The Procurement Office

Procurement Law Office | Procurement Training Office

Procurement Projects
Representative Transactions and Engagements

Federal Security Operations Centre Services NRFP (2022)
Provided full project support for the design, drafting, evaluation, and contract award negotiation stages of a two-staged dialogue RFP for a new security operation centre services contract for a federal government entity.

Regional Airport Operations Dialogue RFP (2021-2022)
Provided full project support for the design, drafting, and evaluation stages of a two-staged dialogue RFP for the outsourcing of airport operations.

Ontario Municipal Tax Administration Software NRFP (2021-2022)
Provided full project support for the design, drafting, evaluation, and contract award negotiation stages of a two-staged dialogue RFP for a new municipal tax administration system.

Ontario Agency Regulatory Solution NRFP (2021-2022)
Led contract award negotiations for a two-staged dialogue RFP for a new provincial agency regulatory system for a cloud-based solution and related implementation services.

Federal Enterprise Professional Services Supply Arrangement (2021-2022)
Advised and assisted in the design and drafting of a new open framework multi-supplier roster arrangement for the provision of multiple categories of professional services that included treaty-compliant second-stage selection processes and annual refresh protocols for a federal government entity.

Ontario Municipal Care Home Development Project NRFP (2020-2022)
Provided full project support for the design, drafting, evaluation, and contract award negotiation stages of a $100 million two-staged dialogue RFP for a design-build infrastructure project for a new municipal health agency long term care home.

Provincial Health Agency Laboratory Services NRFP (2021)
Provided full project support for the design, drafting, and evaluation stages of a multibillion-dollar two-staged dialogue Negotiated RFP for a provincial health agency.

Alberta Municipal Broadband NRFP (2021)
Assisted an Alberta municipality in the negotiations of a broadband network provider agreement as part of a Negotiated RFP process.

Ontario University ERP System Negotiations Support (2021)
Assisted an Ontario university in the negotiations of a new ERP system contract.

Ontario Agency Prequalification Framework (2021)
Assisted an Ontario agency in the design and drafting of a prequalification framework arrangement to establish a roster of service providers in compliance with trade treaty open procurement standards.

New Brunswick Agency Business Analytics Platform Implementation Services RFP (2021)
Provided full project support for the design, drafting, evaluation, and negotiation stages of a two-staged dialogue RFP process for a contract to implement a business analytics platform for a provincial agency.

New Brunswick Agency Enterprise Backup Solution NRFP (2021)
Provided full project support for the design, drafting, evaluation, and negotiation stages of a New Brunswick provincial agency enterprise backup technology services RFP.

Provincial Agency Electric Buses, Chargers, and Infrastructure NRFP (2020-2021)
Provided full project support for the design and drafting of a two-staged dialogue RFP that included the drafting of a complex multi-phased contract architecture for the design and manufacturing of new electric buses and related physical infrastructure for a provincial agency.

Provincial Health Ministry Health Care Navigation Service NRFP (2020-2021)
Provided legal advice and support through the RFP drafting, evaluation, and contract award negotiation stages of a major technology transformation project for a provincial health ministry.

Alberta Municipal Broadband Network Provider Negotiations (2020-2021)
Provided full project support for the design, drafting, evaluation, and negotiation stages of a two-staged dialogue RFP for a new broadband network provider arrangement.

Provincial Transportation Agency Electronic Fare Collection NRFP (2020-2021)
Provided full project support for the design, drafting, evaluation, and negotiation stages of a two-staged dialogue RFP process for a provincial agency mass transit electronic fare collection system contract.

Federal Agency Investment Strategy NRFP (2020)
Provided full project support for the design, drafting, evaluation, and negotiation stages of a federal strategic investment services contract.

Alberta Municipal 911 System Update Dialogue NRFP (2020)
Provided full project support for the design, drafting, evaluation, and negotiation stages of a two-staged dialogue RFP for the procurement of a new municipal 911 system for an Alberta municipality.

