

**Audit and Budget Committee Meeting
Thursday, March 12, 2020
9:30 a.m.
Ball's Falls Centre for Conservation
Glen Elgin Room
3292 Sixth Avenue, Jordon, ON**

R E V I S E D A G E N D A

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF THE MINUTES

- 3.1 Minutes of the NPCA Audit and Budget Committee meeting dated October 7, 2019

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4. APPOINTMENT OF COMMITTEE CHAIR AND VICE CHAIR

- 4.1 CAO assumes the Chair
4.2 Appointment of Scrutineers
4.3 Election of Chair
4.4 Election of Vice Chair

5. CORRESPONDENCE

6. DELEGATIONS / PRESENTATIONS

7. CONSENT ITEMS

8. DISCUSSION ITEMS

- 8.1 Report No. A&BC-01-2020 RE: Procurement Policy

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- 8.2 Report No. A&BC-02-2020 RE: Delegation of Authority

Page # 32

- 8.3 Verbal Update – Operating and Capital Budgets - 2020

- 8.4 Establishing a 2020 Audit and Budget Committee Meeting Calendar (Verbal)

9. NEW BUSINESS

10. ADJOURNMENT

**AUDIT AND BUDGET COMMITTEE
MEETING MINUTES**

Monday, October 7, 2019
9:30 a.m.
Ball's Falls Centre for Conservation
Glen Elgin Room
3292 Sixth Avenue, Jordan, ON

MEMBERS PRESENT:	J. Metcalfe, Vice Chair S. Beattie D. Bylsma (ex-officio) R. Foster K. Kawall B. Wright
ABSENT:	B. Steele
OTHERS:	J. Hellinga E. Smith (arrived 10:09 a.m.)
STAFF PRESENT:	G. Bivol, Committee Clerk R. Bisson, Manager, Communications and Public Relations A. Christie, Acting Senior Manager, Operations and Special Projects J. Fazekas, Acting Superintendent, Ball's Falls Conservation Area L. Gagnon, Director Corporate Services E. Gervais, Procurement Specialist D. MacKenzie, Director, Watershed Management S. Miller, Senior Manager, Water Resources and Restoration G. Verkade, Senior Manager, Integrated Watershed Planning and Information Management

1. CALL TO ORDER (BY THE VICE CHAIR)

Committee Vice Chair Metcalfe called the meeting to order at 9:30 a.m. and turned the proceedings over to the Committee Clerk to call the election of the Chair.

2. ELECTION OF CHAIR AND VICE CHAIR

The Committee Clerk called for scrutineers, outlined the election process and called three times for nominees to the position of Chair.

Recommendation No. A&BC-25-19
Moved by Board Member Beattie
Seconded by Board Member Foster

THAT the following individuals **BE APPOINTED** as scrutineers: Adam Christie and Darren MacKenzie.

CARRIED

Recommendation No. A&BC-26-19
Moved by Board Member Foster
Seconded by Board Member Beattie

THAT the following Member **BE NOMINATED** as Chair of the Audit and Budget Committee: J. Metcalfe.

There being only one nominee for the position of Audit and Budget Committee Chair, the Committee Clerk announced that Member Metcalfe, having accepted the appointment, would be the Audit and Budget Committee Chair. He then turned the proceedings over to Chair Metcalfe to conduct the vote for a Vice Chair. The Chair called three times for nominations to the Vice Chair position. Members Foster and Kawall accepted their respective nominations.

Recommendation No. A&BC-27-19
Moved by Board Member Beattie
Seconded by Board Member Bylsma

THAT the following Member **BE NOMINATED** as Vice Chair of the Audit and Budget Committee: R. Foster.

Recommendation No. A&BC-28-19
Moved by Board Member Wright

THAT the following Member **BE NOMINATED** as Vice Chair of the Audit and Budget Committee: K. Kawall.

Recommendation No. A&BC-29-19
Moved by Board Member Kawall
Seconded by Board Member Foster

THAT nominations for the position of Vice chair **BE** deemed **CLOSED**.

CARRIED

With the closing of nominations, the election of Vice Chair proceeded. Member Foster was elected and announced as Vice Chair of the Audit and Budget Committee.

2. **ADOPTION OF AGENDA**

Recommendation No. A&BC 30-19
Moved by Board Member Beattie
Seconded by Board Member Foster

THAT the NPCA Audit and Budget Committee agenda be adopted.

CARRIED

3. **DECLARATIONS OF INTEREST**

There were no declarations of pecuniary interest.

4. PRESENTATIONS (and/or Delegations)

- a) PowerPoint presentation by L. Gagnon, Director of Corporate Services RE: 2020 Capital Budget – Subsequent to her presentation, Ms. Gagnon and NPCA staff addressed questions of the Members. Discussion ensued.

Recommendation No. A&BC 31-19
Moved by Board Member Foster
Seconded by Board Member Beattie

THAT the PowerPoint presentation by L. Gagnon, Director of Corporate Services RE: 2020 Draft Capital Budget **BE RECEIVED**.

