
MEMORANDUM

CSC-C 10-2019

Subject: Recommendations for Consideration from the Procurement Advisory Committee meeting held on March 11, 2019

Date: March 20, 2019

To: Corporate Services Committee

From: Ann-Marie Norio, Regional Clerk

At its meeting held on March 11, 2019, the Procurement Advisory Committee put forward the following motions for consideration by the Corporate Services Committee:

Minute Item 4.1

Presentation

Procurement Modernization: Timeline and Accomplishments

That staff **BE DIRECTED** to provide a report outlining procedures to examine the legitimacy of corporate identity for future providers for implementation in the procurement procedures.

Minute Item 6.1

PAC-C 1-2019

Proposed Amendments to Procurement Advisory Committee Terms of Reference

That Report PAC-C 1-2019, dated March 11, 2019, respecting Proposed Amendments to the Procurement Advisory Committee Terms of Reference, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Committee **APPROVE** the proposed amendments to the Terms of Reference for the Procurement Advisory Committee as outlined in Appendix 1 of Report PAC-C 1-2019.

Minute Item 6.2

PAC-C 2-2019

Proposed Procurement Work Plan 2019-2020

That Report PAC-C 2-2019, dated March 11, 2019, respecting Proposed Procurement 2019-2020 Work Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Committee **APPROVE** the proposed 2019-2020 Work Plan for the Committee; and

2. That the Committee **DIRECT** staff to report back on topics selected by the Committee for further investigation.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA
PROCUREMENT ADVISORY COMMITTEE
OPEN SESSION**

**PAC 1-2019
Monday, March 11, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Gale, Heit, Insinna Rigby, Whalen, Zalepa

Absent/Regrets: Edgar

Staff: T. Byrne, Manager, Purchasing Services, H. Chamberlain, Director, Financial Management and Planning / Deputy Treasurer, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, B. Menage, Director, Procurement & Strategic Acquisitions, J. Mulligan, Manager, Strategic Sourcing, A.-M. Norio, Regional Clerk

Others Present: J. Armstrong, Armstrong Strategy Group

1. CALL TO ORDER

Ann-Marie Norio, Regional Clerk called the meeting to order at 1:01 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. SELECTION OF COMMITTEE CHAIR AND VICE CHAIR

3.1 Call for Nominations for Committee Chair

Ann-Marie Norio, Regional Clerk, called for nominations for the position of Chair of the Procurement Advisory Committee for the 2019-2020 term.

Moved by Councillor Gale
Seconded by Councillor Rigby

That Councillor Whalen **BE NOMINATED** as Chair of the Procurement Advisory Committee for a two-year term (2019-2020).

3.2 Motion to Close Nominations for Committee Chair

Ann-Marie Norio, Regional Clerk, called a second and third time for nominations for the position of Procurement Committee Chair.

There being no further nominations it was:

Moved by Councillor Rigby

Seconded by Councillor Insinna

That nominations for the position of Chair of the Procurement Advisory Committee for the 2019-2020 term, **BE CLOSED**.

Carried

3.3 Voting for Position of Committee Chair

There being only one nominee for the position of Committee Chair, the Regional Clerk announced that Councillor Whalen would be the Procurement Advisory Committee Chair for a two-year term (2019-2020).

3.4 Call for Nominations for Committee Vice-Chair

Ann-Marie Norio, Regional Clerk, called for nominations for the position of Vice Chair of the Procurement Advisory Committee for the 2019-2020 term.

Moved by Councillor Rigby

Seconded by Councillor Whalen

That Councillor Insinna **BE NOMINATED** as Vice Chair of the Procurement Advisory Committee for a two-year term (2019-2020).

3.5 Motion to Close Nominations for Committee Vice-Chair

Ann-Marie Norio, Regional Clerk, called a second and third time for nominations for the position of Procurement Advisory Committee Vice Chair.

There being no further nominations it was:

Moved by Councillor Zalepa

Seconded by Councillor Gale

That nominations for the position of Vice Chair of the Procurement Advisory Committee for the 2019-2020 term, **BE CLOSED**.

Carried

3.6 Voting for Position of Committee Vice-Chair

There being only one nominee for the position of Committee Vice Chair, the Regional Clerk announced that Councillor Insinna would be the Procurement Advisory Committee Vice Chair for a two-year term (2019-2020).

