By-Law Number 16-032

of

The Regional Municipality of Waterloo

A By-law to Provide for its Procurement of Goods and Services and the Disposal of its Surplus Goods and to Repeal By-law 04-093, as amended, of The Regional Municipality of Waterloo

Whereas subsection 270(1)(3) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, requires a municipality to adopt policies with respect to its procurement of goods and services;

And Whereas the Council of The Regional Municipality of Waterloo has deemed it desirable to set out its policies with respect to its procurement of goods and services in this by-law;

Now Therefore, the Council of The Regional Municipality of Waterloo enacts as follows:

Part I - Definitions

1. For the purposes of this By-law,

   “best overall cost” means the best cost after all factors and criteria as set out in the bid call are considered and is not limited to the lowest dollar price;

   “bid” means any offer or submission made by a person in response to a bid call pursuant to this By-law;

   “bid call” means any invitation to submit a quotation, sealed quotation, tender, proposal or other form of acquisition to the Chief Purchasing Officer pursuant to this By-law;

   “Chair” means the Chair of the Region or his or her designate;

   "Chief Administrative Officer" means the Chief Administrative Officer for the Region, his or her designate, or any successor position thereto;

   "Chief Financial Officer" means the Chief Financial Officer for the Region, his or her designate, or any successor position thereto;

   “Chief Purchasing Officer” means the Chief Purchasing Officer as appointed pursuant to this By-law or his or her designate;

   “Clerk” means the Clerk of the Region or his or her designate;

   “Commissioner” means the Commissioner of a Department, his or her designate, or any successor position thereto;
“compliant” means a bid that meets the terms and conditions of the bid call and that has not been qualified by the bidder;

“consultant proposal” means an offer to supply consultant services on which end results are outlined but no detailed specifications are given by the Region as to how the consultant services are to be completed or performed;

"Council" means the Council of the Region;

“Department” means any department or division of the Region;

“disability” or “disabilities” shall have the same meaning as that in the Ontarians with Disabilities Act, 2001, S.O. 2001, c.32 or any successor legislation thereto;

“emergency” means a situation where the immediate purchase of goods or services is essential to comply with any law, regulation or lawful order or to prevent delays in the work of any Department which might involve danger to life, damage to property or the provision of an essential service;

“emergency measures specialist” means an emergency measures specialist as employed by the Region or any successor position thereto;

“employee” means an employee of the Region;

“goods” includes all supplies, materials, equipment, vehicles and other personal property required for the operations or activities of the Region but does not include those goods as listed in Schedule “A” of this By-law, attached;

“litigation” means a situation where the person has commenced a proceeding against the Region or the Region has commenced a proceeding against the person, and in either case, the Region’s interest in the proceeding is uninsured;

“pending litigation” occurs where a claim which is uninsured by the Region for money or other relief, that includes a threat of legal proceedings, has been made in writing by either the person or the Region as against the other but no formal proceedings have been commenced;

“proposal” means an offer to supply goods or services on which end results are outlined but no detailed specifications are given by the Region as to how the goods or services are to be completed or performed;

“quotation” means an offer to supply certain specified goods or services at a specific rate in response to the information contained in the call for quotations;

"Region" means The Regional Municipality of Waterloo;

“Regional Solicitor” means the Regional Solicitor for the Region, his or her designate, or any successor position thereto;
“services” includes any,

(a) professional, consulting or training services;
(b) services associated with the acquisition of goods;
(c) services associated with the construction, demolition, maintenance, repair or upkeep of any buildings, premises or goods; or
(d) the rental of any real property for a short duration of time, for the Region but does not include those services as listed in Schedule “A” of this By-law, attached; and

“tender” means an offer in writing to supply certain specified goods or services at a specific rate in response to information contained in a call for tenders;

Part II – Objective

2. It is the objective of the Region that all goods and services be acquired on a competitive, fair and transparent basis in a manner that is efficient and accountable.

Part III – Chief Purchasing Officer

3. The Chief Financial Officer shall, from time to time, appoint a Chief Purchasing Officer to administer this By-law. The Chief Purchasing Officer shall be under the direction of the Chief Financial Officer and shall report to Council as required.

4. All acquisitions of goods and services by the Region and all purchasing inquiries of the Region regarding materials, prices, services, delivery, terms, conditions and adjustments shall be conducted through the Chief Purchasing Officer, in accordance with the provisions of this By-law, unless otherwise permitted herein.