CARRIED

5. BUSINESS FOR INFORMATION

There were no items for information.

6. BUSINESS FOR CONSIDERATION

- a) Minutes of the Audit and Budget Committee Meeting dated September 5, 2019 – The approval process for minutes was discussed with staff given suggestions for streamlining the process.

Recommendation No. A&BC 32-19
Moved by Board Member Foster
Seconded by Board Member Beattie

THAT the minutes of the Audit and Budget Committee meeting dated September 5, 2019 **BE APPROVED**.

CARRIED

- b) Report No. A&BC-06-19 RE: 2020 Draft Capital Budget – Discussion ensued. Member Beattie requested notation in the minutes that he would be voting against the recommendation to forward the 2020 Draft Capital Budget for final Board approval.

Recommendation No. A&BC-33-19
Moved by Board Member Kawall
Seconded by Board Member Foster

THAT Report No. A&BC-06-19 RE: 2020 Draft Capital Budget **BE RECEIVED**.

AND THAT the 2020 Draft Capital Budget **BE RECOMMENDED** to the Board of Directors for approval.

CARRIED

Recommendation No. A&BC 34-19
Moved by Board Member Foster
Seconded by Board Member Beattie

THAT the staff **BE DIRECTED** to prepare a report for the Full Authority meeting RE: reserves, terms and conditions, policy, procedure, historical analysis and recommendations.

CARRIED

7. NEW BUSINESS

There were no new business items.

8. ADJOURNMENT

Recommendation No. A&BC-35-19
Moved by Board Member Bylsma
Seconded by Board Member Beatty

THAT the NPCA Audit and Budget Committee **BE** hereby **ADJOURNED** at 11:12 p.m.

CARRIED

J. Metcalfe
Committee Chair

Grant Bivol,
Committee Clerk

Report To: Audit and Budget Committee

Subject: NPCA Procurement Policy

Report No: A&BC-01-2020

Date: March 12, 2020

Recommendation:

1. **THAT** Report No. A&BC-01-2020 RE: NPCA Procurement Policy **BE RECEIVED**.
2. **THAT** the NPCA Procurement Policy **BE RECOMMENDED** to the Board of Directors for approval.

Purpose:

The purpose of this report is to seek the Audit and Budget Committee's approval of NPCA's Procurement Policy to:

- Simplify and clarify Procurement-related policies based on sound Procurement practices;
- Ensure compliance with mandatory elements of the Procurement Policy;
- Ensure that goods and/or services procured by the Niagara Peninsula Conservation Authority are acquired through a process that is fair, open, transparent, geographically neutral and accessible to qualified vendors;
- Define the responsibilities of individuals and organizations in each stage of the Procurement process;
- Obtain the best value for the Niagara Peninsula Conservation Authority when procuring goods and/or services;
- Ensure consistency in the management of Procurement-related processes and decisions;
- Ensure the procuring of Goods and/or Services with due regard to the preservation of the natural environment.

Background:

Recommendation 20 within the Auditor General of Ontario's Special audit of the NPCA states:

To ensure that the Niagara Peninsula Conservation Authority receives value for money spent on goods and services, NPCA should:

- a) Follow its procurement policies for the acquisition of goods and services;
- b) Revise its procurement policies to require that any needed services associated with unsolicited proposals be obtained in a transparent and competitive manner;
- c) Assess the benefits of establishing continuity and achieving cost savings from contracting with a preferred law firm for each field of law it requires services;
- d) Revise its procurement policies for legal services to implement the results of the above assessment.

Discussion:

To address Recommendation 20, a draft revised NPCA Procurement Policy is attached as Appendix 1 for the Audit and Budget Committee's approval. It should be noted that this Policy is in alignment with NPCA's partners and modelled in keeping with organizations of similar size and scope.

This policy replaces both the existing Procurement Policy dated December 16, 2015 and the policy for Unsolicited Proposals dated July 16, 2014.

On November 20, 2019, Report No. FA-146-19 – NPCA Procurement Policy (Appendix 2) was presented to the Board of Directors:

Report No. FA-146-19 RE: Procurement Policy

Members posed questions to Eric Gervais, Procurement Specialist and Lise Gagnon, Director of Corporate Services regarding unsolicited proposals. Staff were directed to bring the unsolicited proposals and legal services provisions of the policy to the Audit and Budget and Governance Committees respectively.

On December 13, 2019, Report No. GC-15-19 RE: NPCA Procurement Policy – Legal Services (Appendix 3) was presented to the Governance Committee, and the following resolution was passed:

Recommendation No. GC-46-2019

Moved by Member Smith Seconded by Member Ingraio

- 1. THAT Report No. GC-15-19 RE: NPCA Procurement Policy – Legal Services BE RECEIVED.*
- 2. THAT staff DEVELOP a vendor of record list for legal services subject to approval of the Board.*
- 3. AND THAT a policy BE DEVELOPED to procure outside legal services for approval by the Board in urgent circumstances.*

To address item #2, Corporate Services is currently in the process of drafting procurement documents to proceed with the competitive bid for a vendor of record for each type of legal service.