Ontario Regional Municipality Broadband NRFP (2021)
Provided full project support for the design, drafting, and evaluation stages of a two-staged dialogue RFP for a new broadband network provider arrangement for an Ontario regional municipality.

Federal Agency Conference Display NRFP (2020)
Provided full project support for the design, drafting, evaluation, and negotiation stages of a federal conference display design and development contract.

New Brunswick Agency Framework Agreement (2020)
Provided full project support for the design, drafting, evaluation, and award stages of a provincial agency Request for Supplier Qualifications – Framework Agreement multi-party services arrangement that incorporated treaty-compliant protocols for second-stage assignments and annual refresh processes.

Federal Agency Marketing Services NRFP (2020)
Provided full project support for the design, drafting, evaluation, and negotiation stages of a federal marketing services contract.

Alberta Municipal ERP System Negotiated RFP (2018-2020)
Acted as lead counsel advising a municipality in designing and drafting Negotiated RFP documents for a multi-phased ERP project and leading related contract award negotiations. Project involved multiple consulting services NRFPs to retain project support staff, as well as the main ERP system RFP. Also provided advice and assistance in relation to the evaluation process and competitive dialogues for this series of Negotiated RFPs.

Saskatchewan Provincial Agency Engineering Roster (2019)
Designed and drafted a Request for Supplier Qualifications – Framework Agreement for a Saskatchewan provincial agency for the prequalification of engineering consulting services and second-stage selection process for ongoing province-wide work assignments, in compliance with applicable open framework trade treaty obligations.

Ontario County Housing Development Project (2019)
Provided full project support for the design, drafting, evaluation, and award stages of a municipal housing development design-build construction project.

Police Body Camera RFP (2019)
Lead counsel advising a police services board in designing, drafting, and implementing a two-stage Best and Final Offer Negotiated RFP process for the acquisition of body cameras and related could-based data processing and storage services.

University Benefits Negotiated RFP (2019)
Lead counsel advising in the design and drafting of a two-stage Best and Final Offer Negotiated RFP process for the award of a benefits contract. Provided ongoing advice in structuring and implementing the resulting evaluation process and leading the contract award negotiations for this nine-figure transaction.

School Bus Services Negotiated RFP (2019)
Lead counsel advising a school bus services consortium in designing, drafting, and implementing a Negotiated RFP process and leading a successful contract award process.

Municipal Operations Centre (2018)
Lead counsel designing and drafting a Negotiated RFP process for the award of a contract for the design and construction of a new municipal operations centre.

Provincial Agency Back Office Hosting and Deployment Services RFP (2018)
Lead counsel designing and drafting an RFP and leading the evaluation and contract negotiations process for the award of a contract for a cloud-based service provider and related consulting contract for system deployment services.

Ontario Municipal Bridge Design-Build IPD Negotiated RFP (2016-2018)
Lead counsel advising an Ontario municipality in designing, drafting, and implementing an Integrated Project Delivery (“IPD”) Best and Final Offer Negotiated RFP process for bridge design and construction project. Provided ongoing project support in relation to evaluation and award process and related group evaluations and competitive dialogue stages.

Municipal Parks Registration System (2016-2018)
Lead procurement counsel on a large-scale Ontario municipal parks registration project using a Best and Final Offer Negotiated RFP for the acquisition of a cloud-based solution to replace the municipality's current recreational registration system. Led a multi-disciplinary negotiation team of over 20 members in successfully executing time-sensitive negotiations.

Health Agency Clinical Information Systems (2016-2017)
Provided fairness advisory services for a Negotiated RFP for a clinical information system. Support included advice and oversight during consensus scoring meetings and financial validation sessions, into Best and Final Offer submissions and through to final proponent selection.

Health Agency Air Ambulance Services (2016-2017)
Provided fairness advisory services on two concurrent Negotiated RFPs for aviation and medical crew services. Support included advice and oversight through RFP development, evaluator selection and briefings, evaluations, consensus scoring, and oral presentations through to final proponent selection.

