



Schedule "A" to By-law 54-2004

PROCUREMENT POLICY

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Part I

Procurement Policy Goals

- 1.1 To ensure openness, fairness, accountability and transparency while protecting the financial best interests of the Township of North Frontenac.
- 1.2 To set out guidelines for the municipality to ensure that all purchases of materials, supplies and services provide the lowest costs consistent with the desired quality, service, product delivery, efficiency and effectiveness.
- 1.3 To promote and maintain the integrity of the purchasing process and protect Council, vendors and staff involved in the process by providing clear direction and accountabilities and by reviewing the policy every three years or earlier to evaluate its effectiveness.
- 1.4 To have regard to the accessibility of persons with disabilities in the procurement of Goods and/or Services purchased by the Township of North Frontenac.
- 1.5 To encourage the procurement of Goods and/or Services with due regard to the preservation of the natural environment, vendors may be selected to supply goods or provide services made by methods resulting in the least damage to the environment. Consideration may be given to energy efficiency, reduction in solid waste for disposal, reduction in chemical emissions, and incorporation of recycled materials where practicable. When feasible, and when stated in the tender documents, preference will be given to those purchases that reduce the life cycle costs.
- 1.6 To promote the use of innovation and the use of technology in procurement activities to ensure the utilization of the most efficient and effective processes and practices.
- 1.7 To monitor and report on the economic climate and legislative changes which may have an impact on the Township of North Frontenac and to determine the appropriate actions to be taken through purchasing policies and procedures.

Part II: Definitions

As used herein the following definitions shall apply unless otherwise indicated:

“Authorized” in relation to a Person, means authorized by this Policy to act on behalf of the Township to: (i) initiate Bid Requests and other forms of Procurement activities; (ii) govern the conduct of a Bid Request; and (iii) make an Award;

“Authorized Person” means a Person who is Authorized and includes any Designates;

“Award” means the approval given by the Authorized Person to enter into a Contract;

“Bid” means a tender, quotation, proposal or other form of submission from a prospective Vendor in response to a Bid Request;

“Bid Bond” means a written, valid, subsisting, binding and irrevocable undertaking by a surety company to pay to the Township a specified amount in the event the successful bidder fails to enter into a Contract;

“Bid Documents” means the documents issued by the Township in connection with a Bid Request;

“Bid Request” means a written request by the Township for Bids in connection with the provision of Goods and or Services and includes, without limitation, Requests for Proposals, Requests for Tenders, Requests for Quotations and Calls for Tenders;

“Bidder or Tenderer” means a Person that submits a Bid;

“Construction” when used to describe a class of Procurement means a construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials and the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional services related to the construction contract unless they are included in the procurement;

“Contract” means the acceptance by the Township of a Bid in the form of a duly signed agreement or Purchase Order between a chosen Bidder and the Township for the provision of Goods and or Services;

“Council” means the Council of the Township;

“County” means the Corporation of the County of Frontenac;

“Department” means an organizational business or service unit of the Township to which Council has allocated a budget;

“Department Head” means the Township staff person responsible for the directional and operational control of a Department, including, without limitation, the Department’s budget;

“Designate” means a Person to whom authority to conduct Procurement activities has been delegated by the Authorized Person;

“Electronic Tendering System” means a world wide web or Internet based system (such as MERX) that is used by purchasers of Goods and or services to submit Bid Requests;

“Emergency” means an urgent situation involving a real or perceived threat to public health, safety or security and includes threats to financial and property interests;

“Evaluation Grid” has the meaning attributed to it in section 5.10;

“Goods and Services” means all supplies, equipment, materials, services (including without limitation, insurance, professional consulting services, and Construction contracts) to be supplied or furnished by a Vendor and all components thereof;

“In-house bidding” means a process that permits Departments to respond to Bid Requests in competition with external Bidders;

“Irregularity” in reference to the contents of a Bid means a departure from the strict requirements of a Bid Request as reflected by the Bid Documents;

“MASH Annex” means Annex 502.4 to the Agreement on Internal Trade;

“MASH entities” means those entities to which the MASH Annex applies, namely:

- Municipalities
- municipal organizations
- school boards
- publicly-funded academic, health and social service entities

“Pecuniary Interest” means a pecuniary interest, whether deemed, direct or indirect, within the meaning of the *Municipal Conflict of Interest Act*, R.S.O. 1990, Chap. M. 50 (the “MCIA”) and specifically excludes any of the exceptions noted under section 4 of the MCIA;

“Person” includes individuals, corporations, partnerships, firms and trusts and may include Council;

“Policy” means this procurement policy;

“Pre-qualification” means the process of selecting a number of prospective Vendors who are determined by Council to be experienced in the provision of a specific type of Goods and/or Services;

“Purchase / Procure” means the acquisition of Goods and/or Services by or on behalf of the Township by way of purchase, lease, or rental;

“Purchase Order” means a written offer from the Township to Purchase Goods and or Services in the form prescribed by Council;

“Request for Expressions of Interest” – a general market research tool to determine vendor interest in a proposed procurement, used prior to issuing a call for bids or proposals and not intended to result in the award of a contract.

“Single Sourcing” means the process of procuring Goods and or Services from a particular Vendor without the utilization of a Bid Request issued to other potential Vendors;

“Total Acquisition Cost” means the Township’s estimate of the amount of a particular Contract plus applicable taxes and less any applicable rebates;

“Township” means the Corporation of the Township of North Frontenac;

“Vendor” means any Person supplying Goods and or Services to the Township in accordance with the terms of a Contract; and

“Vendor of Record (VOR) Process” means a procurement process in which Bids are sought only from the members of a select group of prospective Vendors as determined by the process outlined in section 5.17.