5. (1) The Chief Purchasing Officer shall have all the necessary authority to administer this By-law and to carry out his or her duties on behalf of the Region.

(2) Without limiting subsection (1) of this section, the Chief Purchasing Officer shall have the authority to,

(a) designate employees of the Region to act in his or her place;
(b) acquire or dispose of goods through lease or rental agreements;
(c) establish administrative procedures and policies, which may include the establishment of any electronic bidding system, for the implementation of this By-law;
(d) establish, through consultation with the Regional Solicitor, bid documents, administrative forms, purchase orders, contracts and other documents;

(e) set, through consultation with the Regional Solicitor, the terms and conditions for a bid call;

(f) issue purchasing cards to employees and Departments for the acquisition of goods or services and to impose terms and conditions upon the purchasing cards;

(g) act as the power of attorney or agent of the Region in regard to any imported or exported goods owned or acquired by the Region; and

(h) act for the Waterloo Regional Police Services Board or any other board, committee or body associated with the Region for the acquisition of their goods or services.

**Part IV – Acquisitions**

6. (1) This Part shall apply to the acquisition of all goods and services by the Region unless otherwise permitted in this By-law or any other by-law of the Region.

(2) The Chief Purchasing Officer shall ensure that all bid calls under this Part include the criteria to be considered in order to determine the best overall cost.

7. Where a requirement for goods or services has an estimated value up to $25,000, the Chief Purchasing Officer or an authorized employee may acquire the goods or services on his or her own authority from such suppliers and upon such terms and conditions that in his or her judgment are in the best interests of the Region.

8. (1) Where a requirement for goods or services is estimated to exceed $25,001 but less than $150,001 in value, the Chief Purchasing Officer may acquire the goods or services on his or her own authority from such suppliers and upon such terms and conditions that in his or her judgment are in the best interests of the Region provided that the Chief Purchasing Officer first obtains, where reasonably possible, at least three (3) written quotations for such goods or services.

(2) Where written quotations are called for under this section, the Chief Purchasing Officer shall have the authority to accept a written quotation provided that the quotation has the best overall cost.

9. (1) Where a requirement for goods or services is estimated to exceed $150,000 but less than $1,000,000 in value, the Chief Purchasing Officer shall acquire the goods or services by advertising for tenders.
(2) Where tenders are called for under this section, the Chief Administrative Officer shall have the authority to accept a tender provided that the tender is compliant and it has the best overall cost.

(3) Notwithstanding subsection (2) of this section, only Council shall have the authority to accept a tender if,

(a) two (2) or less compliant tenders are submitted in response to a call for tenders; or

(b) the tender with the best overall cost that is compliant exceeds the budget for the acquisition of the goods or services and approval from Council to increase the budget is desired.

10. (1) Where a requirement for goods or services is estimated to exceed $150,001 in value, the Chief Purchasing Officer shall acquire the goods or services by advertising for tenders.

(2) Where tenders are called for under this section, Council shall have the authority to accept a tender provided that the tender is compliant and it has the best overall cost.

Part V – Request For Proposals

11. The Chief Purchasing Officer may conduct a request for proposals where he or she believes that the requirement for goods or services cannot be adequately defined or specified.

12. Where a request for proposals is utilized, the Chief Purchasing Officer and at least two (2) employees from a Department or Departments requiring the goods or services shall form a committee that,

(1) establishes the terms and conditions for the request for proposals along with the criteria that will be utilized for the evaluation of the proposals;

(2) advertises the request for proposals if the value of the goods or services is estimated to exceed $150,001; and

(3) evaluates the proposals and tabulates the results in accordance with the established criteria.

13. For proposals that have a value up to $150,000, the Chief Purchasing Officer shall have the authority to accept a proposal provided that the proposal is compliant and that it best meets the criteria as established pursuant to subsection 12(1) of this By-law.

14. (1) For proposals that have a value in excess of $150,001 but less than $1,000,000, the Chief Administrative Officer shall have the authority to accept a proposal provided that the proposal is
compliant and that it best meets the criteria as established pursuant to subsection 12(1) of this By-law.

(2) Notwithstanding subsection (1) of this section, only Council shall have the authority to accept a proposal if,

(a) two (2) or less compliant proposals are submitted in response to a call for proposals; or

(b) the proposal that best meets the criteria as established pursuant to subsection 12(1) of this By-law exceeds the budget for the acquisition of the goods or services and approval from Council to increase the budget is desired.

