;2. For use with pre-approved Consultants.&lt;br&gt;3. The Release of Goods/Services form(s) is completed at time of ordering and forwarded to Administrative Services for processing.</td>
<td></td>
</tr>
<tr>
<td><strong>REQUISITION FOR INTERNAL CHARGEBACK (ICB) SERVICES</strong></td>
<td><strong>Individual User</strong>&lt;br&gt;Manager&lt;br&gt;(for values &lt;$10,000)&lt;br&gt;Assistant Director&lt;br&gt;(for values &lt;$100,000)&lt;br&gt;Assistant Vice-President, (Facilities Management and Planning)&lt;br&gt;(for values &gt;$100,000)</td>
<td>1. For acquiring goods and services provided by other university departments or affiliated ancillary services.&lt;br&gt;2. The Internal Chargeback form is forwarded to Administrative Services at time of issuance.</td>
<td></td>
</tr>
<tr>
<td><strong>TRAVEL EXPENSE REPORT FOR TRAVEL RELATED EXPENDITURES</strong></td>
<td><strong>Individual User</strong>&lt;br&gt;Next level of Management&lt;br&gt;Assistant Director (Administrative Services)</td>
<td>1. Completed Travel Expense Reports are submitted to Administrative Services.&lt;br&gt;2. Travel related expenses are reimbursed only in accordance with Carleton University Policy.</td>
<td></td>
</tr>
</tbody>
</table>
| PAYMENTS FOR SUBSCRIPTIONS LICENSES AND PERMITS | Individual User | Assistant Director (Administrative Services) | 1. From sole source suppliers (i.e. Passenger Elevator Licenses, Vehicle Licenses, City of Ottawa Building Permits).  
2. Written description of fee is submitted with request for payment to Administrative Services. |
|---|---|---|---|
| PAYMENTS FOR MINOR PROCUREMENT UNDER $10,000 | Individual User | Assistant Director (Administrative Services) | 1. Original and approved invoices are submitted with request for payment to Administrative Services.  
2. Invoices cannot exceed $10,000 exclusive of taxes. |
| PAYMENTS FOR PERSONAL REIMBURSEMENTS | Individual User | Assistant Director (Administrative Services) | 1. For minor disbursements.  
2. Original and approved receipts and/or invoices are submitted for reimbursement using the Travel and Expense system. |

**Emergency Purchase Order Procedures:**

a) When an emergency exists and goods and/or services must be obtained in an expeditious manner to permit continuance of important work, repair of equipment, or maintenance of essential services. Purchasing Services offers assistance for these situations that may result in the loss of essential services (e.g. light, HVAC system, power, sanitation, or any other unpredictable occurrence).

b) Procedures for emergency situations:

- Facilities Management and Planning advises the appropriate Purchasing Services’ buyer of the need, either in person or by telephone. When the emergency occurs outside the normal working hours of the University, Facilities Management and Planning personnel will use their best judgement to take the necessary action and will inform Purchasing Services on the next business day.

- The buyer is provided with an explanation of the reason(s) for the emergency need and the estimated dollar value of the request. If the value exceeds the buyer’s delegated authority, then the Manager of Purchasing or designate authorizes the issuance of a purchase order number.
PAYMENT PROCEDURES

SCOPE:
The Administrative Services section of Facilities Management and Planning is responsible for processing documentation and recommendation for invoice payment to the Business Office resulting from procurement decisions undertaken by Facilities Management and Planning. This procedure applies to invoices processed using:

a) Purchase Order number
b) Payment for:
   - Goods and services supplied under a standard contract
   - Minor purchases under 10,000
   - Subscriptions, licenses and permits

Invoices processed under a Release of Goods/Services or a Travel and Expense Report, and charges processed under a Requisition for Internal Chargeback Services are excluded from this procedure.

PROCEDURE:
1. Upon receipt, invoices are date-stamped by an administrative staff member and passed to the Payment Processor (i.e. Finance Officer, Finance Assistant or as designated by the Assistant Director, Administrative Services).

2. The Payment Processor stamps the invoice with the processing stamp and:
   a) Identifies the general ledger account number and the project or Purchase Order number (as applicable) on the processing stamp;
   b) Initials the processing stamp verifying arithmetic correctness;
   c) Enters the invoice in Maximo;
   d) Forwards the invoice to the responsible Project Management staff or operating budget Assistant Director / Manager.