The (draft) Procurement Policy, section 8.2c) has been amended as follows:

For urgent legal circumstances that may occur that necessitates an immediate reaction or assistance that requires professional legal services.

Financial Implications:

There are no financial implications associated with this Report.

Related Reports and Appendices:

Appendix 1 – Draft – NPCA Procurement Policy

Appendix 2 – Report No. FA-146-19 – NPCA Procurement Policy

https://npca.ca/images/uploads/board_files/F.A . AGENDA 20191120 .pdf

Appendix 3 – Report No. GC-15-19 – NPCA Procurement Policy – Legal Services

https://npca.ca/images/uploads/board_files/Governance Minutes 13122019.pdf

Authored by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma,
Chief Administrative Officer/Secretary-Treasurer

Procurement Policy

Developed by: Corporate Services Department

Approved by: _____ Date: _____

Effective Date: _____ Latest Revision: _____

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Procurement Policy

1.0 Purpose

The purpose of this Procurement Policy is to:

- Simplify and clarify Procurement – related policies based on sound Procurement practices;
- Ensure compliance with mandatory elements of the Procurement Policy;
- Ensure that Goods and/or Services procured by the Niagara Peninsula Conservation Authority are acquired through a process that is fair, open, transparent, geographically neutral and accessible to qualified vendors;
- Define the responsibilities of individuals and organizations in each stage of the Procurement process;
- Obtain the best value for the Niagara Peninsula Conservation Authority when procuring Goods and/or Services;
- Ensure consistency in the management of Procurement-related processes and decisions;
- Ensure the procuring of Goods and/or Services with due regard to the preservation of the natural environment.

2.0 Scope

This Procurement Policy applies to the Procurement of all Goods and/or Services including, but not limited to, Consulting Services, Capital/Infrastructure Projects, Communication Services, Advertising, Public Relations, Restoration Projects and Information Management to meet the Niagara Peninsula Conservation Authority's needs.

This Policy establishes the authority of officer(s) and employee(s) to authorize and execute transactions with respect to supply-chain related activities, ensuring an appropriate level of control and accountability.

This Policy acknowledges that it is the role of the officer(s) and employee(s) of the Niagara Peninsula Conservation Authority to implement the Board of Directors decisions. The ethical, efficient, sustainable and accountable management of supply-chain related activities within the organization and the need to respond to various supply-chain related issues in a timely fashion makes it appropriate for the Board of Directors to delegate certain administrative powers and duties to officer(s) and employee(s) of the Niagara Peninsula Conservation Authority subject to oversight by Corporate Services Procurement Specialist.

The Niagara Conservation Authority's Board of Directors always has ultimate authority in all matters. In the event of a conflict between the terms of this Policy and a specific resolution of the Board, the resolution of the Board prevails.

This Policy applies to all employees of the Niagara Peninsula Conservation Authority and its Board of Directors.

This Policy applies to any acquisition of goods and/or services for the Niagara Peninsula Conservation Authority activities by its employees and the Board of Directors.

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Consistency and Contradictions

Where there may be apparent contradictions between this policy and other legal requirements to which the Niagara Peninsula Conservation Authority is subject, every effort should be made to interpret both this Policy and the other requirements in a consistent manner.

If any provision of this Policy is found to be inconsistent with the provisions of a collective agreement, the collective agreement will prevail, unless the Policy provision is required by law, in which case the Policy provision will prevail.

Where funding for a purchase is provided by a funding agency, a more stringent set of approval requirements may be used at the discretion of the funding agency. If the funding agency approval requirements are more stringent than this Policy, the funding agency requirements will prevail.

The provisions of this Policy apply only to the extent that such provisions (or any one of them) are not prohibited by law including directives received from the Province of Ontario. If any provision in this Policy is held to be invalid, void or unenforceable by a court, arbitrator or government agency, then the remainder of the Policy shall not be affected, impaired or invalidated, and all provisions not invalidated, voided or rendered unenforceable shall be valid and enforceable.

3.0 General Policies and Procedures

1. All purchases of goods and services by NPCA employees and the Board of Directors must comply with:

- a. the requirements of this Policy, including all appendices,
- b. all applicable laws, including the Conservation Act; and
- c. any other applicable Niagara Peninsula Conservation Authority policies, collective agreements and relevant legal agreement(s).

Purchasing processes

2. All purchases of goods and services listed in **Appendix A – Exempt Expenditures** are exempt from the requirement to follow a competitive bid process but must comply with all other provisions of this Policy
3. All purchases of goods and services, except for Consulting services and exempt expenditures set out in Appendix A, must comply with the competitive bid processes set out in **Appendix B Table 1 – Competitive Bid Requirements for Goods, Non-Consulting Services**
4. All purchases of consulting services must comply with the competitive bid processes set out in **Appendix B Table 2 – Competitive Bid Requirements for Consulting Services**.