15. For proposals that have a value in excess of $1,000,001, Council shall have the authority to accept a proposal provided that the proposal is compliant and that it best meets the criteria as established pursuant to subsection 12(1) of this By-law.

16. The Chief Purchasing Officer shall have the authority to negotiate the exact terms and conditions of any contract or other document before any person’s proposal is accepted pursuant to this By-law.

Part VI – Consultant Proposals

17. Where the services of a consultant have an estimated value up to $150,000, the Chief Purchasing Officer may acquire the services on his or her own authority from such consultant and upon such terms and conditions that in his judgment are in the best interests of the Region.

18. (1) Where the services of a consultant have an estimated value in excess of $150,001 but less than $500,000, the Chief Purchasing Officer and at least two (2) employees from a Department or Departments requiring the consultant services shall form a committee that,

(a) establishes the terms and conditions for the request for consultant proposals along with the criteria that will be utilized for the evaluation of the proposals;

(b) advertises the request for consultant proposals; and

(c) evaluates the consultant proposals and tabulates the results in accordance with the established criteria.

(2) The Chief Administrative Officer shall have the authority to accept a consultant proposal under this section provided that the proposal is compliant and that it best meets the criteria as established pursuant to subsection (1)(a) of this section.

19. (1) Where the services of a consultant have an estimated value in excess of $500,001, the Chief Purchasing Officer and at least two (2) employees from a Department or Departments requiring the consultant services shall form a committee that,
(a) establishes the terms and conditions for the request for consultant proposals along with the criteria that will be utilized for the evaluation of the proposals;

(b) advertises the request for consultant proposals; and

(c) evaluates the consultant proposals and tabulates the results in accordance with the established criteria.

(2) Council shall have the authority to accept a consultant proposal under this section provided that the proposal is compliant and that it best meets the criteria as established pursuant to subsection (1)(a) of this section.

20. (1) The Chief Purchasing Officer shall ensure that the acquisition of any consultant services under this Part includes:

(a) a work plan from the consultant that is in accordance with the terms of reference for the project; and

(b) a maximum fee for the consultant in regard to all services and disbursements.

(2) The Chief Purchasing Officer shall have the authority to negotiate the exact terms and conditions of any contract or other document before any consultant’s proposal is accepted pursuant to this By-law.

Part VII – Purchase By Negotiation

21. (1) The Chief Purchasing Officer may acquire any goods or services through negotiation where,

(a) there is only one known source of supply;

(b) in the judgment of the Chief Purchasing Officer, the goods or services are in short supply due to market conditions;

(c) two (2) or more identical bids are received;

(d) the lowest bid exceeds the estimated cost and it is impractical to recall the bid;

(e) all bids received are non-compliant and it is impractical to recall the bid;

(f) one (1) or no bids are received in a bid call;

(g) the extension of an existing or previous contract would prove more cost effective or beneficial for the Region;
(h) the acquisition involves the ongoing maintenance and service requirements for Regional property;

(i) the acquisition is required or is beneficial in regard to the standardization of goods or services for the Region; or

(j) an existing contract for a good or service has been terminated prematurely and there is an immediate need for the good or service while a new bid call is put out.

(2) Notwithstanding subsection (1) of this section, the Chief Purchasing Officer shall submit any negotiated acquisition, with the exception of a negotiated acquisition to extend or renew an existing software licence or maintenance agreement that is included within the program budget, to Council for approval if the value of the acquisition exceeds $150,001.

Part VIII - Emergencies

22. (1) The Chief Purchasing Officer may acquire any goods or services that are required by the Region to respond to an emergency.

(2) Where an emergency occurs after business hours when the Chief Purchasing Officer is not available, any manager, director or Commissioner of the Region, or any emergency measures specialist for the Region, shall have the authority to acquire any goods or services that are required by the Region to respond to the emergency provided the manager, director, Commissioner or emergency measures specialist reports the acquisition to the Chief Purchasing Officer on the next business day following the acquisition.

(3) Any authority under this section shall include the authority to sign any contract or other document that may be required as part of the acquisition of the goods or services.

(4) After the emergency is over, the Chief Purchasing Officer shall report to Council any expenditure with a value in excess of $150,001 and the Chief Purchasing Officer shall include an explanation in regard to the emergency and the need for the goods or services.