Ontario Regional Municipality Maintenance Management System NRFP (2016)
Provided an RFP review, drafting assistance and project support for a flexible Negotiated RFP for an Enterprise Maintenance Management System that invited proposals for either an on-premises solution, a cloud solution, or a combination of both.

Ontario Municipal Lighting Systems NRFP (2016)
Provided strategic legal advice and contract drafting assistance for an innovative municipal lighting project to replace existing street lighting with a fully integrated centrally controlled lighting system city-wide.

Education-Sector Purchasing Group Bus Route Optimization Software BAFO NRFP (2016)
Provided strategic advice, legal review and drafting services for the planning and development of a Best and Final Offer Negotiated RFP for an externally hosted software-as-a-service bus route optimization software solution accessible to participating school boards province-wide.

Ontario Regional Municipality Combined Ambulance-Fire Station BAFO NRFP (2016)
Provided legal advice, including Negotiated RFP drafting services and related process advice, for a Best and Final Offer Negotiated RFP for the construction of a combined ambulance-fire station for a regional municipality. High-profile project was the municipality's first ever use of the two stage Best and Final Offer Negotiated RFP format for a major construction project.

Education Agency Software Project Support (2016)
Advised on all aspects of an RFP process providing legal advice and contract drafting for a software licensing RFP for a provincial-level education agency.

Ontario Regional Municipality Construction NRFP Project Support (2016)
Provided strategic advice in relation to NRFP contract award negotiations for construction of a major municipal infrastructure facility.

Utility Sector Consortium Joint Procurement Project Co-Ordination (2016)
Provided overall project support for a utility sector joint procurement initiative on behalf of multiple electrical utilities for the selection of a single service provider to service the multimillion-dollar small-business lighting upgrade project. Services including strategic design advice; RFP drafting support for two-stage Best and Final Offer Negotiated RFP format that enabled maximum contract aggregation and price improvements across the multi-institutional user base; advising on and coordinating multi-institutional

consensus scoring; and negotiating and drafting multi-party framework agreement terms and conditions with the selected proponent.

Alberta Municipal Fire Halls Integrated Project Delivery (2015)
Provided legal advice and related contract negotiation and drafting services for a municipal procurement using the integrated project delivery contract model for the construction of two fire stations. Project was one of the first of its kind in the Canadian public sector based on advanced US contract practices using a contract model developed by the American Institute of Architects.

School Board Purchasing Co-op Group Purchasing Initiative (2015)
Advised on all aspects of a school board group purchasing initiative for a province-wide natural gas supply contract.

Regional Municipal Police Headquarters BAFO NRFP (2015)
Provide legal services to support the drafting and development of two-staged Best and Final Offer Negotiated RFP for the construction of a new regional police headquarters. Legal services included extensive advice in relation to the contract award negotiation process for this major eight-figure infrastructure project.

University Purchasing Co-Operative Group Purchasing Initiative (2015)
Advised on a two-stage vendor of record/framework arrangement in relation to a broad range of commodities for a province-wide university sector purchasing cooperative.

Federal Entity Financial System Software RFP (2014)
Provided strategic advice for a federal government entity's acquisition of financial system software. Advised the project team on the design of their Negotiated RFP process and assisted in drafting an integrated proposal evaluation and contract negotiation process using an accelerated Best and Final Offer Negotiated RFP format.

Federal Health Sector Entity Sole-Sourcing Opinion for IT RFP (2014)
Provided risk assessment and recommendations regarding potential availability of sole-sourcing for specific IT project, including analysis of applicable trade treaty and common law obligations.

Provincial Agency Advice on Marketing Services Procurement (2014)
Provided strategic project advice for establishing a roster of marketing services vendors. Support included advising the project team on the structuring of a scope of services and evaluation process.

Purchasing Group Network Services RFP (2014)
Provided an expedited legal review for a multi-agency, multi-jurisdictional purchasing group using a Negotiated RFP for the procurement of shared network services.

University Consortium Group Purchasing BAFO NRFP (2014)
Provided strategic advice and drafting assistance to a university group purchasing organization in the deployment of a Best and Final Offer Negotiated RFP format for the negotiation and award of framework agreements to facilitate group purchasing across multiple acquisition categories.

