



## MEMORANDUM

To: Waterfront Toronto Vendors  
From: Kevin Newson, Director of Procurement  
Date: October 30, 2009  
Re: **Full Disclosure of Conflicts of Interest**

---

Following a recent procurement process in which Proponents neglected to declare Conflicts of Interest, Waterfront Toronto has been obliged to disqualify them from competition.

Please be advised that as one of our Vendors, your firm is obligated to declare all Conflicts of Interest upon submitting a quote or proposal of any kind to Waterfront Toronto.

As stated in "Legal and Other Matters", the final section of all Waterfront Toronto procurement documents, "Waterfront Toronto may, in its sole discretion, disqualify a Proposal or cancel its decision to make an award to any Proponent ... at any time prior to or after the execution of an agreement, if ... the Proposal, in the opinion of Waterfront Toronto, reveals a real, foreseeable or perceivable conflict of interest."

In the event that a Vendor discovers that one of its team members or key personnel has a family or business relationship that may be or be perceived to constitute a Conflict of Interest, the Vendor is expected to:

1. Send an enquiry to the email address indicated on the procurement document ([procurement@waterfrontoronto.ca](mailto:procurement@waterfrontoronto.ca)), addressed to the attention of the appropriate Procurement Manager. The email should explain the issue.
2. If the Procurement Manager confirms that the issue does not constitute a Conflict of Interest that would merit disqualification, proceed with submitting the quote or proposal, while noting the issue under the section called "Conflict of Interest" on the "Proposal Submission Form."
3. Take whatever steps may be necessary, if any, to resolve the Conflict of Interest.

It is worth emphasizing that the majority of disclosed Conflicts of Interest do not merit disqualification. They are merely noted as potential areas for review, as part of the Corporation's continued commitment to fairness, openness and transparency.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kevin Newson", with a long horizontal flourish extending to the right.

Kevin Newson  
Director of Procurement  
Waterfront Toronto