Part III: General Provisions

Application of Policy

- 3.1 The provisions of this Policy shall be followed by all Persons who act on behalf of the Township in: (i) the issuance of a Bid Request; (ii) the conduct of a Bid Request; and (iii) the making of an Award .
- 3.2 Save and except for the provisions of Part VIII, which provisions apply to all Purchases on behalf of the Township, the Purchase of Goods and/or Services listed in Appendix A are exempt from the provisions of this Policy.

Application of the Policy to other Municipalities

- 3.3 The terms of this Policy are applicable to the Township “*mutatis mutandis*” (making the necessary alterations). Any Person carrying on activities on and from Township property must refer to the appropriate Department Head all proposals for Purchases of any Goods or Services that will be used by such Person on Township property and will thereafter become the property of the Township.

Compliance with Legislation and Trade Agreements

- 3.4 All Procurement activities on behalf of the Township shall be undertaken in compliance with Section 13 of the *Ontarians with Disabilities Act, 2001*, S.O. 2001, Chap. 32, requiring regard to accessibility for persons with disabilities to the Goods or Services.
- 3.5 The provisions of the MASH Annex and the Agreement on the Opening of Public Procurement for Ontario and Quebec (the “AOPPOQ”) are incorporated by reference into this Policy, and shall form a part hereof. In the event of a conflict or inconsistency between any provision of this Policy and a provision of the MASH Annex or the AOPPOQ, the provision of the latter referenced trade agreements shall prevail.

Restrictions

- 3.6 No Person shall approve or initiate the Purchase of Goods and or Services except in accordance with the terms and conditions set out in this Policy.
- 3.7 No Person shall divide any Contract or Bid Request into two or more parts with the intent of avoiding the application of the provisions of this Policy.
- 3.8 Unless otherwise provided, no Purchase shall be made unless approved by a Person Authorized to do so in accordance with the provisions of Appendix B (Delegation of Authority) attached to this Policy.
- 3.9 Any lease financing must be undertaken in accordance with Appendix G to this by-law.

Conflict of Interest

- 3.10 Where a Person with the ability to influence or otherwise affect the outcome of a decision to Award a Contract or to select a Bidder, either on his or her own behalf, or while acting for, by, with or through another

Person, has any Pecuniary Interest in the subject matter of such Contract or Bid Request, that Person:

- (i) shall immediately disclose the fact of the Pecuniary Interest to the Authorized Person and shall describe the general nature thereof, provided that:
 - (a) in the case where a Department Head is the Authorized Person and such Department Head has a Pecuniary Interest, the Department Head will disclose his or her Pecuniary Interest to the CAO who shall then make such directions and take such steps as are necessary to ensure that the provisions of this Policy are adhered to; and
 - (b) in the case where the CAO is the Authorized Person and also has a Pecuniary Interest, the CAO shall disclose his or her Pecuniary Interest to Council which shall then make such directions and take such steps as are necessary to ensure that the provisions of this Policy are adhered to;
- (ii) shall not take part in any deliberations regarding the Award of the Contract including any vote in relation thereto; and
- (iii) shall not attempt in any way to influence the Award of the Contract.

Authorized Persons

- 3.11 The Persons to whom authority is granted to carry on Procurement activities as Authorized Persons are identified in Appendix B (Delegation of Authority) attached to this Policy. Unless otherwise provided in this Policy, Authorized Persons shall have full authority and responsibility for the conduct of the Bid Request (including without limitation, the preparation, issuance and advertising of Bid Documents) and the Award of a Contract.
- 3.12 Unless otherwise provided in this Policy, Authorized Persons may appoint Designates to assist with or carry out the responsibilities of the Authorized Person, in which case, such Designates shall be deemed to be Authorized

Persons for the purposes of this Policy to the extent of the authority that has been delegated to them.

- 3.13 Where Council is the Authorized Person, any documents that are to be executed by the Authorized Person shall be signed by the Mayor and Clerk of the Township.

Prescribed Council Approval

3.14 The following matters are subject to Council approval:

- a) Any proposed Bid Request in connection with a procurement having a Total Acquisition Cost in excess of \$20,000 which has not specifically been authorized through the budget process.
- b) Any proposed Bid Request in connection with a procurement where the Total Acquisition cost, or in the case of proposed multiple Bid Requests with respect to a particular project or program, the sum of the respective proposed Total Acquisition Costs and other related expenses, is greater than the Council approved budget for such project or program;
- c) The Award of a proposed Contract where an Irregularity precludes the Award of a Contract to the Bidder that otherwise would likely have been selected;
- d) The Award of a proposed Contract or the making of a proposed Bid Request in respect to the procurement of a Good and/or Service that is known to be available from only one source of supply where such source of supply has not already been identified by Council as a Pre-Qualified Vendor and where the Total Acquisition Cost of such Good and/or Service exceeds \$20,000;
- e) The making of a proposed Bid Request where the Bid Request is to be restricted to a single source of supply because standardization or compatibility of supply is determined by the Authorized Person as being the overriding consideration in the selection of a Bid;
- f) Any proposed cooperative procurement in which the policies of the agency or public authorities calling the cooperative Bid Solicitation are not consistent with this Policy; and
- g) The Approval of a Contract in the case where a Contract is required in accordance with the Township 's Lease Financing By-law.

Part IV: Preparing for a Bid Request

Bid Documentation

- 4.1 All documents related to Procurement activities, including without limitation, all Bid Requests and Bid Documents, shall be reviewed by the Chief Administrative Officer (CAO) before release to prospective Bidders to ensure:
- (i) compliance with this Policy;
 - (ii) internal consistency between any Bid Documents that are proposed to be issued and those that have been issued by the Township in the past; and
 - (iii) that any substantive amendments to standard clauses have been approved by the Township's legal counsel.
- 4.2 The Authorized Person, in consultation with the Chief Administrative Officer (CAO), may seek out the expertise of external engineers, lawyers, architects, planners and other qualified professional consultants for assistance in the design of Bid procedures and in the preparation of Bid Requests and Bid Documents.
- 4.3 The Bid Documents issued in connection with every competitive Bid Request shall contain:
- (i) a privilege clause advising Bidders that the lowest or any Bid may not necessarily be accepted; and
 - (ii) a provision reserving the right of the Township to cancel the Bid Request at any time up to the Award of a Contract.
- 4.4 The Authorized Person, in consultation with the Chief Administrative Officer (CAO), shall ensure that all terms and criteria, apart from price, that are to be relied upon in awarding a Contract be fully disclosed in the Bid Documents.