Provincial Agency Software-as-a-Service Procurement (2014)
Provided strategic advice and transactional support using a Negotiated RFP to procurement software as a service for conducting automated province-wide testing. Support included assistance in drafting and reviewing the NRFP and in negotiating the IT contract.

Federal Entity Project Support on MFD Procurement (2014)
Provided strategic advice and transactional support to a federal entity using a Negotiated RFP to acquire enterprise-wise multi-function devices. Support included advising the project team in the design and structuring of the Negotiated RFP deliverables and evaluation criteria and in conducting the final contract award negotiations.

Negotiated RFP for Major Infrastructure Project (2014)
Provided strategic legal advice and drafting services for the development of a Negotiated RFP document for the retention of legal services in connection with a major infrastructure project.

Ontario School Board BAFO NRFP for School Construction Partnership (2013)
Assisted an Ontario school board in developing and issuing a Best and Final Offer Negotiated RFP for the selection of a construction partner to share facilities in a new secondary school.

Provincial Agency RFP for Education-Related Hosted Software (2013)
Assisted a provincial agency with a Best and Final Offer Negotiated RFP process for the acquisition of a major education-related hosted software solution.

Provincial Shared Services Organization RFP for Audit Services (2013)
Provided advice and development assistance in connection with the procurement of a long-term audit services provider to a governmental non-profit organization.

Provincial Agency RFP for Sponsorship Brokerage Services (2013)
Provided strategic legal advice in respect of the selection of the appropriate procurement format and expedited legal review and drafting services for the development of a Negotiated RFP document. Provided ongoing strategic legal advice in support of the evaluation and proponent selection process and the contract negotiation and award process.

Provincial Health Sector Agency Joint Solution RFP for Support Services (2013)
Provided legal review and drafting services for the development of a Joint Solution RFP for a multi-stage procurement process designed to allow for the joint development of a solution and the negotiation of a contract for the provision of provincial support services management.

Provincial Agency RFP for Customized Software-as-a-Service Solution (2012-13)
Assisted a provincial agency with the acquisition of a customized software-as-a-service solution. Provided legal review, advice, and drafting assistance in the development of a Negotiated RFP document and provided ongoing strategic legal advice and transaction services in support of the proponent selection and contract negotiation and award process.

Consortium of Regulatory Agencies Strategic Advice and RFX Review, IT Project (2011-12)
Provided strategic legal advice and RFP review services for a complex multi-party IT transformation project involving a cross-Canada consortia of regulatory agencies. Advised on compliance with open public procurement duties with a particular focus on the development and disclosure of evaluation, selection and award criteria and the structuring and use of a concurrent negotiation Best and Final Offer Negotiated RFP format.

Regional Municipal BAFO NRFP for Emergency Communications (2011-12)
Assisted a large municipality with the acquisition of a police and fire emergency communication system. Services included developing a flexible, concurrent negotiation Best and Final Offer Negotiated RFP

process and providing ongoing strategic legal advice and transaction services in support of the proponent selection and contract negotiation and award process.

Ontario University Information Management System RFP (2011-12)
Provided expedited assistance to a large university for the acquisition of an information management system and related services in support of the university's high-profile multibillion-dollar fundraising campaign. Advised on the RFP drafting process for a consecutive negotiation Rank and Run Negotiated RFP process and provided transactional support services for the negotiation and drafting of a complex multi-tiered software licensing and support agreement.

Federal, Provincial and University Consortium BAFO NRFP for Cloud Computing Infrastructure (2011-12)
Assisted in the expedited drafting and negotiation of a concurrent Best and Final Offer Negotiated RFP and resulting contract for a multimillion-dollar information technology hardware, software, and services acquisition related to the development and maintenance of high-performance cloud computing infrastructure. Provided strategic legal advice and drafting assistance throughout the multi-stage evaluation and concurrent negotiation process involving a multi-national IT conglomerate and a purchasing consortium including the Government of Canada, Government of Ontario, and several Ontario universities.