Part IX - Acquisition Of Goods And Services From Government Bodies

23. The Chief Purchasing Officer may acquire any goods or services from a federal, provincial or municipal body, ministry, agency, board, corporation or authority when similar goods or services are not available from other sources.

Part X - Co-Operative Purchasing
24. The Chief Purchasing Officer may enter into arrangements with any government body, ministry, agency, board, corporation or authority on a co-operative or joint basis for the acquisition of goods or services where there are economic advantages in so doing that are in the best interests of the Region and the method of acquisition to be used is a competitive method similar to those described in this By-law.

Part XI – General

25. The Chief Purchasing Officer, wherever reasonably possible, shall seek to standardize the goods and services required by Departments so as to provide the most cost effective and efficient purchasing system.

26. The Chief Purchasing Officer, after consultation with the Department that requires the goods or services, shall ensure that all specifications and that all the terms and conditions of a bid call,

(1) are clear and concise;

(2) indicate the minimum acceptable levels of quality;

(3) are commercially practical; and

(4) encourage competitive bidding.

27. The Chief Purchasing Officer may conduct a process to pre-qualify persons or obtain desired information for any bid call where the Chief Purchasing Officer believes it to be in the best interests of the Region.

28. No requirement for goods or services shall be divided to avoid the requirements of this By-law and the total project or annual requirement shall be considered.

29. Except as otherwise stated, dollar amounts shown in this By-law that set out the parameters for acquiring goods or services or disposing of goods shall be the total cost excluding taxes and freight.

30. (1) Except where Part VIII of this By-law applies, the Chief Purchasing Officer shall ensure that the cost of any good or service acquired under this By-law has been authorized by Council through,

   (a) a by-law or resolution; or

   (b) a Department’s budget.

(2) Authorization of a capital work by Council shall constitute authorization for any acquisition of goods or services necessary to carry out the work.

31. The Chief Purchasing Officer shall require that all bids involving the construction or repair of any works for the Region with a value estimated to exceed $100,000 have security for the bid and for the performance of the contracted work in a form and an amount that best meets the interests of the Region.
32. (1) All sealed bids shall be opened in the presence of the Chief Purchasing Officer and at least two (2) employees.

(2) Every tender received within the time specified in a bid call shall be opened in full view of the bidders and any members of the public who wish to attend and each bidder’s name and the bid amount(s) shall be read aloud by the Chief Purchasing Officer and recorded.

(3) In the case where only one (1) bid is received pursuant to subsection (2) of this section, only the bidder’s name shall be read aloud.

33. (1) The Chief Purchasing Officer, after consultation with the Department that requires the goods or services, shall present a report to Council that sets out the Chief Purchasing Officer’s recommendation and justification for any bid that is to be accepted by Council pursuant to this By-law.

(2) In any report under subsection (1) of this section, the Chief Purchasing Officer shall disclose any bid that was found to be non-compliant.

34. (1) The Chief Purchasing Officer shall ensure that all acquisitions of goods through a lease or financing arrangement are in compliance with the Region’s policy on leases as established by Council from time to time.

(2) The Chief Purchasing Officer shall ensure that all purchasing orders and contracts have clear payment terms that have been reviewed, as necessary, by the Chief Financial Officer and the Regional Solicitor.

(3) The Chief Purchasing Officer shall ensure that the quality of all goods and services acquired by him or her is monitored and deemed acceptable.

35. (1) Where any purchase of goods or services has been authorized under this By-law, the Chief Administrative Officer may authorize disbursement of additional funds provided that the additional funds:

(a) shall not exceed the greater of $100,000 or ten percent (10%) of the original contract price;

(b) are available within the program budget; and

(c) are required to complete works that are necessary as part of the original contract.

(2) The conditions under subsections (1), (a), (b) and (c) of this section do not apply where the additional funds are provided to the Region by a developer, land owner or other government body.
36. The Chief Purchasing Officer, subject to the approval of the Regional Solicitor, shall have the authority to terminate a contract for the acquisition of a good or service if the grounds for termination in the contract have been satisfied.

37. The authority of the Chief Administrative Officer to act in the absence of Council shall be governed by By-law 04-063 of the Region or any successor by-law or amendments.

Part XII - Advertising

38. When any bid call under this By-law is required to be advertised, the Chief Purchasing shall, as a minimum, advertise the bid call,

(1) on the website for the Region from the date that the bid is called to and including the date on which the bid call closes; and

(2) one time, at least seven (7) calendar days before the bid call closes, in a local newspaper that has a daily circulation within The Regional Municipality of Waterloo.