Advertisement of Bid Requests

- 4.5 Bid Requests in respect of Procurements having a Total Acquisition Cost in excess of \$5,000 shall be advertised on the Township of North Frontenac's website.

- 4.6 The Authorized Person, in consultation with the Chief Administrative Officer (CAO), shall ensure that the provisions of the MASH Annex and the AOPPOQ are adhered to especially where the Total Acquisition Cost of a proposed Bid Request trigger the following thresholds:
- Goods and/or Services procurement with a Total Acquisition Cost of \$100,000 or more (both the MASH Annex and the AOPPOQ apply)
 - Construction procurement with a Total Acquisition Cost of \$100,000 or more (the AOPPOQ applies)
 - Construction procurement with an estimated value of \$250,000 or more (both MASH Annex and AOPPOQ apply)
- 4.7 In addition to the minimum standards set out in this Policy, Bid Request advertisements may be supplemented by other means of notification where deemed appropriate by the Authorized Person, in consultation with the Chief Administrative Officer (CAO), in keeping with the stated goals and objectives of this Policy as set out in Part I.
- 4.8 Prescribed minimum advertisement periods for Bid Requests are set out in the Public Notice Policy.

Bonds and Security

- 4.9 The provisions of Appendix “E” apply to this Section.
- 4.10 The Authorized Person, in consultation with the Chief Administrative Officer (CAO), **may** require that a Bid be accompanied by a Bid Bond or other similar security.

Unless otherwise specified, in circumstances where a Bid Bond or other security is required, the refundable deposit requirements for Requests for Tenders and Requests for Proposals shall be as follows, with the exception that those projects using the Ontario Provincial Safety Standards (OPSS) based tender documents the value of the Bid Bond required will be consistent with the OPSS guidelines (see Appendix E):

Total Acquisition Cost	Minimum Deposit Required
\$20,000.00 or less	\$500 (requirement at discretion of Authorized Person, in consultation with the Chief Administrative Officer (CAO).)
\$20,000.01 to \$100,000.00	5% of the Bid
>\$100,000.01	10% of the Bid

- 4.11 The Authorized Person, in consultation with the Chief Administrative Officer (CAO), shall select the appropriate means to guarantee execution and performance of the Contract. Means may include one or more of, but are not limited to, certified cheque, bank draft, irrevocable letter of credit, money order and where appropriate, a Bid Bond issued by an approved guarantee company properly licensed in the province of Ontario, on bond forms acceptable to the Township.
- 4.12 Prior to the commencement of the supply of Goods and or Services in connection with a Contract, over \$20,000.,00, all Vendors shall provide:
- (i) in respect of Contracts where the Bid is in excess of \$20,000, all Construction and other service Contracts, and in other Contracts at the sole discretion of the Authorized Person, the following security in addition to the security referred to in subsection 4.11:
 - (a) a performance bond to guarantee the performance of a Contract; and
 - (b) a labour and material Bond to guarantee the payment for labour and materials to be supplied in connection with a Contract;
 - (ii) evidence of insurance coverage satisfactory to the Chief Administrative Officer (CAO) (at no less than the minimum levels set out in Appendix "E") ensuring indemnification of the Township from any and all claims, demands, losses, costs or damages resulting from the performance of the Vendor's obligations under the Contract and from any other risk determined by the Chief Administrative Officer (CAO) as requiring coverage;
 - (iii) a Certificate of Clearance from the Workplace Safety and Insurance Board ensuring all premiums or levies have been paid by the Vendor to the Workplace Safety and Insurance Board to the date of payment for all contracts with a labour component (no dollar threshold);
 - (iv) an acknowledgement by the Vendor of its obligations under the *Occupational Health and Safety Act*, and the Township 's safety policy satisfactory to the Authorized Person in his or her sole discretion;
 - (v) where the Contract contemplates work within the traveled portion of a roadway, an acknowledgement of its

understanding of the Ontario traffic Manual and agreement to abide by that manual prior to performing any work within the roadway; and

- (vi) evidence of compliance with any other legislation by which the trade or activity is governed is to be provided.

Part V: Purchasing Methods

- 5.1 Appendix "C" applies to this section.
- 5.2 Purchase Orders are required for all purchases except Petty Cash in accordance with Part VIII.

Purchases Less Than (\$1,000) Dollars

- 5.3 Petty cash funds as established by resolution may be used by the Authorized Person for purchases under \$100 in amounts not exceeding \$100 each, in which case non-competitive direct procurement processes may be utilized.
- 5.4 All Petty Cash fund disbursements shall be evidenced by vouchers which shall be available for auditing purposes through the Treasurer.
- 5.5 A documented solicitation of 3 quotations may be undertaken for purchases between \$100 and \$1,000.

Purchases Between One Thousand (\$1,000) and Five Thousand (\$5,000) Dollars inclusive

- 5.6 A documented written solicitation of 3 quotations must be undertaken for Purchases having a Total Acquisition Cost of between \$1,000 and \$5,000 at the discretion of the Authorized Person

Purchases Between Five Thousand (\$5,000) and Twenty Thousand (\$20,000) Dollars inclusive

- 5.7 Subject to Section 5.9, a Request for Quotation shall be issued for Purchases having a Total Acquisition Cost of between \$5,000 and \$20,000 where the Vendor is not a single source vendor.