4. **PRESENTATIONS**

4.1 Procurement Modernization: Timeline and Accomplishments

Bart Menage, Director, Procurement & Strategic Acquisitions, provided information respecting Procurement Modernization: Timeline and Accomplishments. Topics of the presentation included:

- Procurement Modernization
- Accomplishments
- 2019/2020 Work Plan
- Templates
- Negotiated Request for Proposal
- E-Bidding: Final Transition
- Reporting
- Procurement By-law
- Summary

A copy of the presentation is attached to these minutes.

Moved by Councillor Rigby
Seconded by Councillor Insinna

That staff **BE DIRECTED** to provide a report outlining procedures to examine the legitimacy of corporate identity for future providers for implementation in the procurement procedures.

Carried

Councillor Information Request(s):

Provide information respecting the policy and/or procedure regarding when a fairness advisor is to be engaged. Councillor Gale.

Provide information respecting the purchasing and execution authority limits of staff. Councillor Gale.

5. **DELEGATIONS**

There were no delegations.

6. **ITEMS FOR CONSIDERATION**

6.1 **PAC-C 1-2019**

Proposed Amendments to Procurement Advisory Committee Terms of Reference

Moved by Councillor Rigby
Seconded by Councillor Gale

That this Committee **RECOMMENDS** to the Corporate Services Committee:

That Report PAC-C 1-2019, dated March 11, 2019, respecting Proposed Amendments to the Procurement Advisory Committee Terms of Reference, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Committee **APPROVE** the proposed amendments to the Terms of Reference for the Procurement Advisory Committee as outlined in Appendix 1 of Report PAC-C 1-2019.

Carried

6.2 **PAC-C 2-2019**

Proposed Procurement Work Plan 2019-2020

Moved by Councillor Rigby
Seconded by Councillor Gale

That this Committee **RECOMMENDS** to the Corporate Services Committee:

That Report PAC-C 2-2019, dated March 11, 2019, respecting Proposed Procurement 2019-2020 Work Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Committee **APPROVE** the proposed 2019-2020 Work Plan for the Committee; and

2. That the Committee **DIRECT** staff to report back on topics selected by the Committee for further investigation.

Carried

Councillor Information Request(s):

Request feedback from across the corporation on potential improvements to the procurement scorecard. Councillor Zalepa.

6.3 PAC-C 3-2019

2019 Meeting Schedule

Moved by Councillor Rigby
Seconded by Councillor Gale

That Correspondence Item PAC-C 3-2019, dated March 11, 2019, respecting Procurement Advisory Committee 2019 Meeting Schedule, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Procurement Advisory Committee meetings **BE HELD** at 1:00 p.m. on the following dates in 2019:

June 10, September 9 and November 11.

Carried

9. **NEXT MEETING**

The next meeting will be held on Monday, June 10, 2019 at 1:00 p.m. in the Council Chamber.

10. **ADJOURNMENT**

There being no further business, the meeting adjourned at 2:32 p.m.

Councillor Whalen
Committee Chair

Ann-Marie Norio
Regional Clerk

Procurement Modernization

Timeline and Accomplishments – Procurement
Advisory Committee: March 11, 2019

Bart Menage, CSCMP, CRM
Director of Procurement and Strategic Acquisitions
Enterprise Resource Management Services

Procurement Modernization

- In 2017, Procurement embarked on a process to further expand the transformation and modernization of the procurement function at Niagara Region which was built on previously completed achievements.
- This presentation summarizes both the achievements but more importantly, it identifies and details how the future actions outlined in the 2019/20 Work Plan will effectively build on those foundational pieces and bring Procurement closer to best in class for today and beyond.

MODERNIZATION TIMELINE



Accomplishments

2015:
PeopleSoft
Financials
related By-law
amendments
approved by
Council; PAC
established

2016: Amended
By-law comes
into effect ;
aligned with
the Go Live
date for
PeopleSoft
Financials

2016
Procurement
Templates
acquired from
the
Procurement
Office ;
implemented
in 2017

2017: PAC re-
convene to
establish the
2017/18 Work
Plan

2018/19:
Further
updates to
Templates and
By-law to
reflect Trade
Treaty
Legislation
and e-Bidding

2019/2020 Work Plan

Q2-2019:
Transition to
full e-Bidding;
updating all
templates to
electronic
submission
format.