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Purchasing approvals

5. All purchases of goods and services must comply with the approval requirements and purchase methods set out in **Appendix B - Purchasing Approvals and Methods Table 3**

6. Responsibilities and Authorities

(a) The Chief Administrative Officer/Secretary-Treasurer shall have all the necessary authority to administer this Policy and as per the delegation of authority policy, carry out their duties on behalf of the Niagara Peninsula Conservation Authority.

(b) Procurement Specialist is responsible for and shall have the authority to:

- i. acquire and dispose of goods and services;
- ii. call, receive, open and review bids;
- iii. authorize, amend, or cancel a purchase order;
- iv. establish procedures for the implementation of this Policy;
- v. establishes standards for bid solicitation, purchase orders, contracts and other documents required to manage supply chain related activities;
- vi. establish the terms and conditions of bid solicitations;
- vii. provide guidelines on procurement policies and procedures and the structure, format and general content of bid solicitations;
- viii. review proposed bid solicitations to ensure clarity, reasonableness and quality and advise staff of suggested improvements;
- ix. ensure open, fair and impartial purchasing processes for goods and services;
- x. ensure compliance with this Policy and advise the Chief Administrative Officer/Secretary-Treasurer through the Director Corporate Services when there has been noncompliance. The Chief Administrative Officer/Secretary-Treasurer shall take appropriate action to address and correct any non-compliance;
- xi. facilitate strategic sourcing with preferred vendor agreements in conjunction with the department and to utilize collaborative buying programs with other organizations where feasible;
- xii. promote the standardization of goods and services, where such standardization demonstrably supports the Purpose and Scope of this Policy;
- xiii. incorporate where appropriate, accessibility criteria and features when procuring goods, services or facilities in order to create and maintain an accessible environment as required under the Accessibility for Ontarians with Disabilities Act (the "AODA").
- xiv. to procure environmentally or sustainable good(s) where possible

(c). Departments will have the following specific responsibilities:

- i. ensuring that all Document terms and conditions comply with the Bid Solicitation;
- ii. preparing and approving all specifications and terms of reference in consultation with Procurement Specialist;
- iii. managing documents to ensure goods and services are received by the Niagara Peninsula Conservation Authority and comply with the document terms and conditions;
- iv. monitoring all documented expenditures and ensuring that all financial limitations have been complied with and that all accounts are paid within the times set out in the Document;

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- v. monitoring the performance of Suppliers/Contractors/Vendors/Service Providers;
- vi. standardizing the use of goods and services, where such standardization demonstrably supports the Purpose and Scope of this Policy; and
- vii. ensuring that all goods and services purchased have been received/rendered and recorded receipt.

7. Purchasing Documentation

- a) The use of standard bid Documents shall be approved by the Procurement Specialist.
- b) All changes to standard bid solicitations and contracts shall be reviewed by the Procurement Specialist.

8. Non-Competitive Procurement Allowable Exceptions

Non-Competitive Procurements are Procurements to acquire Goods and/or Services from a specific vendor:

- even though there may be more than one vendor capable of delivering the same Goods or Services (known as “single source”);
- because there are no other vendors available or able to provide the required Goods and/or Services (known as “sole source”); or

The Niagara Peninsula Conservation Authority may, subject to appropriate Procurement approval authority, use a non-competitive Procurement process if any of the exceptions set out below apply.

8.1 Approval for Non-Competitive Procurement

Non-Competitive Procurement under \$25,000

Niagara Peninsula Conservation Authority staff may request an exemption from any or all purchasing methods outlined in this policy by submission of a staff report requesting the approval from the Chief Administrative Officer/Secretary-Treasurer prior to conducting a non-competitive Procurement.

If approval is being sought for a non-competitive Procurement to extend a Contract with an existing vendor, NPCA staff must seek appropriate approvals from the Chief Administrative Office/Secretary-Treasurer prior to the Contract end date and in sufficient time to permit an alternative Procurement method.

The exception to the requirement for prior approval is for unforeseen situations of urgency (e.g. caused by the forces of nature), pursuant to subsection 8.2 (a) that cannot wait for appropriate Procurement approvals. In such unforeseen situations of urgency, an Exception Form (Appendix C) must be completed, and appropriate Procurement approvals must be secured as soon as practically possible.

If the Non-Competitive Procurement is over \$25,000 NPCA Staff must seek approvals from the Board of Directors.

8.2 Allowable Exceptions for Non-Competitive Procurement

Non-competitive Procurements of Goods and/or Services are only allowed in the following circumstances, subject to appropriate Procurement approvals.