Purchases Exceeding Twenty Thousand (\$20,000) Dollars

- 5.8 Subject to Section 5.9, a Request for Tender shall be used for any purchases of Goods and/or Services having a Total Acquisition Cost exceeding \$20,000 .
- 5.9 The Authorized Person shall follow the provisions of Part VIII regarding the form of Contract required to complete the Purchase.

Request for Proposal

- 5.10 For Purchases having a Total Acquisition Cost exceeding \$5,000, a Request for Proposal shall be used in place of a Request for Tender or a Request for Quotation in circumstances where, in the opinion of the Authorized Person and in consultation with the CAO:
- a. Owing to the nature of the project: (i) the project requirements are not capable of being specifically delineated; (ii) Bidders are invited to propose a solution to a problem, requirement or objective; and (iii) the selection of a Vendor is to be based on the effectiveness of the proposed solution rather than on price alone; or
 - b. It is expected that negotiations with one or more Bidders may be required with respect to any aspect of the requirement.
- 5.11 Bids in response to a Request for Proposal shall be evaluated in accordance with the evaluation methodology set out in the Guidelines issued by the Consulting Engineers of Ontario (“Evaluation Grid”). Appendix “F” attached to this Policy contains a sample of this evaluation methodology.
- 5.12 The Finance Department *may* maintain a list of suggested evaluation criteria for assistance in preparing an Evaluation Grid, which criteria may include factors such as approach, equipment and facilities, experience and qualifications, methodology, past performance and scheduling, price and strategy.
- 5.13.1 The Authorized Person and in consultation with the CAO, may Award a Contract emanating from Bids in response to a Request for Proposal provided that
- a. The Award is made to the Bidder meeting all mandatory requirements and determined, by reference to an Evaluation Grid, as providing best value;

- b. Sufficient funds are available and identified in appropriate accounts within Council Approved Budgets; and
 - c. The provisions of this Policy are complied with.
- 5.14 The Authorized Person and in consultation with the CAO, shall follow the provisions of Part VIII regarding the form of Contract required to complete the purchase.

Suppliers of Specialized Goods and/or Services (Non-Competitive Procurements)

- 5.15 Annually, during budget deliberations, all Department Heads shall submit, for the approval of Council, a report setting out:
- (i) a list of those prospective Vendors, if any, identified to be used in Single Sourcing Procurements of specialized Goods and/or Services which must be recorded on the Vendor of Record list.
 - (ii) the Total Acquisition Costs involved in any such Contracts; and
 - (iii) the rationale for Single Sourcing in the specific circumstances of such Contracts.
- 5.16. Authorized Persons, in consultation with the Chief Administrative Officer (CAO), may Award Contracts on a Single Source, non-competitive basis to suppliers of specialized goods and/or services who are on the Vendor of Record list. The Award of the Contract will be documented by the issuance of a blanket purchase order to recognize the standing agreement.

Non-competitive contracting may be justified under the following set of criteria which includes, but is not limited to

- when there is a statutory- or market-based monopoly on the item
- when no bids were received in a competitive process
- when the required item is covered by an exclusive right such as a patent, copyright or exclusive licence
- when the purchase is already covered by a lease-purchase agreement where payments are partially or totally credited to the purchase
- when it is necessary to ensure compatibility with existing products or to avoid violating warranty/guarantee requirements when service is required
- when the required item is in short supply due to market conditions
- when competitive sourcing for low value procurement would be uneconomical or would not attract bids

- when competitive procurement may be found to be impractical for such items as meal expenses, incidental travel expenses (e.g. taxi service, phone calls), and training and education expenses
- when an urgent procurement is necessary for fulfilling a statutory order issued by a federal or provincial authority, such as an environmental, public health, or workplace safety compliance order.
- when specialized experience, knowledge or expertise is required
- when by legislation or regulation, the service can be provided only by the following licensed professionals: medical doctors, dentists, nurses, pharmacists, veterinarians, engineers, land surveyors, architects, chartered accountants, lawyers and notaries

Vendors of Record

5.17 The Township may select the VOR process of procurement if the Vendors are included on a Vendor of Record list. Generally, there shall be a documented detailed working relationship with the Vendor who will be providing the Goods or Services needed by the Township without the Township absorbing the administrative costs of seeking several quotes. The VOR process may be used either directly to Procure Goods and or Services (i.e. without further competition) or it may be used as the basis for a Bid Request.

Every three years vendors will be provided with the opportunity to be included on the Vendor of Record list through an open solicitation of expressions of interest. Current Vendors and new submissions will be reviewed using the standard evaluation grid available for the specific good or service to which the vendor relates.

A vendor who is the successful bidder in a competitive process for the Township and who provides the contracted service consistent with the requirements of the contract in a manner satisfactory to the Authorized Person will be added to the Vendor of Record list.

The VOR list shall be reviewed at least once per fiscal year by Township Council during budget deliberations to ensure the Township continues to receive Goods and Services at the best possible value. However, any VOR vendor can be removed from the list at any time on recommendation to Council by the Authorized person.

In-House Bids

5.18 In-House Bids would not normally be accepted in the Procurement of Goods and/or Services but may be considered in circumstances where Township departments can offer the goods or service at a competitive rate and Council considers it appropriate to do so. An evaluation of the In-

House Bid would be undertaken under the same criteria as that required for external vendors.

Emergency Purchases

- 5.19 Where, in the opinion of the Authorized Person and in consultation with the CAO, an Emergency exists requiring the immediate procurement of Goods and/or Services, he or she may authorize the Purchase of the required Goods and/or Services by the most expedient and economical means subject to the following:
- (i) any Authorized Person and in consultation with the CAO may authorize Emergency Purchases having Total Acquisition Costs of \$5,000 or less;
 - (ii) for Emergency Purchases having a Total Acquisition Cost greater than \$5,000 and less than \$20,000, Department Heads who are Authorized Persons require the written approval of the CAO to authorize the Emergency Purchase; and
 - (iii) for Emergency Purchases having a Total Acquisition Cost greater than \$20,000, only the Township Mayor may authorize such a Purchase.