Q3-2019
Finalize
structure for
use of
Negotiated
RFP: process
consideration,
templates and
procedures

Q4-2019:
Final
Transition to
full
electronic
submission
for all
Procurement
types

Q4-2019 –
Reporting
format
including
development
of Quarterly
Spend
Analytics

Q4-2019 /
Q1-2020:
Final
proposed
amendments
to
Procurement
By-law

WORK PLAN OVERVIEW



TEMPLATES

- Acquired in 2016 from The Procurement Office, an external legal firm which specializes in public sector procurement.
- These templates, in use since 2017 have ensured greater consistency across bid documents
- Procurement will transition all 11 templates to an e-Bidding format (3-RFP's, 2-RFT's, 2-RFPQ's, 3-RFQ's and 1-RFEOI)
- Benefits include:
 - Greater consistency across all procurements;
 - Risk mitigation via latest trends / legal review
 - Aligned with the requirements of the Procurement By-law

NEGOTIATED RFP

- Use was ratified by Council on March 22, 2018; By-law amendments in February 2019 (CSD 12-2019).
- Finalize structure for use of Negotiated RFP: process, considerations, templates and procedures
- Procurement will ensure that when employed, this approach would be the most effective and conducive strategy to achieve best value based on varying criteria including complexity and risk.
- Benefits include:
 - a lower risk legal framework
 - Flexibility and transparency in the process
 - Higher level of engagement with Bidders
 - Greater opportunity to maximize procurement results

E-BIDDING: FINAL TRANSITION

- Use was ratified by Council on March 22, 2018; By-law amendments in February 2019 (CSD 12-2019).
- Initial transition to Bids and Tenders on July 3, 2018
- Benefits include:
 - Provides the tools to develop more effective submission and evaluation processes which will improve process efficiency for both parties including a reduced bidder risk of non-compliance;
 - e-Bidding portal including availability of electronic bid documents will allow for easier access to opportunities, reduced administration, electronic submissions and trade treaty compliance
 - Results available in real time, exportable to tabulated view for side by side comparison of unit prices or lump sum
 - Eliminate the need for bidders to personally deliver or courier their bids into Niagara Region

REPORTING: COMMITTED PO VALUES

- Review and Analysis of data by type, by vendor etc.,
- Procurement Quarterly Dashboard Report
- Utilize improved data quality to build a comprehensive view to identify opportunities:
 - Work collaboratively with Clients to leverage spend across business units.
 - Streamline and centralize procurement process and other administrative efficiencies.
 - Manage risk and maverick spending to ensure compliance.
 - Benchmark against internally established KPI's

PROCUREMENT BY-LAW

- The Commissioner of Enterprise Resource Management Services/Treasurer shall review the effectiveness of this By-law at least every five (5) years and report to Council as necessary.
- Aside from accountability and efficiency benefits that flow from having procurement policies in place, there are several other important reasons to establish, review and amend these policies regularly including:
 - maintaining the integrity and protecting stakeholder interests in the procurement process
 - providing context for addressing the current key issues related to procurement
 - mitigate legal risk associated with utilizing practices not set out in (or anticipated by) the procurement policy
 - ensure the overall framework for proper and effective procurement processes meet operational needs
 - ensuring effective financial control including delegated authority

PROCUREMENT BY-LAW

- Consideration during the review process will include:
 - A complete review of the current By-law
 - Comparison to other municipalities of similar size and structure
 - What process will be used, refine the goals for each including circumstances for their use
 - Review and evaluated the effectiveness of the processes
 - Determine the sections that have not been effective or have presented challenges
 - Determine what revision to current requirements are required and what new requirements should be introduced
 - Meetings with stakeholders to examine and discuss all the clauses/sections of the current By-law
 - Assessment of By-law versus procedural manual

SUMMARY

The plan including this latest rendition of action items remains solidly grounded and focused on a continued migration to a best in class procurement organization via the consideration, adoption and implementation of leading practices and innovation in public sector procurement.

Subject: Proposed Amendments to the Procurement Advisory Committee Terms of Reference

Report to: Procurement Advisory Committee

Report date: Monday, March 11, 2019

Recommendations

That the Committee **APPROVE** the proposed amendments to the Terms of Reference for the Procurement Advisory Committee as outlined in Appendix 1.