3. The Project Management staff or operating budget Assistant Director / Manager / signs in the approval section of the processing stamp verifying:
   a) The goods and/or services have been supplied to the University as agreed;
   b) The unit pricing is as agreed;
   c) Sufficient funds are available in the account to make payment;
   d) Any special requirements have been complied with (e.g. Construction Lien Act, Workers’ Compensation Act, insurance or bonding requirements, etc.).

4. The invoice is forwarded to and signed in the approval section of the processing stamp by:
   a) For project invoices, the Project Management staff (i.e. Assistant Director, Facilities Engineering and Construction);
b) For operating budget invoices, the section head (i.e. Assistant Director, Maintenance Services);
c) The approved invoice is returned to the Payment Processor.

5. The Payment Processor verifies that the authorization signatures are complete, ensures properly executed supporting documentation is on hand (i.e. signed standard contracts), and forwards the invoice to the departmental approval authority.

6. The departmental approval authority (i.e. Assistant Director, Administrative Services) for payments up to $100,000 and the Assistant Vice-President (Facilities Management and Planning) for payments over $100,000) signs the departmental approval authority section of the processing stamp and returns the documentation to the administrative clerical staff person.

7. Administrative Clerk makes a copy of the invoice documentation for the project or operating account file, records invoice payment date in Maximo and forwards the original documentation to the Business Office for payment processing.

**COMPLIANCE**

**Procurement Records:**
For control purposes, copies of all documentation relating to procurement activities undertaken by Facilities Management and Planning are kept in an appropriate project or operating account file within the department. File locations and entry of reference data into the departmental Records Management System are the responsibility of the Assistant Director (Administrative Services) or designate.

Upon request from Purchasing Services, University Auditors, or a client’s representative the Assistant Director (Administrative Services) shall make available for review procurement documents kept by Facilities Management and Planning.

**Compliance and Enforcement:**
1. The following Facilities Management and Planning staff are responsible and accountable for compliance to *Procurement and Payment Policy and Procedures*:
   a) Assistant Vice-President, Facilities Management and Planning
   b) Assistant Director (Administrative Services), Assistant Director (Facilities Engineering and Construction), Assistant Director (Maintenance Services), Assistant Director (Space Management and Capital Planning), Assistant Director (Environmental Health and Safety)

These responsibilities and accountabilities may be delegated during an individual's absence. These staff are responsible for not exceeding approved budget limits on projects or operating accounts under their direct control.

2. Consultant/Contractor selections are made with the agreement of:
   a) Approval Authority and
b) Assistant Vice-President (Facilities Management and Planning)

3. To ensure adherence to approval thresholds given in Table 1 sequential same-source contract awards are not permitted without the approval of the Assistant Vice-President (Facilities Management and Planning).

4. For invoicing purposes the recommending and approval authorities are as identified in Table 1.

5. For control purposes the certification of the receipt of supplied goods and the certification of payment are not to be performed by the same employee.

6. Carleton University’s Purchasing Procedures (see Annex B) govern the criteria for obtaining quotations and invitations to tender for the procurement of goods and services under a Purchase Order issued by Purchasing Services.

7. Exception to this Purchasing and Payment Policy and Procedures requires a formal written explanation prepared by the requisition authority and approved by the approval authority prior to procurement action, and is incorporated into the procurement record.

8. The University's Conflict of Interest Policy (Section E.3 of the Carleton University Personnel Policy and Procedure Manual) applies.

9. A deliberate violation of a procurement procedure(s) may be considered willful misconduct, in accordance with Section A.16.9 of the Carleton University Personnel Policy and Procedures Manual.

10. Negotiations are not be entered into nor transacted on behalf of individuals or groups in their private capacity and further, the University is not responsible for payment of purchases made by Facilities Management and Planning personnel on their own behalf.

Attachments:
Annex B: Carleton University Purchasing Policy (dated July 2015)
Annex C: Carleton University Procurement Card Policy (dated June 2015)
Annex A

Procedures for the Selection of Prime Consultants and Contractors

July 1989 (Amended May 12, 2010)

I. Procedures for the Selection of Prime Consultants
II. Procedures for the Selection of Contractors
III. Procedures for Tendering and Contract Award
IV. Regulations for the Approval and Control of Capital Projects

Introduction
1. The procedures for the selection of Prime Consultants apply to projects for which the estimated cost of construction is higher than $1,500,000 and to projects over $500,000 which provide new building space to the University.
2. The procedures for the selection of Contractors and the procedures for tendering and contract award apply to all new construction, retrofit, alteration and renovation projects.
3. The contract award requires Board approval when the estimated cost of construction is higher than $1,500,000 and to projects over $500,000 which provide new building space to the University.
4. The procedures may be modified from time to time at the discretion of the President, to meet the requirements of a particular project.
5. The President retains the right to forego the use of these procedures at any time, or to use other methods, such as ‘Proposal Calls’, as deemed appropriate.