Cooperative Purchasing

- 5.20 The Township may participate with other government agencies or public authorities in cooperative purchasing where, in the view of Township Council it is in the best interest of the Township to do so and where the purposes, goals and objectives of this Policy are complied with by such government agencies and public authorities.
- 5.21 Notwithstanding section 5.20, where the policies of the government agencies or public authorities calling the cooperative Bid Solicitation are not consistent with the Township's, the CAO will document the policy differences and present the rationale for continuing with the cooperative procurement. The CAO may recommend the cooperative procurement to Township Council for approval. The CAO will document the policy differences and present the rationale for continuing with the cooperative procurement.

Part VI: Opening and Evaluating Bids

Opening Bids

- 6.1 All Sealed Bids shall be received at the Township office where they shall be opened with at least the CAO, the responsible Department Head and the Authorized Person in attendance.
- 6.2 Bids received later than the specified closing time will be returned unopened to the Bidder.
- 6.3 Bidders may withdraw their bids at any time up to the official closing time specified in the Bid Documents in the manner specified therein.
- 6.4 Bid requests with estimated Total Acquisition Cost exceeding \$100,000 will be opened at a Council meeting.

Preference to Local Suppliers

- 6.4 Subject to the provisions of the MASH Annex, the AOPPOQ and all other applicable law, and all else being equal, local Bidders may be given preference in the selection of a Vendor.

Rejection of Bids in Reliance on Privilege Clause

- 6.5 In the event that the Authorized Person is relying on the so-called "privilege clause" (see Section 4.3 (i)) as the basis for the rejection of a particular Bid, the Authorized Person must document the specific reasons for such rejection and the reasons so stated must be consistent with considerations contained within the Bid Documents.

Only Compliant Bids to be Considered

- 6.6 Subject to Section 7.7, in evaluating Bids, the Authorized Person shall not consider any Bids that are not in compliance with the terms and conditions set out in the Bid Documents.

Duty of Fairness to Bidders

- 6.7 The Authorized Person:
 - (i) shall not permit a Bidder to alter or amend his Bid once the time for Bid submissions tenders has closed;

- (ii) shall act fairly, bargain in good faith, and not give any Bidder an unfair advantage over other Bidders; and
- (iii) shall not conduct bid shopping or procedures akin to bid shopping.

Part VII: Problems Encountered in the Administration of Procurement Procedures

Where Strict Adherence to Policy Unmanageable

- 7.1 If, in the context of either the approval to issue a Bid Request, the actual conduct of a Bid Request, or the determination of whether the Township shall enter into a Contract and with whom, circumstances arise that, in the view of the Authorized Person, would make strict adherence to the provisions of this Policy difficult, impractical, unmanageable or would otherwise run counter to the stated goals of this policy or not be in the best interests of the Township, the Authorized Person shall:
- (a) where the Authorized Person is a Department Head, advise the CAO of the Township who shall have authority to determine the appropriate action; and
 - (b) where the Authorized Person is the CAO, advise Council which shall have the authority to determine the appropriate action.

Unresponsive or Excessive Bids

- 7.2 Where Bids are received in response to a Bid Request, but all are in excess of project estimates or are non-compliant with or unresponsive to the Bid Documents then:
- (i) The Authorized Person may reissue a revised Bid; or
 - (ii) The Authorized Person, Department Head and CAO, jointly may enter negotiations with the lowest compliant Bidder to achieve an acceptable Bid within the project estimate.

Identical Bids

- 7.3 If the Lowest Compliant Bids from two or more Bidders are identical in total cost or unit price, as the case may be, the Authorized Person, in

conjunction with the CAO, may enter into negotiations with the Bidders who have submitted the identical price in an attempt to obtain a lesser price and shall maintain a record in respect of such negotiations.

- 7.4 The Authorized Person, CAO, shall not reveal information pertaining to such negotiations or the manner in which the final price was determined to any of the Bidders concerned. The Authorized Person shall include as part of the record, a report concerning the results of such negotiations.
- 7.5 If the Lowest Compliant Bids from two or more bidders are identical in total cost or unit price, as the case may be, and negotiations for the purposes of obtaining a lower price have not been successful, the Authorized Person may break the tie in a manner consistent with the provisions of the Bid Documents. In this regard, the Authorized Person shall not utilize any arbitrary means in order to break a tie, but may have regard to certain factors (including the past performance records of the Bidders) provided such factors are specifically identified in the Bid Documents as being available for consideration in the event of identical Bids.

Where Only One Bid Received

- 7.6 In the case where only one Bid is received in response to a Bid Request, the Authorized Person shall advise the lone Bidder of the fact that only one Bid was received and shall attempt to negotiate the rules under which the Bid might be opened, failing which, the Township shall offer to return the Bid unopened.

Bid Irregularities

- 7.7 The procedure for administering Irregularities shall be as set out in Appendix "D". The Authorized Person is directed to respond to an Irregularity in the manner specified in the third column.
- 7.8 Where Appendix D does not provide a clear direction to the Authorized Person in respect of a particular Irregularity, the Authorized Person shall, in the case where the Authorized Person is a Department Head, seek the direction of the CAO. Where the Authorized Person is the CAO, the CAO shall seek the direction of Council. In any case of questionable direction, the CAO may seek the opinion of the Township's legal counsel.

Part VIII: Form of **Contract**

- 8.1 The Award of a Contract over \$100 shall be made by way of a Purchase Order. All Department Heads and/or employees shall follow the in-house Purchase Order System set up by the CAO.