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- a) An unforeseen situation of urgency exists, and the Goods, Services or Construction cannot be obtained by means of competitive Procurement (and not because the situation of urgency was brought about by a failure of NPCA to allow sufficient time to conduct a competitive process).
- b) The Goods and/or Services involve matters of a confidential or privileged nature, and the disclosure of those matters through a competitive Procurement process could reasonably be expected to compromise NPCA's confidentiality, cause economic disruption or otherwise be contrary to the public interest.
- c) For urgent legal circumstances that may occur that necessitates an immediate reaction or assistance that requires professional legal services.
- d) A competitive Procurement process could interfere with NPCA's ability to maintain security or order or to protect human, animal or plant life or health.
- e) There is an absence of any bids in response to a competitive Procurement process that has been conducted in compliance with this Procurement Policy.
- f) The Procurement is in support of Indigenous Peoples.
- g) The Procurement is with a public body (Broader Public Sector Organization).
- h) Only one vendor can meet the requirements of a Procurement due to the following circumstances:
 - i) to ensure compatibility with existing products – compatibility with existing products may not be allowable if the reason for compatibility is the result of one or more previous non-competitive Procurements. Note: NPCA may issue an ACAN (*Advance Contract Award Notification*) if it relies on the exception for non-competitive procurement noted in subsection 8.2. This includes posting the ACAN (*Advance Contract Award Notification*) at least 15 days prior to the proposed Contract award on the public tendering system.
 - ii) to recognize exclusive rights, such as exclusive licenses, copyright and patent right, or to maintain specialized products and or systems that must be maintained by the manufacturer or its license representatives; or
 - iii) for the Procurement of Goods and/or Services the supply of which is controlled by a vendor that has a statutory monopoly.

In addition to the above, non-competitive Procurement of Goods and Non-Consulting Services are allowed, subject to appropriate Procurement approvals, in the following circumstances:

- i) Only one vendor can meet the requirements of a Procurement in the following circumstances
 - i. for work to be performed on or about a leased building or portions thereof that may be performed only by the lessor;
 - ii. for work to be performed on property by a Contractor according to provisions of a warranty or guarantee held in respect to the property or original work;
 - iii. for a Contract to be awarded to the winner of a design contest;
 - iv. for the Procurement of a prototype or a first Goods and/or Services to be developed during research, experiment, study, or original development but not for any subsequent purchases;
 - v. for the purchase of Goods under exceptionally advantageous circumstances such as bankruptcy or receivership, but not for routine purchases;

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- vi. for the Procurement of original works of art;
- vii. for the Procurement of subscriptions to newspapers, magazines or other periodicals; or
- viii. for the purchase of real property

If the amount of the procurement exceeds \$25,000 any such exemption must be approved by the Board of Directors.

8.3 Non-Competitive Procurement Business Case Requirements

Written documentation for non-competitive Procurement on or accompanying Exception Form must include:

- a) a description of the business requirements
- b) a description of the proposed non-competitive Procurement process including the approximate value and the estimated Contract Start and end dates;
- c) the exception in Section 8.2 which has been identified to support the non-competitive Procurement (for Allowable Exceptions where only one vendor is able to meet the requirements, document the evidence supporting the exception) or, if no exception at Section 8.2 applies, it must be noted in the business case that the NPCA will need to seek Board Approval from this Procurement Policy. The business case must identify the requirement(s) from which it seeks to be exempt.
- d) the results of any ACAN process, if used;
- e) the rationale for using non-competitive Procurement process including the circumstances that prevent the use of a competitive Procurement process (which must support the Allowable Exception or exemption being requested);
- f) a statement as to whether the selected vendor has previously been awarded a Contract with the NPCA within the past five years for the same or closely related requirements, and the type of Procurement process(es) used;
- g) a description of the potential pool of vendors that might have responded to a competitive Procurement, where appropriate, and an assessment of reasonably contemplated potential vendor complaints and how the NPCA would respond and manage these complaints;
- h) a description of how the NPCA will ensure it will comply with the principles of this Procurement Policy, particularly value for money;
 - i) any alternative considered;
 - j) the impact on the business requirements if the non-competitive Procurement is not approved;
 - k) if appropriate, a description of how the NPC will meet these business requirements in the future using a competitive Procurement process; and
 - l) any other matters considered relevant.

The Procurement Specialist shall provide a full written report on all Non-Competitive Procurement transaction(s) to the Board of Directors annually, within 3 months of subsequent year.

8.4 Emergency Purchases

When an event occurs that is determined by the Department Head to be a threat to Public health, Public Safety, maintenance of essential NPCA Services, the welfare of persons or NPCA Property, the protection of NPCA physical assets or the security of NPCA's interest or Financial Liabilities arising from unexpected conditions, and the occurrence requires the immediate delivery of goods and/or services and time does not

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permit the Department Head to follow normal purchasing activities to acquire such goods and/or services, the Department Head may make such purchases without the bidding and tendering process, and is authorized to do so in the most expedient and economical means possible.

Where an Emergency Purchase has been made, the Department Head shall notify the Chief Administrative Officer/Secretary-Treasurer in writing of the detail thereof within a maximum of Ten (10) calendar working days of the event.

The Department Head shall provide a full written report to the Chief Administrative Officer/Secretary-Treasurer of the particulars of the emergency in all cases, where the amount of the expenditure is greater than \$25,000 the written report will be presented to the Board of Directors.