Part XIII – Litigation Policy

39. The Chief Purchasing Officer shall not open and consider any sealed bid or otherwise acquire any goods or services from a person with whom the Region is in litigation or pending litigation unless approval allowing such is obtained by the person from Council prior to the close of the bid call or the acquisition of the goods or services.

Part XIV – Environmentally Sound Acquisitions

40. In order to increase the development and awareness of environmentally sound goods, the Chief Purchasing Officer shall use reasonable efforts to review all bid call specifications to ensure that wherever possible and economical, bid calls are amended to provide for expanded use of goods and services containing the maximum level of post-consumer recyclable waste or recyclable content, without significantly affecting the intended use of the good or service.

Part XV – Persons With Disabilities

41. When acquiring goods or services for the Region, the Chief Purchasing Officer shall have regard to accessibility for persons with disabilities to the goods or services.

Part XVI – Performance Evaluation

42. (1) An employee who administers a contract that was entered into pursuant to this By-law may conduct a performance evaluation in relation to the contractor at any time during or after the completion of the contract.

(2) If a contractor obtains a score of less than 80% on a performance evaluation then the Chief Purchasing Officer shall place the contractor on probation for a period of two years from the date that
the Chief Purchasing Officer gives the contractor notice of the probation.

(3) While on probation pursuant to subsection (2) of this section, each employee who administers a contract that was entered into pursuant to this By-law shall carry out a performance evaluation both during and after the completion of the contract.

(4) If a contractor receives a score of less than 80% on a final performance evaluation for a contract during a probation period then the Chief Purchasing Officer shall suspend the contractor for a period of two years from the date that the Chief Purchasing Officer gives the contractor notice of the suspension and the Chief Purchasing Officer shall not open and consider any bids or otherwise acquire any goods or services from the contractor.

(5) At the conclusion of the suspension period, the Chief Purchasing Officer may open and consider bids from the contractor, and otherwise acquire any goods or services from the contractor, but the contractor will be on probation for a one year period commencing on the date that the suspension concludes and subsections (3) and (4) of this section shall apply accordingly.

(6) Subject to subsections (7) and (8) of this section, the Chief Purchasing Officer shall have all necessary authority to implement and oversee the performance evaluation process and, without limiting the foregoing, the Chief Purchasing Officer shall have the authority to prescribe the performance evaluation forms and scoring, as needed.

(7) The Chief Purchasing Officer shall ensure that every call for bids includes a term requiring the successful bidder and contractor to agree to and partake in the performance evaluation process as required.

(8) Every performance evaluation shall be approved in writing by the Chief Purchasing Officer and a supervisor for the employee who administers the contract and a copy of the performance evaluation shall be provided to the contractor.

(9) Every contractor may, within 15 days of receipt of a performance evaluation, write to and request that the Chief Financial Officer review the performance evaluation in relation to the grounds as set out in the contractor’s written request.

(10) Upon receipt of a written request pursuant to subsection (9) of this section, the Chief Financial Officer shall review the performance evaluation based on the grounds set out in the request and the Chief Financial Officer shall have all the authority to either revise or confirm the performance evaluation.

(11) At the conclusion of the review pursuant to subsection (10) of this section, the Chief Financial Officer shall advise the contractor in writing of his or her decision.
This section shall not limit the ability of the Chief Purchasing Officer in any way to utilize third party references, internal references, performance evaluations or other information when considering a bid pursuant to this By-law.

Part XVII- Disposal Of Surplus Goods

43. (1) The Chief Purchasing Officer shall declare any goods that are owned by the Region to be surplus when the goods are,

(a) no longer required by the Region;

(b) obsolete; or

(c) in a state beyond repair having regard to their relative value.

(2) When goods are declared to be surplus in accordance with subsection (1) of this section, the Chief Purchasing Officer may dispose of the goods by public auction, tender, quotation or negotiation based on terms and conditions that are in the best interests of the Region.

(3) Where the Chief Purchasing Officer determines that surplus goods cannot be sold in accordance with subsection (2) of this section, the Chief Purchasing Officer may dispose of the goods in such manner as he or she deems appropriate.

(4) Where surplus goods have a value estimated to exceed $150,001, the Chief Purchasing Officer shall not exercise his or her authority under subsections (2) or (3) of this section unless Council gives prior approval.