- 8.2 A Purchase Order alone is to be used when the resulting Contract requires standard contractual terms and conditions.
- 8.3 In addition to the Purchase Order, a formal agreement shall be used when the resulting Contract is complex and will contain terms and conditions other than standard contractual terms and conditions as determined by the Authorized Person and Treasurer.
- 8.4 Where it is deemed that a formal agreement is required, the formal agreement shall be reviewed by the Treasurer and Legal Counsel as required.
- 8.5 Where a formal agreement is required, the agreement shall be executed by the Authorized Person.
- 8.6 The use of confirming Purchase Orders is not permitted i.e. Purchase Orders should not be issued after the purchase has been made and billed. If materials are ordered verbally then a Purchase Order number shall be quoted to the supplier and the Purchase Order completed and issued immediately.

Part IX: Other

Access to Information

- 9.1 The disclosure of information received relevant to the issue of Bid Requests or the Award of Contracts emanating from Bid Requests shall be in accordance with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.M56, as amended.

Accessibility

- 9.2 This Policy and all advertising for Bid Requests and Award results will be provided electronically on the Township website by the Clerk.
- 9.3 Documents should be provided in large print upon request where feasible and at additional cost.

Policy Review

- 9.4 The Treasurer will randomly review Departmental purchasing on an ongoing basis to assess the effectiveness and efficiency of the procedures and to ensure that this Policy has been consistently applied.

- 9.5 This Policy shall be reviewed prior to the end of each Council term and any amendment thereto shall be made prior to the inaugural meeting of the next Council.
- 9.6 The review shall determine how effective this Policy has been in achieving the objectives set out in Part 1 of this Policy as well as the requirements of the *Municipal Act, 2001*, as amended.

APPENDIX A

Goods and Services “Exempt” from Provisions of the Procurement Policy

Note: All purchases shall be approved as part of the budget process prior to purchasing.

1. Petty Cash Items
2. Training and Education
 - a) Conferences
 - b) Courses
 - c) Conventions
 - d) Memberships
 - e) Seminars
 - f) Periodicals
 - g) Magazines
 - h) Staff training
 - i) Staff development
 - j) Staff workshops
 - k) Subscriptions
3. Employee Expenses
 - a) Advances
 - b) Meal Allowances
 - c) Travel & Hotel accommodation
 - d) Entertainment
 - e) Miscellaneous – Non-Travel
4. Employer’s General Expenses
 - a) Payroll deduction remittances
 - b) Licenses (vehicles, elevators, radios, etc)
 - c) Debenture payments
 - d) Grants to agencies
 - e) Payments of damages
 - f) Tax remittances
 - g) Charges to/from other Government or Crown Corporations
 - h) Employee income
 - i) Petty cash replenishment
 - j) Consumable Goods (i.e. Fuel, Oil and EFR supplies with shelf life)

5. Professional and Special Services
 - a) Committee fees
 - b) Witness fees
 - c) Court Reporters' fees
 - d) Honoraria
 - e) Arbitrators
 - f) Mediators
 - g) Legal settlements
 - h) Contracts related to the provision of "controlled acts" by persons "governed by a health profession Act" as those expressions are used in the Regulated Health Professions Act, S.S. 1991, c18 as amended

6. Utilities
 - a) Postage
 - b) Water and sewer charges
 - c) Hydro
 - d) Cable television charges
 - e) Telephone
 - f) Natural Gas
 - g) Emergency Radio Repairs

7. Advertising services required by the Township on or in but not limited to radio, television, newspaper and magazines

8. Bailiff or collection agencies

APPENDIX B

Procurement Authorizations

The following table shall determine the identity of the Authorized Person in respect of a proposed Bid Request.

Total Acquisition Cost	Authorized Person
Less than \$5,000	Department Heads
Greater than \$5,000 and less than \$20,000	Township CAO
Greater than \$20,000	Township Council

APPENDIX C

Purchasing Process, Circumstances for Use and Goals

Process	Dollar Threshold	Circumstances for Use	Goals
Informal Low Value Procurement	Less than \$1,000	When timely purchasing is critical When the formal process is not cost beneficial	To obtain competitive pricing for a one-time procurement in an expeditious and cost effective manner through phone, fax, e-mail , other similar communication method vendor advertisement or vendor catalogues
Request for Quotation	Between \$1,000 and \$5,000 inclusive	At the Department Head's discretion	Same as for Request for Tender except that bid solicitation is done primarily on an invitational basis from a pre-determined bidders list but may be supplemented with public advertising of the procurement opportunity
Request for Quotation	Between \$5,000 and \$20,000 inclusive	When supply of the good or service is required in a more timely manner and suppliers have not been identified through the Vendor of Record process	
Request for Quotation – sealed bid	Between \$10,000 and \$20,000	When quotation is for a supply and install contract or service contract	
Request for Tender	Over \$20,000-\$100,000	Requirements clearly defined	To implement an effective, objective, fair, open,. transparent and accountable and efficient process for obtaining competitive bids based on precisely defined requirements for which a clear or single solution exists
Request for Tender	Over \$100,000	Requirements clearly defined	
Request for Proposal	Over \$5,000	Project requirements not specifically delineated	To implement an effective, objective, fair, open, transparent, accountable and efficient process for obtaining unique proposals designed to meet broad

			outcomes to a complex problem or need for which there is no clear or single solution
Non-Competitive or Single Source		<p>Statutory or market-based monopoly</p> <p>No bids received in competitive process</p> <p>Item covered by exclusive right such as patent, copyright or exclusive licence</p> <p>Item covered by a lease-purchase agreement where payments are partially or totally credited to the purchase</p> <p>Where it is necessary to ensure compatibility with existing products or to avoid violating warranty/guarantee requirements</p> <p>When item is in short supply due to market conditions</p> <p>When competitive sourcing would be uneconomical</p> <p>Emergency situations</p> <p>Exempted goods, services as outlined in Appendix A</p> <p>Vendor is the only supplier of goods and or services</p> <p>Previously identified as a specialized service or product</p>	<p>To allow for procurement in an efficient and timely manner without seeking competitive pricing.</p> <p>To provide for exceptions to the procurement requirements of interprovincial trade agreements</p>