Key Facts

- The purpose of this report is to seek Committee approval for proposed amendments to the Terms of Reference in accordance with Section 11 of the current Terms of Reference which suggests that they should be reviewed and refined at a minimum of every four years to ensure that they remain current and meaningful.
- Aside from minor housekeeping and formatting and other changes to Sections, more substantive amendments are being proposed for Section 3: Responsibilities and Section 5: Meetings.

Financial Considerations

Not Applicable.

Analysis

The Public Works Bidding Process Evaluation Review Committee was formed and met initially on Sept 23, 2013. Draft Terms of Reference were received for information at this time.

At that time, the mandate set out by Council and outlined in the draft Terms of Reference was that: *"This Committee shall assess and re-evaluate our existing grading, weighting and scoring matrix for all Public works projects and provide recommendations to improve the effectiveness and transparency of the bidding process"*

Recommendation 1 from CSD 49-2015 dated May 13, 2015 was approved to amend the committee name from the Public Works Bidding Process Evaluation Review Committee to the Procurement Advisory Committee. On June 30 of that year, the Committee approved the current Terms of Reference which expanded the focus of the original mandate to effectively include the broader procurement purview of the Corporation.

Terms of Reference Section 11 suggests that the Terms of Reference should be reviewed and refined at a minimum of every four years to ensure that they remain current and meaningful.

With the exception of minor housekeeping and formatting changes which have been incorporated and accepted, the remaining changes to the Sections including the more substantive amendments to Section 3 (Responsibilities) and Section 5 (Meetings) are reflected in the “red line” document appended to this report, specifically:

- Section 3 which now includes the addition of due consideration to trends related to challenges and opportunities for innovation in Public Sector Procurement and the inclusion of external delegates to address the committee on matters related to public procurement; and
- Section 5 which proposes that the frequency of scheduled meeting be increased from semi-annually to quarterly.

Alternatives Reviewed

The Committee may elect to maintain the current Terms of Reference however this would not be recommended by staff as the proposed amendments seek to increase the frequency of meetings and in addition to bringing greater clarity to the mandate of the committee. Alternatively, the committee may elect to incorporate further amendments to the proposed Terms of Reference. Matters outside of the mandate of this committee would be brought directly to Corporate Services Committee.

Relationship to Council Strategic Priorities

Procurement and its related activities are critical in maintaining taxpayer affordability.

Other Pertinent Reports

- CSD 49-2015 Procurement Advisory Committee, May 13, 2015
- PAC-C 1-2015 Procurement Advisory Committee, June 30, 2015

Prepared by:

Bart Menage, CSCMP, CRM
Director, Procurement & Strategic
Acquisitions
Enterprise Resource Management
Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Enterprise Resource Management
Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Jeffrey Mulligan, Manager, Strategic Sourcing and Tracie Byrne, Manager of Purchasing Services.

Appendices

Appendix 1

Proposed Red Line changes to Terms of Reference

Page 4

PROCUREMENT ADVISORY~~Procurement Advisory~~ COMMITTEE~~Committee~~
TERMS OF REFERENCE~~Terms of Reference~~

1. Background & Preamble

The Bidding Process Evaluation Review Committee was established by direction of Regional Council in April 2011, to review the bidding and/ evaluation process for awarding Public Works projects and make recommendations on ways of improving its effectiveness and transparency.

In 2015 the Committee, for a variety of reasons, was repositioned to take on an expanded role and review procurement matters on an organization-wide basis. Due to this new focus the Committee's name was changed to the Procurement Advisory Committee (PAC). The PAC operates in accordance with these terms of reference.

2. Mandate

The Committee's mandate is to:

- a) Review the Procurement By-law and recommend changes as necessary.
- b) Review and provide feedback on processes and procedures involving procurement.

3. Responsibilities

The Committee will:

- a) Recommend to the Corporate Services Committee and Regional Council any potential changes to the Procurement By-law.
- b) Review Niagara Region's procurement processes and procedures including such matters as bid solicitation and methodology, and evaluation methodology.
- c) Give due consideration to procurement related trends related to challenges and opportunities for innovation in Public Sector Procurement including but not limited to legislative changes and their impact in the aforementioned (3a and 3b)
- e)d) Additionally, the ~~The~~ Committee may from time to time hear from Niagara Region staff or external delegates on public procurement matters, initiatives and trends including those identified above, delegations on the Procurement By-law or Niagara Region's procurement processes or procedures.