Provincial Agency Transactional Surge Control Services (2011-12)
Provided surge control services to assist a large provincial operational agency with multiple transactions. Provided advice and assistance in the drafting of RFPs for a wide variety of required services including the acquisition of architectural and consulting services for construction and renovation projects, as well as the acquisition of refrigeration equipment and related installation and maintenance services.

Provincial Regulatory Agency Strategic Advice and Transaction Support (2010-12)
Provided ongoing legal advice to a provincial agency in relation to its procurement processes and practices to help the institution ensure compliance with the Ontario *Procurement Directive*. Delivered transaction-specific advice and services in support of a broad range of discrete procurements.

Provincial Operational Agency Major Tourist Attraction RFP (2010-12)
Advised a provincial agency on a high-profile nine-figure RFP for a major international tourist attraction in relation to the due diligence standards required to administer a defensible evaluation process. Project support services included strategic legal advice, legal reviews of RFP documents and addenda, the customization of rank-and-run consecutive negotiation RFP process rules to help facilitate the negotiation and award of a complex multi-year contract, ongoing advice in relation to the evaluation process and negotiation and drafting services for the finalization and award of a complex long-term contract.

Ontario University Transactional Surge Control Services (2010-12)
Mobilized a multi-disciplinary team to provide surge control services to assist a university in processing multiple RFQs and RFPs. Provided ongoing legal services on multiple transactions while updating the institution's contract templates to ensure compliance with Ontario *Supply Chain Guidelines* and *Broader Public Sector Procurement Directive*. Transactions involved a diverse range of deliverables including high-value research equipment, facilities management services, information technology acquisitions and basic goods and services.

BC Provincial Agency IT Outsourcing Procurements (2010)
Provided ongoing legal advice, including expedited legal reviews of RFPs, to a provincial corporation in relation to a major multi-faceted information technology modernization project. Prepared Negotiated RFP

frameworks to facilitate the negotiation of multiple complex outsourcing agreements with selected suppliers.

Ontario University Spectrometer RFPs (2010)
Provided legal services for two concurrent rank-and-run NRFP processes for the acquisition of multiple spectrometer units required for high-profile university research projects. Led expedited negotiations with international suppliers and drafted complex multi-tiered legal agreements as part of the selection and award process.

Mid-Sized Municipal Police Headquarters Tender (2010)
Provided an expedited legal review and related drafting services to help meet tight project timeframes for a high-profile municipal construction project.

Provincial Government Negotiated Corporate Accounting Systems RFP (2009)
Provided legal advice and legal review and drafting services for a Best and Final Offer Negotiated RFP process for the acquisition of a corporate accounting services system. Provided ongoing strategic legal advice during the selection, negotiation and contract drafting and award phases of the project.

Lottery and Gaming Corporations Gaming Management System RFP (2009)
Provided legal reviews, advice and drafting assistance in relation to a nine-figure IT project for the overhaul of central casino monitoring systems for two provincial lottery and gaming corporations. Assisted in the creation of a flexible Negotiated RFP template that enabled low risk negotiations with prospective suppliers.

Ontario Regional Municipality Waste Removal RFP (2009)
Assisted an Ontario regional municipality in the development of a nine-figure waste removal RFP. Provided strategic legal advice and assisted in the coordination a multi-disciplinary drafting process and advised regional council in relation to the evaluation and award decision.

Ontario School Board School Construction Tender (2009)
Provided a legal review and advice for the preparation of a school construction tender under expedited timeframes.

Health Agency IT Field Services Pre-Qualification (2008-09)
Advised a provincial health agency and provided related drafting services in the creation of a prequalification process to establish multiple master agreements for the provision of province-wide technology services to health care practitioners.

Provincial Government Negotiated BAFO Telecommunications NRFP (2009)
Provided strategic procurement advice to a provincial government on the creation of a Negotiated RFP for a ten-figure telecommunications project involving nine separate service categories. Drafted the process rules governing the Best and Final Offer Negotiated RFP procurement process and provided ongoing evaluation and negotiation advice.