APPENDIX D
Administering Irregularities in Bid Opening

	Irregularity	Response
1	Late Bids	Automatic rejection and not opened or read publicly
2	Unsealed Bid Envelope	Automatic rejection
3	Bids written in pencil rather than typewriter or completed legibly in ink	Automatic rejection
4	Bids received on tender documents other than those provided by the County	Automatic rejection
5	Corporate Seal or Authorized Signatory signature missing	Automatic rejection
6	Failure to provide bid securities as required by tender document	Automatic rejection
7	Documents in which addenda with financial implications have not been acknowledged	Automatic rejection
8	Bid requirements not completely met	Rejection depends on significance of bid requirements oversight
9	Restricted or qualified bids	Rejection depends on significance of bid restriction or qualification
10	Bids containing clerical and/or arithmetical errors	An acknowledgement and correction by fax within 1 hour of notification, to be followed in letter form within 24 hours to correct and initial errors
11	Overwrites, strikethroughs, or erasures of bidder's entries are not initialed	24 hours to initial from time of notification
12	All other irregularities	Depending on the significance of the irregularity, at the discretion of the Department Head, in consultation with the CAO or Treasurer, the bid envelope will either be automatically rejected, 24 hours will be given to correct

		and initial, or the bid may be accepted with the irregularities
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APPENDIX E Risk Management

SECURITY DEPOSITS

Each bidder must submit a security deposit with his bid, if requested to do so. Deposit ensures that a successful bidder will enter into a formal agreement with the Township upon acceptance of the tender bid. If for some reason the successful bidder does not enter into a Contract, his security deposit is forfeited to the Township. Security deposits help to ensure that only serious bids are received for tender call.

An acceptable security deposit must be a certified cheque or appropriate bid bond made out to the order of the Township.

After the contract has been executed, the Township will return the deposits (not negotiated) after determining the successful bidder and any others to be retained. Once an agreement is completed, the Township will return the successful bidder's deposit as well as those also held.

For those projects using the OPSS based tender documents the value of the Bid Bond required as specified below will be consistent with the OPSS :

Total Tender Amount	Minimum Deposit Required
\$ 20,000.00 or less	\$ 500.00
20,000.01 to 50,000.00	1,000.00
50,000.01 to 100,000.00	2,000.00
100,000.01 to 250,000.00	9,000.00
250,000.01 to 500,000.00	19,000.00
500,000.01 to 1,000,000.00	40,000.00
1,000,000.01 to 2,000,000.00	75,000.00
2,000,000.01 and over	150,000.00

PERFORMANCE BONDS & LABOUR AND MATERIAL BONDS

Whenever a tender is let for construction or service supply, the Township demands a Performance Bond and a Labour and Material Bond, guaranteed by a surety company of good standing. These bonds protect the Township from a successful bidder who does not complete the work required in the formal contract. Where this occurs, the surety company may be required to pay the Township an amount up to the bond limit. The bond must be taken for 100% of the contract fee and be included as part of the bid itself. Otherwise the Township will not consider the bid.

INSURANCE

The standard insurance minimums are as follows:

- \$2 million – general liability policy

- \$2 million - automobile liability policy
- \$2 million – homeowners (e.g. for rental of facilities)
- \$5 million – general liability and automobile liability policies – for contract work done for most Public Works and Environmental Services Department projects which have specific high risk activities such as shoring or blasting
- \$2 million – professional errors and omissions liability
- Builder’s Risk – the amount of the project cost where new construction abuts existing structures

Bid documents must clearly indicate insurance requirements to be provided by the successful bidder.

The successful bidder must furnish the Township at his/her cost a “certified copy” of a liability insurance policy covering public liability and property damage for no less than the minimum amounts stated above in the tender documents to the satisfaction of the Township and in force for the entire contract period. The policy must contain:

- a. a “Cross Liability” clause or endorsement;
- b. an endorsement certifying that The Corporation of the Township of North Frontenac and the successful bidder are included as an additional named insured;
- c. an endorsement to the effect that the policy or policies will not be altered, cancelled or allowed to lapse without thirty days prior written notice to the Township.
- d. Contractor’s Liability Insurance Policy shall not contain any exclusions of liability for damage, etc. to property, building or land arising from:
 - the removal or weakening of support of any property, building or land whether such support be natural or otherwise;
 - the use of explosives for blasting;
 - the vibration from pile driving or caisson work, provided that the minimum coverage for any such loss or damage shall be \$5,000,000.00

APPENDIX F

CEO SELECTION

A Worked Example of Value Assessment

Four proposals for a detailed design project with prices as follows:

- A: \$615,000
- B: \$859,000
- C: \$906,000
- D: \$1,021,000

Proposal A was discarded as a rogue bid (more than 25% below average of the four proposals).

Marking of Quality and Price

Points will be awarded for each quality criteria on a stepped approach wherein the proposal judged best would receive 10 points and the others 8, 6, 4, and 2 points respectively according to how they best satisfy the particular criteria. Similarly, fees would also be rated on a stepped basis wherein the proponent with the lowest fee would be awarded 10 points, and the others 8, 6, 4, and 2 points respectively.

Decision

Even though Proposal C is a higher fee than Proposal B, the total points awarded to Proposal C was higher than Proposal B and therefore Proposal C should be awarded the project.