4. Composition

The Committee will be comprised of a minimum of three ~~members of Regional Council~~ to a maximum of eight members of Regional Council.

The Committee shall appoint from the membership a Chair and Vice-Chair at its first meeting. All members of the Committee shall be allowed a vote. There shall be no compensation payable to the members of the Committee.

The following members of staff will serve as resources for the work of the Committee:

- (i) The Commissioner of Enterprise Resource Management Corporate Services (or designate);
- (ii) The Commissioner of Public Works (or designate);
- (iii) The Director of Procurement and Strategic Acquisition;
- (iv) The Director of Legal and Court Services; and
- (v) Any additional members of staff who from time to time may be required.

~~Additional members of staff may be present from time to time as needed.~~

5. Meetings

The meetings of the PAC are public. Meetings shall be held quarterly ~~semi-annually~~ or at the call of the Chair for special issues or circumstances. Meetings shall be governed by the Region's Procedural By-law, being a by-law to govern the calling, place and proceedings of the meetings of Council and its Committees, as may be amended from time-to-time.

6. Reporting Structure

The PAC will report to Regional Council through the Corporate Services Committee.

7. Committee Work Plan

The PAC will provide guidance to staff in the development of an annual work plan identifying the specific initiatives and activities to be undertaken within each of the areas of focus, inclusive of budget needs, to further guide decision-making and resource management.

8. Term

The term of membership shall be four years, concurrent with Regional Council's elected term of office, and the membership shall be approved by Council in accordance with membership requirements in the Terms of Reference.

~~9. Roles~~ ~~OLES~~ & ~~Responsibilities~~ **ESPONSIBILITIES**

~~10.9.~~

Chair & Vice Chair

A Chair and Vice Chair will be elected from Committee members on a biannual basis at the first meeting of the New Year to preside over meetings and Committee business.

It is the role of the Chair to preside over Committee meetings so that its business can be carried out efficiently and effectively, and to act as a liaison between the Committee, the Corporate Services Committee and Regional Council.

It is the role of the Vice Chair to preside over Committee meetings in the absence of the Chair and to perform any other duties delegated by the Chair or as assigned by the Committee through a majority vote.

Committee Members

All PAC members, including the Chair and Vice Chair, have the responsibility to help achieve the PAC's Mandate and Responsibilities. Committee members are also responsible for:

- Reviewing meeting materials in advance of the meetings and arrive prepared to provide a broad perspective on the issues under consideration;
- Working diligently to complete assigned activities;
- Participating on working groups, as appropriate;
- Agreeing to describe, process and resolve issues in a professional and respectful manner;
- Providing input ~~to~~ into help the identification of ~~identify~~ future projects or strategic priorities which will form the basis of ~~for~~ future years' work; and

- Communicating activities of the Committee to groups represented or those who may have an interest and offer information back to the Committee.

11.10. Absenteeism ~~BS~~SENTEEISM

Members who miss three unauthorized consecutive meetings shall be deemed to have resigned from the Committee and will be notified of this in writing by the Committee Chair.

12.11. Amendments ~~MENDMENT~~ to the Terms of Reference ~~S TO THE~~ ~~TERMS OF REFERENCE~~

The Terms of Reference should be reviewed and refined at a minimum of every four years to ensure that they remain current and meaningful.

Proposed amendments to the ~~Proposals to amend the~~ Terms of Reference shall require the approval of a majority of the Procurement Advisory Members present and those amendments if approved will ~~members present. Proposed amendments to the Terms of Reference~~ ~~shall~~ be submitted to Regional Council for approval through the Corporate Services Committee. Amendments to the Terms of Reference ~~and~~ shall take effect only upon the approval of Council.

Subject: Proposed Procurement 2019-2020 Work Plan

Report to: Procurement Advisory Committee

Report date: Monday, March 11, 2019

Recommendations

1. That the Committee **APPROVE** the proposed 2019-2020 Work Plan for the Committee
2. That the Committee **DIRECT** staff to report back on topics selected by the Committee for further investigation

Key Facts

- The purpose of this report is to seek approval from the Procurement Advisory Committee on the proposed 2019-2020 Procurement Work Plan and as by doing so ensure the Committee and Council are receiving relevant information related to procurement initiatives.
- Niagara Region's practices in procurement have undergone a number of significant changes in the past four years, and while Procurement has been previously guided by the tasks as approved by Council in CSD 72-2016, there are a number of areas which should remain the focus for Procurement going forward.