(5) The Chief Purchasing Officer shall not sell surplus goods under this section to any elected official, officer or employee of the Region unless the Chief Purchasing Officer has the prior approval of Council.

(6) Nothing in this section shall prohibit or otherwise restrict the ability of Council to donate or otherwise dispose of surplus goods at below fair market value when the disposal is for the benefit of the community or for humanitarian purposes.

Part XVIII– Providing Assistance

44. The Chief Purchasing Officer, provided there is no adverse impact upon the operations of the Region, may lend, lease, rent or otherwise provide any vehicle, equipment or other goods as owned by the Region to any federal, provincial or municipal body, ministry, agency, board, corporation or authority where such is in need because of unforeseen conditions.

Part XIX– Signing Authority
45. Provided the terms of this By-law have been satisfied,

(1) the Chief Purchasing Officer may sign any contract or other document required for the acquisition of goods or services or for the disposal of goods with a value not exceeding $1,000,001; and

(2) the Chair and Clerk may sign any contract or other document required for the acquisition of goods or services or for the disposal of goods regardless of their value.

Part XX – Conflict Of Interest

46. (1) The Chief Purchasing Officer shall abide by all Regional policies concerning a conflict of interest when carrying out any duties or functions under this By-law.

(2) Without limiting subsection (1) of this section, no elected official, officer or employee of the Region shall allow contact with a person, or any officer, employee or agent of a person, who has submitted a bid to the Region unless the bid call has been awarded or the contact is for the purpose of receiving a complaint.

47. (1) The Chief Purchasing Officer shall not open and consider any bid, or otherwise acquire any goods or services from an elected official, officer or employee of the Region unless the elected official, officer or employee obtains approval from Council prior to the close of the bid call or the acquisition of the goods or services.

(2) The Chief Purchasing Officer shall not acquire a good or service with a value exceeding $20,000 based upon an unsolicited offer from a person unless the Chief Purchasing Officer obtains approval from Council prior to the acquisition.

Part XXI – Administration

48. This By-law may be cited as the “Purchasing By-law”.

49. (1) Any complaint that the Region failed to abide by the provisions of this By-law that is significant in nature shall be reported to the Chief Financial Officer and the Chief Financial Officer shall investigate the complaint and report to Council as necessary.

(2) A failure to adhere to the provisions of this By-law shall not render any acquisition, contract or other document to be void or voidable.

(3) Council may waive any provisions or requirements of this By-law.

50. The Chief Purchasing Officer, in the administration of this By-law, shall abide by all of the laws of Canada, the Province of Ontario and such other bodies having lawful jurisdiction.

51. If any section or sections of this By-law or parts thereof are found by any Court to be invalid or beyond the power of Council to enact, such section or sections or parts thereof shall be deemed to be severable and all other
sections or parts of this By-law shall be deemed to be separate and independent therefrom and shall continue in full force and effect unless and until similarly found invalid or beyond the power of Council to enact.

52. The Chief Financial Officer and the Chief Purchasing Officer shall review the effectiveness of this By-law every five (5) years and report to Council as necessary.

53. (1) This By-law shall come into effect on September 1, 2016.

(2) By-law 04-093 of The Regional Municipality of Waterloo, and any amendments, shall be repealed effective on the coming into force and effect of this By-law.

(3) Notwithstanding subsection (2) of this section, By-law 04-093 of The Regional Municipality of Waterloo, and any amendments, shall continue to apply to all bid calls commenced before its repeal.

By-law read a first, second and third time and finally passed at the Council Chambers in The Regional Municipality of Waterloo this 17th day of August, 2016.

_________________________________________   ______________________
Regional Clerk     Regional Chair
Schedule “A”

1. Meals, travel and hotel accommodation
2. Conferences, conventions, workshops and seminars
3. Memberships in associations
4. Outside legal counsel
5. Goods or services required for litigation
6. Real estate services
7. Permits, certificates, licences and other approvals acquired through a government or regulatory body
8. Investments
9. Fiscal Agency Services
10. Insurance services
11. Postage, water and sewer
12. Goods with a historical, artistic or cultural significance
13. Advertisements and public notices
14. Medical, dental and laboratory services
15. Child care services
16. Funeral services
17. Temporary help services
18. Services for the purpose of providing identified supports to vulnerable or at risk populations through public health or social service programs