9. Sustainable & Ethical Procurement

9.1 Ethical Procurement

If the Niagara Peninsula Conservation Authority procures Goods manufactured outside the boundaries of Canada, the vendor shall comply with all the laws of the jurisdiction in which the Goods are manufactured including those related to the export of the Goods from the jurisdiction and their import into Canada.

The Niagara Peninsula Conservation Authority will ensure operating decisions are made with consideration to sustainability. This involves considering impacts on human health and the environment, and evaluating purchases based on a variety of criteria, ranging from the necessity of the purchase to the options available for its eventual disposal.

The Niagara Peninsula Conservation Authority commits to working with its partners to leverage its combined influence to minimize the environmental footprint within the watershed and globally. When all things are equal, Niagara Peninsula Conservation Authority may favour vendors who demonstrate an environmental philosophy similar to the Niagara Peninsula Conservation Authority mandate. Niagara Peninsula Conservation Authority staff will consider incorporation of sustainable evaluation criteria in the RFX and assign an appropriate weighting.

10. Procurement Value Amendments

Procurement Value increase may be caused by, but are not limited to, price increases, volume demand, expansion of scope, extension of the term, or other unforeseen circumstances.

If the Procurement Value increases for a given Procurement, the Niagara Peninsula Conservation Authority must use the approval authority and Procurement method applicable to the revised Procurement Value. (i.e. original Procurement Value + Increase = Revised Procurement Value). This may require the procurement to be approved by a person with higher approval authority threshold than the original approver.

Approval for Procurement Value increases must be sought prior to proceeding with or continuing the Procurement.

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The Niagara Peninsula Conservation Authority may also describe the potential for a price decrease in a similar way (although this will not affect the Procurement approval authority or method of Procurement).

11. Conflict of Interest

A signing officer, employee and or representative of the Niagara Peninsula Conservation Authority shall not participate in any aspect of purchasing or contract execution where they are in a Conflict of Interest as defined in “Definitions”, or have knowledge of circumstances that could give rise to a Conflict of Interest or Perceived conflict of interest (including an apparent or potential Conflict of Interest), and steps have not been taken by Procurement Specialist to mitigate the real or potential Conflict of Interest.

Where an employee believes they may be in a Conflict of Interest in regard to a purchasing matter, they must report the matter to the Procurement Specialist. The Procurement Specialist will decide on the measures to be used to manage the Conflict of Interest, which may include the employee’s recusal from any debate or decision-making touching on the purchasing matter.

If in doubt about whether a particular circumstance gives rise to a Conflict of Interest, the employee should bring the matter to the attention of the Chief Administrative Officer/Secretary-Treasurer.

Board members, signing officers and employees of the Niagara Peninsula Conservation Authority shall not accept, either directly or indirectly, any gifts, benefits or favours from any potential or existing supplier of goods and services.

Gifts, benefits and favours of any value must not be accepted from suppliers or potential suppliers while a Bid Solicitation (in which that supplier or potential supplier is participating or may be participating) is open.

The Procurement Specialist will not facilitate, nor should a Board Member, officer, or employee of the Niagara Peninsula Conservation Authority purchase any goods or services for personal use using the Niagara Peninsula Conservation Authority resources.

Procurement Services exists to support Board Members, officers and employees in the procurement of goods and services that are in the Board Members’, officers’ or employees’ normal course of business.

Prices obtained from suppliers are intended for the Niagara Peninsula Conservation Authority use only. Pricing information shall not be divulged to non- Niagara Peninsula Conservation Authority personnel or to competitive suppliers except as authorized by law or ordered by a competent court or tribunal.

11.1 Proponents

At the time of bid submission, Proponents shall be required to identify and declare any Conflict of Interest they may have, as defined in “Definitions”, including any circumstance giving rise or having the potential to give rise to an unfair advantage or the appearance of an unfair advantage.

Proponents declaring a Conflict of Interest must provide a plan for managing the Conflict of Interest to the satisfaction of Procurement Specialist.

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As part of their bid submission, Proponents must acknowledge that it is within the Niagara Peninsula Conservation Authority sole and unfettered discretion to determine whether a Conflict of Interest exists and whether the Conflict of Interest can be managed satisfactorily. In the event the Proponent's plan for managing the Conflict of Interest is not satisfactory to the Conservation Authority, the Conservation Authority may disqualify the Proponent from the Bid Solicitation.

11.2 Evaluators

The NPCA must evaluate the bid responses received consistently and in accordance with the evaluation criteria, rating and methodology set out in the RFx.

The NPCA must require individuals participating in the evaluation of bid responses to immediately declare any potential conflict of interest and immediately address any declarations. A Confidentiality and Conflict of interest form will be provided by the Procurement Specialist prior to the release of any submission(s).

12. Revenue Generating Opportunities (RGOs)/Third Party Agreement(s)

RGOs must be subject to a competitive process which is fair open and transparent. If an Unsolicited Proposal for an RGO is received, it must follow the process outlined in Section 13

13. Unsolicited Proposals

This Procurement Policy applies to the Niagara Peninsula Conservation Authority's receipt, consideration and adoption (in whole or in part) of any Unsolicited Proposals. This section does not apply to unsolicited event(s) or to the disposition of land.

