



Procurement & Strategic Acquisitions (P & SA) Corporate Services Committee

October 11, 2023

WHO WE ARE: PROCUREMENT

Two managers with responsibility split between:

- Public Works (Transportation, WWW, WM, and NTC)
- Non-PW (Corporate Services, Community Services, Public Health, Growth Strategy and Economic Development and NRPS)

Managers lead a team of 11 including:

- 1 Analyst (Reporting, Template Updates, eBidding)
- 2 Senior Agents (Tier 1/2 – High Value/Profile Projects Non-Standard)
- 6, Agents, (Tier 2)
- 1 Junior Buyer (Tier 3) and
- 1 Assistant (administrative support Pcard, Supplier Admin)

WHO WE ARE: REAL ESTATE

A Manager responsible for the management, support, and leadership of 4 staff including:

- 2 Officers (project management of the acquisition of real property interests for Regional Capital projects, disposition of surplus property, and easements).
- 1 Advisor (property acquisition for non-capital related projects, disposition of surplus property, and assist/mentor the Coordinator with leases, licenses, and encroachment agreements as required)
- 1 Coordinator (negotiating and maintaining all aspects of leases, licenses, and encroachment agreements as required).

WHAT WE DO: PROCUREMENT

- All competitive procurements to acquire any goods, services and construction with an annual budget greater than \$25,000.
- Through Sept 2023, 117 procurements with approximately \$64 million in awarded contract value
- In 2022 (260/\$325m); In 2021 (220/\$230m)
- Supplier and P-Card (Visa) Administration
- Responsible for eProcurement (PeopleSoft) functions including PO amendments and closing of active PO's

WHAT WE DO: REAL ESTATE

- Collaborate with Region client groups on proposed construction projects and site selection on full/partial property acquisitions and/or property requirements to accommodate; Road reconstruction/widening, intersection improvements; Water tower/sewage pump station locations and Buildings/office space
- Property dispositions of surplus or vacant lands
- External requests to Niagara Region for use of property: Telecom/Antenna requests; Billboard and/or other encroachments with Region owned lands
- Niagara Region requirements to Lease/License private property: Buildings/office space; Unforeseen or emergency requirements (Vaccinations, Emergency Shelter)

HOW WE DELIVER: P & SA

- We recognize the importance of our role in providing the subject matter expertise to support Regional Departments.
- We continually seek to engage in fulsome discussions to understand requirements and propose solutions to achieve outcomes, all in compliance with applicable By-laws
- We proactively challenge and ask questions to ensure that any unidentified risks are considered/mitigated, and successful outcomes are achieved.

HOW WE DELIVER: PROCUREMENT

- **Stage 0:** Intake submitted with approved requisition, scope of Work/Specifications and Insurance; Procurement review and assignment to team based on timing, complexity (Tier) and capacity
- **Stage 1:** Under Review - Document Drafting with Department
- **Stage 2:** Posted/Invited
- **Stage 3:** Proposal Evaluation: Tender: Compliance/budget
- **Stage 4:** Award – Contract Drafting/WSIB/Insurance/Surety

HOW WE DELIVER: REAL ESTATE

- **Step 1 Project:** Review timeline and requirements
- **Step 2 Property Requirements:** Determine the type of acquisition, cost impacts, and other property requirements
- **Step 3 Title Work:** Investigate ownership, encumbrances
- **Step 4 Surveys:** R-plan requirements (legal description)
- **Step 5 Property Valuation:** Appraisals/Due Diligence
- **Step 6 Negotiations and Land Acquisition:** Property owners

OUR INITIATIVES: PROCUREMENT

- Weekly Procurement Project Prioritization for review and assign essential capital and operational projects.
- By-law Update, Training and Administration
- Development of Procurement Protocols
- Electronic Bidding - online internal evaluations for Proposals
- Region wide Vendor Management program
- Co-operative achievements; Fuel contract – NR Fleet and W-WW have joined and NTC will in January 2024.

OUR INITIATIVES: REAL ESTATE

In addition to acquisitions/dispositions, leases/licenses, encroachments, and other permissible agreements, Real Estate have also been key contributors to the following initiatives

- Public Health in maintaining required locations for vaccinations
- Community Services in locating Emergency Shelter locations
- Housing Master Plan Sub-Working Group creating initiatives related to the implementation of the Consolidated Housing Master Plan (CHMP)
- EMS 10-year Master Facility Plan
- Telecom Policy

Key Capital Acquisitions

- Montrose Road reconstruction (New Hospital in Niagara Falls)
- St. Paul Street West Go Station initiative
- Garden City Skyway Twinning project & Diamond Diverging Interchange.

OUR PRIORITIES: NEW BY-LAW

November 2023

External recommendations from Procurement Office

- Focus on high-level governance: principles; roles and responsibilities, delegations of authority for procurement approvals and contracting activities
- Refine content for improved readability and flow.
- Removed procedural content; limits and methods (Competitive and Non-Competitive)
- Developing a suite of procedural content in 15-18 protocols

OUR PRIORITIES: SOCIAL PROCUREMENT UPDATE

Supply Chain Diversity Initiative

- Reviewing Supply Chain Diversity implementation data (operational) from other surveyed municipalities
- Ongoing consultations with Certified Diverse Agencies
- Assessing Social Procurement Surveys (6 municipalities) Goal: Develop Supplier and Web based Survey (Q3-2023)
- With ERP Support: PeopleSoft Supplier Admin enhancements Goal: Prepare for analytics and future reporting (Q2 -2024)

STATISTICS ASIDE

- Deliver value and support to all Departments and Divisions, and some Commissions
- Ensure processes are transparent, free of real or perceived conflict and beyond reproach; objectivity/integrity in all we do
- Adhere to the key principles of open, fair and transparent to mitigate reputational and legal risk
- Achieve best value for Niagara Region and maximize outcomes/savings