Weighting Criteria	%	Proposal B		Proposal C		Proposal D	
		Points 0-10	Points Weighted	Points 0-10	Points Weighted	Points 0-10	Points Weighted
Experience and Qualifications of the Project Team							
Project manager/engineer and senior designers	20	6	120	10	200	8	160
Technical support staff	6	8	48	6	36	10	60
Sub-Consultants	5	10	50	8	40	6	30
Management Qualifications							
Experience on similar projects	12	6	72	10	120	8	96
Availability of key staff	5	8	40	6	30	10	50
Stability and reputation of the firm	5	6	30	10	50	8	40
Multi-disciplinary/specialty capabilities	5	6	30	8	40	10	50
Quality assurance system	0	0	0	0	0	0	0
Local office	0	0	0	0	0	0	0
Insurance coverage	5	10	50	6	30	8	40
Project Implementation							
Approach and methodology	12	6	72	10	120	8	96
Schedule of key activities and resources	7	8	56	6	42	10	70
Project quality assurance program	8	10	80	8	64	6	48
Price	10	10	100	8	80	6	60
TOTAL MARKS 100%		748		852		800	

APPENDIX G

LEASE FINANCING POLICIES

1. Statement of Policies and Goals

The purpose of this policy is to establish a framework and outline requirements for entering into leases of municipal capital facilities, and for reporting such leases to Council as required under the *Municipal Act, 2001*, as amended, and Ontario Regulation 46/94, as amended, more particularly by Ontario Regulation 266/02.

Leasing is an important option for local governments. For a number of reasons, the Municipality may prefer to lease an asset rather than purchase it outright. The choice may be a function of strategic investment or of comparative cost. It may be economically advisable for the Municipality to enter into lease arrangements in order to acquire the rights to use capital property and equipment, including some or all of the benefits and risks of ownership, for specific periods of time and stipulated rental payments.

This policy applies to all financing leases for municipal capital facilities.

When entering into a lease arrangement, possible risks need to be assessed, such as the following:

- Leasing an asset may be more costly than buying it, if the terms of the lease are negotiated without conducting a thorough lease versus purchase analysis to assess whether terms available through leasing are more or less favourable than other arrangements.
- Risk of obsolescence may be transferred to the lessee.
- The lease is a contractual agreement and generally non-cancellable prior to its expiration.
- Fixed contractual charges have to be met.
- When the asset is expected to have a residual value at the end of the lease period, any future benefit of this residual value is lost if the asset is leased.

1.1 Definitions

For purposes of this policy the following terms are defined as follows:

Financing Lease means a lease allowing for the provision of municipal capital facilities if the lease may or will require payment by the municipality beyond the term for which the Council was elected.

Material Impact means an individual financing lease with annual payments exceeding \$30,000 which is considered by Council and the Chief Administrative Officer (CAO) to have a material impact for the purposes of Section 5 of this policy and further, any combination of leases entered into or proposed to be entered into in any year by the Municipality, with total annual payments exceeding 5% of the Municipality's Annual Repayment Limit as prescribed by Ontario Regulation 799/94, is considered by Council and the Chief Administrative Officer (CAO) to have a material impact for the purposes of Section 5 of this policy.

Municipal Capital Facilities includes land, works, equipment, machinery and related systems and infrastructure.

1.2 Classes of Municipal Facilities

Financing lease agreements may be entered into for the provision of the following classes of municipal capital facilities:

- facilities used by Council;
- facilities used for the general administration of the municipality;
- municipal roads, highways and bridges;
- municipal facilities related to the provision of telecommunications, transit and transportation;
- municipal facilities for sewage, drainage and flood control;
- municipal facilities for the collection and management of waste and garbage;
- municipal facilities related to policing and by-law enforcement;
- municipal facilities related to fire services;
- municipal facilities relating to recreational, cultural and library services; and
- municipal facilities relating to economic development and heritage preservation.

2.0 Schedule of Fixed Payments

Prior to approving any financing lease, Council shall be presented with a schedule of all fixed amounts of payment required under the lease including amounts required under any possible extension or renewal of the lease.

2.1 Financial Advice

The Treasurer, in consultation with the Chief Administrative Officer (CAO), shall prepare a report to Council with recommendations, assessing, in the opinion of the Treasurer, the costs and financial and other risks associated with the proposed financing lease, including:

- a. a comparison between the fixed and estimated costs and the risks associated with the proposed lease and those associated with other methods of financing,
- b. a statement summarizing, as may be applicable, the effective rate or rates of financing for the lease, the ability for the lease payment amounts to vary, and the methods or calculations, including possible financing rate changes, that may be used to establish that variance under the lease,
- c. a statement summarizing any contingent payment obligations under the lease that in the opinion of the treasurer would result in a material impact for the municipality, including lease termination provisions, equipment loss, equipment replacement options and guarantees and indemnities,
- d. a summary of the assumptions applicable to any possible variations in the lease payment and contingent payment obligations, and
- e. any other matters the treasurer or Council considers advisable including whether the scope of the financing lease warrants obtaining independent financial advice.

3.0 Legal Advice

The Municipality shall obtain independent legal advice with respect to the proposed financing lease.

4.0 Reporting

Where Council has entered into one or more financing leases in a year, the Treasurer shall prepare and present to Council in that year a detailed report containing:

- a. a description of the estimated proportion of the total financing arrangements that have been undertaken through financing leases to the total long-term debt of the Municipality and a description of the change in that estimated proportion since the previous year's report.

- b. a statement by the Treasurer as to whether, in her/his opinion, all financing leases were made in accordance the provisions contained in this policy.

5.0 Exceptions

A financing lease may be exempted from the requirements of this policy if the financing lease is deemed by the Chief Administrative Officer (CAO) not to materially impact the Municipality's debt and financial obligation repayment limit. The definition of material impact to be considered by the Chief Administrative Officer (CAO) in making this determination is included in Section 1.1 of this policy.

This includes the following types of leases:

- o Any lease entered into in accordance with the Municipality's Procurement Policy, including, but not limited to, leases of: office equipments; automobiles; communications equipment; machinery and equipment;
- o Any building or property lease entered into in accordance with approved policies and procedures; and
- o Any leases in place at the time of Council approval of this policy.

Although reporting requirements differ, the staff process of evaluating the financial costs and risks of the lease (versus other methods of financing) should still be utilized as guidelines.