Unsolicited Proposals may involve Goods and/or Services that would generate revenue to the NPCA and/or offer improvements, reduce costs, cost avoidance, reduce carbon foot print, improve the environment, or other benefits.

Unsolicited Proposals shall not circumvent this Procurement Policy.

When considering and acting on Unsolicited Proposal, the NPCA must ensure that it acts in a manner that accords with the principles of this Procurement Policy and that it only proceeds with Unsolicited Proposals that are in the best interest of the Niagara Peninsula Conservation Authority.

As budget allocation are not established for the funding of Unsolicited Proposals, Unsolicited Proposals will inevitably compete with other NPCA priorities. For this reason, the NPCA cautions any person who intends to submit or submits an Unsolicited Proposal that, notwithstanding any apparent benefits or utility, the NPCA may not proceed with an Unsolicited Proposal due to budgetary or other considerations.

In most instances, the Unsolicited Proposal will be subject to an eventual competitive process. A non-competitive process can only be used to proceed with Unsolicited Proposal if it meets one of the exceptions for non-competitive Procurement set out in section 8.

Procurement Policy

13.1 Eligibility Requirements for Unsolicited Proposal

The unsolicited proposal must be submitted to the Chief Administrative Officer and/or a departmental Director/Senior Manager.

The information initially provided to the NPCA, should be at the conceptual level and shall include the following:

- (a) A profile, highlighting the technical, commercial, managerial and financial capacity and capabilities of the participant, identifying key team members, including members of a consortium, if relevant;
- (b) An overview of the project to be undertaken, the deliverable to be achieved, or the improvement to be made to an existing undertaking. Must clearly define the proposed benefit to be realized by the NPCA;
- (c) High level business principles for undertaking the project, including the proposed financial relationship and responsibilities of both the NPCA and the participant, as well as the respective risk sharing allocations; and
- (d) Expectations by the party of the NPCA, including both financial expectations and any staff assistance in preparing or finalizing the unsolicited proposal.

13.2 An Unsolicited Proposal should not be considered if, in the opinion of the CAO/Secretary Treasurer or Director of Corporate Services:

- (a) It is similar in scope or nature to a current or planned competitive Procurement;
- (b) it requires substantial assistance from the NPCA to develop (i.e. to complete the proposal for NPCA's consideration);
- (c) the Goods or Services are readily available from other sources; or
- (d) it is deemed to be of insufficient value to the NPCA.

If an Unsolicited Proposal is rejected because it is similar in scope or nature to a current or planned competitive procurement, the NPCA must ensure that it does not give the proponent an unfair advantage by (e.g. Knowing about an upcoming Procurement before other prospective proponents therefore, having a head-start in preparing a proposal).

The Niagara Peninsula Conservation Authority must not provide any details about a planned Procurement to that proponent, and the proponent should be informed of only the following information:

- i. NPCA will not award a contract to the proponent based on Unsolicited Proposal;
- ii. NPCA may be reviewing other Unsolicited Proposal that may be similar to the one proposed; and

Procurement Policy

- iii. NPC may use the information from the Unsolicited Proposal in potential open competitive Procurement in the future.

13.3 If the unsolicited proposal is, in the opinion of the CAO and/or Department head, not in the best interests of the NPCA, the party will be so advised, and no further action will be taken in relation to the proposal concept.

13.4 If the unsolicited proposal is, in the opinion of the CAO and/or Department head, in the best interests of the NPCA, the party will be notified and:

- (a) Provided with any available information describing the NPCA's requirements for the goods or services proposed;
- (b) Provided with the evaluation criteria to be considered by the evaluation team;
- (c) Requested to prepare and submit a detailed proposal, at its sole expense, within a prescribed format and an agreed upon timeframe; and
- (d) Required to confirm in writing their agreement to continue in accordance with the provisions of this policy.

13.5 All unsolicited proposals received under this policy will be open for consideration by the NPCA for a minimum period of six months

13.6 Evaluation Process for Unsolicited Proposals

13.6.1 Upon approval of the further exploration of an Unsolicited Proposal by the CAO and/or Department head the CAO will appoint an evaluation team to lead a more detailed evaluation process. The evaluation team will include the Procurement Specialist who will expedite the review and provide oversight to ensure the integrity of the evaluation process.

The evaluation team will:

- (a) Evaluate the participant's technical, commercial, managerial and financial capacity to determine whether the capabilities are adequate for undertaking the project;
- (b) Evaluate the unsolicited proposal in relation to the evaluation criteria provided to the participant;
- (c) Weigh the various aspects and merits of the unsolicited proposal and the business and contract principles to determine if the scale and scope of the project is in line with the requirements, the funding ability, and/or the interests of the NPCA;
- (d) Determine whether the sharing of risk as proposed in the unsolicited proposal is acceptable to the NPCA;

Procurement Policy

- (e) Consider both the level of effort required of the NPCA's staff in relation to any proposed benefit, and the degree to which the project conforms with the long-term objectives of the NPCA.
- (f) determine if the duration (term) of the initiative is reasonable within the context of the investment and return, or if it introduces unreasonable restrictions on the NPCA.