I. Procedures for the Selection of Prime Consultants

The procedures for the selection of Prime Consultants apply to projects for which the estimated cost of construction is higher than $1,500,000 and to projects over $500,000 which provide new building space to the University.

These procedures are based upon the Royal Architectural Institute of Canada Quality Based Selection (QBS) Process for Architects. QBS is a fair and rational procedure that facilitates the selection of a design professional for projects based on qualifications and competence in relation to the scope and needs of a particular project. The QBS evolves from multiple variables that must be tailored to fit each project.

1. The University develops a file of prospective Consultants by placing an advertisement in the Ottawa Citizen inviting Consultants to submit an ‘Expression of Interest’ in University projects.
2. A Selection Committee, consisting of the Director of Physical Plant, the Associate Director of Physical Plant, the Project Construction Manager and a professor from the School of Architecture, appointed by the Director of the School, examines all submissions and divides them into three groups according to their preference. The criteria for this examination are:
   - Size of the firm
   - Size of projects completed in the previous four years
   - Quality of work
Related projects, similar to those being considered at the University, designed by the firm
Capability of the firm to perform in the National Capital Region
Proposed Human Resources
Proficiency of the firm with a C.A.D. System

1. A point evaluation system is used to rank the firms.
2. The top five firms remaining are sent the following information:
   ▪ Size of project
   ▪ Description of project
   ▪ Construction Cost Budget
   ▪ Proposed Schedule
   ▪ General site information

These firms are invited to submit proposals, to update their resumes, to name their team and the fee structure of their Sub-Consultants, and to submit their proposed fees.

Firms submitting proposals are interviewed to examine their offices and their completed projects. References are contacted and questioned about the performance and quality of work of the Prime Consultant and the Sub-Consultants.

Second interviews are held, when deemed appropriate by the University, to discuss fees and others terms.

1. The Selection Committee assesses the results of the interviews, the reports from references, the fees and other considerations. The Project Team configuration, references and quality of work are considered the most important factors in the evaluation process. A final selection is made of the top three firms and submitted to the Vice-President (Finance and Administration), who shall, following consultation with the President, commission a competition among the three finalists.
2. The three finalists will receive an appropriate fee to develop a concept based on the terms of reference for the proposed project, and to make a presentation to the Building Program Committee.
3. The Building Program Committee will determine the successful candidate for recommendation to the Board of Governors.
4. The successful candidate is then notified and contract documents are drawn up for signature by the President’s delegate.

II. Procedures for the Selection of Contractors

The procedures for the selection of Contractors apply to all new construction, retrofit, alteration and renovation projects.

1. The University shall maintain a list of Contractors for the purpose of selecting qualified bidders to bid on University construction projects. The list of Contractors may be compiled from the following sources:
a. An advertisement will be placed by the University in January of each year, or when required, inviting Contractors to submit their company profiles and an ‘Expression of Interest’.
b. Contractors who submit an expression of interest and a company profile.
c. Contractors who have been put on the list by the University, or as the result of a recommendation made by one of the University’s Prime Consultants.

All Contractors shall be required to submit a completed Canadian Standard Form of Contractors Qualification Statement (CCA number 11) as part of their submission.

2. A limited number of Contractors shall be invited to bid on a given project on the basis of an evaluation made by the Director of Physical Plant, using the following criteria:
   a. The capability of the Contractor to meet all bonding and insurance requirements of the project;
   b. The preference indicated by the Contractor for a certain size or type of project;
   c. The qualification of the Contractor based on the University’s assessment of the company’s profile, references, and previous relations with Carleton University;
   d. The recommendation submitted by the Prime Consultant;
   e. The type of project;
   f. The business location of the Contractor. The University may favour local contractors for certain types and sizes of projects.

3. The size of the project shall determine the limits of the short list of Contractors as follows:
   o Contracts estimated at more than $5,000,000: up to 12 Contractors, but not fewer than 6.
   o Contracts estimated at less than $5,000,000 and more than $1,500,000: up to 9 Contractors, but not fewer than 5.
   o Contracts estimated at less than $1,500,000: up to 7 Contractors, but not fewer than 3.