Financial Considerations

Not Applicable.

Analysis

In September 2017, the previous Committee approved the 2017-2018 Procurement Work Plan (PAC-C 1-2017) which identified a number of areas that would be the focus for Procurement. That report also sought direction from the previous Committee on additional areas which could be included in the Work Plan to ensure that this Committee and ultimately Council were receiving relevant information related to procurement initiatives. This report consolidates information from that initial Work Plan and feedback from the Committee.

In November 2017, the previous Committee approved an amendment to the 2017-2018 Work Plan (PAC-C 2-2017) which accelerated the following specific Work Plan items: eProcurement Software Solutions strategy and Negotiated RFP template and procedures, respectively.

The Work Plan is grounded in the guiding principles of sustainability by assessing the strategies, resources and technology required to facilitate innovation, continuous improvement and governance. This latest rendition of the proposed Work Plan builds on previous successes including the achievement of 2017/18 action items.

Procurement is confident that the Work Plan items identified herein represent a continuation of this modernization and transformation process which will further serve to strengthen the Niagara Regions' procurement function. The ongoing review, consideration and development of policies, procedures, processes and technologies will further improve the process by which goods, services and construction are procured.

Procurement remains committed to continually drive efficiencies in our process to reduce procurement cycle times via streamlined and technology-enabled processes and that, coupled with corporate savings achieved through strategic sourcing and leveraging spend ensure that value for money outcomes will effectively contribute to the Region's long-term sustainability.

The Work Plan also considers a communications plan targeting all stakeholders who will serve to support the ongoing implementation of the strategy including: staff updates, briefing packages, training and education sessions (for all stakeholders) including the utilization of Niagara Region resources such as the internal intranet (The Vine) and Niagara Region's website.

Given the aforementioned, Procurement is proposing that the following key items be undertaken as part of its 2019 – 2020 Work Plan:

1. E-Bidding Phase II: Continued migration to electronic bidding including a gradual implementation path based on each procurement type; one which provides consideration to lessons learned with full transition to electronic submissions by the end of 2019. *Timeline – Q4 2019*
2. Procurement Templates: In support of Work Plan item 1, a continued conversion of all templates to a format which is conducive to e-Bidding. *Timeline – Q2 2019*
3. Procurement By-law: With the recently approved Procurement By-law amendments (February 2109), Procurement will consider further changes to the Procurement By-law including consultation and planning with industry, peers and stakeholders; internal (staff) and external (GNCC, NPPC and NCA etc.) *Timeline – Ongoing with complete by Q4 2019/Q1-2020*
4. Negotiated RFP: With the recently approved Procurement By-law amendments (February 2019) introducing this process; finalize templates and procedures. *Timeline – Q3 2019*

-
5. Ongoing developing of quarterly spend analytical reports to identify opportunities, drive savings and compliance. *Timeline – Q4 2019*

With regards to a consideration item from the previous Committee related to engaging local contractors more effectively and improving supplier relationships, Procurement continues to represent Niagara Region in these broader collaborative discussions with various stakeholder groups including the Public Procurement for Local Prosperity Committee (PPLP), Niagara Public Purchasing Committee (NPPC), Niagara Construction Association (NCA) and other industry associations and partners.

As part of its proposed Work Plan, staff will specifically report back to the Committee on Work Plan item 3 for input and approval. Other items may be brought back to Committee for input, approval or general update.

Other items that could be considered by the Committee:

- Undertaking Procurement Procedure Review and Documentation;
- Reviewing and implementing changes to the RFP Evaluation Process;
- Vendor and/or Contract Management;
- PO and Project contingencies, procurement practices and cost overruns; and
- Continuing the tasks outlined in CSD 72-2016 which relates to training and involvement in key corporate initiatives.

Alternatives Reviewed

There are no other alternative Work Plans, however Committee can amend the Work Plan.

Relationship to Council Strategic Priorities

Procurement and its related activities are critical in maintaining taxpayer affordability.

Other Pertinent Reports

- CSD 72-2016
- PAC-C 1-2017
- PAC-C 2-2017

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Director, Procurement & Strategic
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Enterprise Resource Management
Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Enterprise Resource Management
Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Jeffrey Mulligan, Manager of Strategic Sourcing and Tracie Byrne, Manager of Purchasing Services.