III. Procedures for Tendering and Contract Award
The procedures for tendering and contract award apply to all new construction, retrofit, alteration and renovation projects.

a. Drawings and tender documents shall be obtained from the Prime Consultants office in the case of projects to be done by an external Prime Consultant, and from the Department of Physical Plant in those instances where it is an in-house project.
b. A deposit shall be required from each bidder for each set of Tender Documents obtained. Upon the return of the documents in good condition, a refund of the deposit shall be made.
c. The bidder shall submit the names of their proposed Sub-Contractors for the approval of the Department of Physical Plant, prior to the submission of their formal bids. The University reserves the right to reject any or all of the proposed Sub-Contractors.
d. Sealed bids for each project shall be received in the Department of Physical Plant and, upon receipt, each bid shall be initialed and dated.
e. The bids shall be opened by the projects Prime Consultant in the presence of bidders, the Director of Physical Plant or his/her nominee, and the Director of Finance or his/her nominee. At this opening, each bidders name, the value of each bid, the available bonding
for each bid, and any other information qualifying a bid shall be announced to the persons present.

g. All information so read shall be recorded by the Prime Consultant and signed by the University officers present.

h. The bids so received shall be reviewed and analyzed by the project’s architect/engineer/project manager who shall then send a written report to the Director of Physical Plant, recommending the award of the contract to one of the bidders.

i. Director of Physical Plant shall review the recommendation, submitting for consideration those projects the cost of construction of which is estimated at over $1,500,000 and those projects over $500,000, which provide new building space to the University, to the Vice-President (Finance and Administration), who shall, following consultation with the President, make a recommendation to the Building Program Committee on the award of the contract to construct the project.

j. A representative from the Ottawa Construction Association (OCA), will be invited to the opening of bids when the estimated project cost exceeds $1,500,000, to participate in the recording and signing of the bids received.

The University retains the right not to accept the lowest, or any bid.

IV. Regulations for the Approval and Control of Capital Projects

The following regulations shall apply for the approval and control of capital projects for which the estimated cost of construction is higher than $1.5 million, and to projects over $500,000 which provide new building space to the University:

a. Each such project shall be recorded on the authorized Capital Approval and Control document.

b. The President or his/her delegate shall have the authority to approve all such projects whose total cost or estimated total cost is less than the minima set out above. He/she shall submit a Capital Project Approval and Control document to the Board following each level of the approval mechanism for those projects whose cost is less than $500,000 and which provide new building space to the University.

c. For any overrun in excess of 15% of the total approved cost of any project or $150,000, whichever is less, the Vice-President (Finance and Administration) shall present such overrun to the Board for approval before any expenditure of funds is made to pay for such overrun.

d. For each project whose total estimated cost exceeds $1.5 million, and to projects over $500,000 which provide new building space to the University, the Vice-President (Finance and Administration), following consultation with the President, upon completion of the needs statement and before proceeding to the preliminary design stage, shall present to the Building Program Committee his/her recommendations about: the selection of architects, the selection of a site, the budget for the project, and, the financing of the project, for examination and, if approved by the Building Program Committee, recommendation to the Board.
e. The Vice-President (Finance and Administration), in respect of each project approved pursuant to the requirements set forth above in (d), shall present to the Building Program Committee:
   o the architect’s preliminary design,
   o the proposed budget for the project, and
   o the proposed schedule for the project,

For examination and, if approved by the Building Program Committee, recommendation to the Board.

f. In respect of each project approved pursuant to the requirements set forth above in (d) and prior to the call for tenders for such projects, the Vice-President (Finance and Administration) shall report to the Committee the results of the preparation of the final working drawings and specifications, including the final cost estimate, and if the Committee is satisfied with the report it shall be accepted that the Vice-President (Finance and Administration) has authority to call the tenders.

g. In respect of each project approved pursuant to the requirements set forth above in (d) and upon the completion of the call for tenders and prior to the letting of any contract, the Vice-President (Finance and Administration), following consultation with the President, shall report the results of the call and recommend the awarding of a contract for examination by the Committee and, if appropriate, the recommendation of this action to the Board.

h. It shall be understood that the Executive Committee, within the powers it holds to act for the Board, upon application of the Vice-President (Finance and Administration) in a situation, particularly in the summer time when it may not be possible to hold meetings of the Building Program Committee, and where delay would be harmful to the University, may act in place of the Building Program Committee and the Board in any one of the steps outlined above.

i. Upon completion of each project an analysis of all transactions associated with the project shall be carried out using the Capital Approval and Control document as a base. Such analysis shall be reported to the Building Program Committee.