13.6.2 Based upon the outcome of this detailed evaluation, a staff report will be forwarded to the Audit & Budget Committee, recommending acceptance, amendment or rejection of the Unsolicited Proposal. The Budget & Audit Committee will consider the staff report and make a report and recommendation to the Full Board Authority. That report shall include business cases information required in section the NPCA will:

- (a) Reject the unsolicited proposal thereby ending any further obligation on the NPCA's part; or
- (b) Request amendments, clarifications or modifications to the unsolicited proposal; or
- (c) Accept the proposal as being in the best interests of the NPCA and seek approval as follows:
 - (i) The CAO and/or Department head shall seek approval in accordance with the delegated authority to consider the proposal under this policy.

Procurement Policy

4.0 DEFINITIONS

“ACAN” An Advance Contract Award Notice (ACAN) is a public notice indicating to the supplier community that a department or agency intends to award a good, service or construction contract to a pre-identified supplier, believed to be the only one capable of performing the work, thereby allowing other suppliers to signal their interest in bidding by submitting a statement of capabilities

“Administrative Powers” means all actions which may be taken by the Board of Directors and Committees, individual members of the Board, and all Niagara Peninsula Conservation Authority Senior Administration and employees, which are necessary or appropriate for the effective management of the Conservation Authority in the performance of its responsibilities, including the procurement and disposal of goods, services and property for the purposes of the Niagara Peninsula Conservation Authority;

“Amount” and “Amounts” means the cost of the purchase over the term of the contract/agreement, in Canadian dollars, and are exclusive of any applicable taxes;

“Approver” means Immediate Supervisor (i.e. “CAO”, “Director”, “Manager” or an individual who holds a position above the Immediate Supervisor in the organization chart or an individual to whom the Immediate Supervisor delegates. If a Policy exception is requested, this would be the Niagara Peninsula Conservation Authority’s Chief Administrative Officer/Secretary-Treasurer.

“Bid” means a proposal, quotation or tender submitted in response to a solicitation from a contracting authority. A bid covers the response to any of the three principal methods of soliciting bids, i.e., Request for Tender; Request for Proposal and Request for Quotation;

“Bid Solicitation” means any competitive procurement (purchasing) process authorized by this Policy and consistent with the principles of the Broader Public Sector Procurement Directive and includes:

- (a) **“Request for Tender”** (RFT) means a purchasing process in which suppliers are publicly invited to submit bids and the bids are compared on the basis of price and delivery and where contract award may be determined on the basis of lowest-priced bid that meets all of the Niagara Peninsula Conservation Authority’s requirements, subject to the Conservation Authority’s discretion, and may permit negotiation between the Conservation Authority and one or more bidders about certain aspects of the request
- (b) **“Request for Quotation”** (RFQ) means a purchasing process in which suppliers are asked to provide a quote for the provision of a good or service. It is used where the contract requirements are well defined such that bids may be evaluated and compared on the basis of price and may at times include other criteria, and where contract award may be determined on the basis of lowest-priced bid that meets all of the Conservation Authority’s requirements, subject to the Conservation Authority’s discretion. It may involve a public call for quotes or may be part of an invitation-only process; and,
- (c) **“Request for Proposal”** (RFP) means a purchasing process in which suppliers are publicly invited to propose a solution to a problem, requirement or objective and supplier selection is based on the effectiveness of the proposed solution rather than on price as the primary consideration, and may

Procurement Policy

permit negotiation between the Conservation Authority and one or more bidders about certain aspects of the request.

(d) **“Request for Information”** (RFI) means a business process whose purpose is to solicitate and collect written information about the capabilities of various suppliers. Its purpose is for conditioning, gaining information, preparing for Request for Proposal or Request for Quotation, forming a strategy, building a database.

(e) **“Expression of Interest”** (EOI) s the process of seeking an indication of interest from potential service providers who are capable of undertaking specific work.

“Board” means the Board of Directors of the Niagara Peninsula Conservation Authority;

“Budget” means the budget or portion of the budget approved by the Board;

“CETA” mean Canada European Union Comprehensive Economic and Trade Agreement;

“CFTA” means Canadian Free Trade Agreement;

“Change Order” means work that is added to or deleted from the original scope of work or quantity ordered or price change from a purchase order or contract.

“Conservation Authority” or **“NPCA”** means Niagara Peninsula Conservation Authority.

“Committee” means the appropriate committee of the Board of Directors;

“Commitment” means any verbal commitment, written or oral, or undertaking which could have the effect, if implemented or acted upon, of legally binding the Niagara Peninsula Conservation Authority;

“Conflict of Interest” means:

- i. In the case of persons covered by the Niagara Peninsula Conservation Authority’s Conflict of Interest Policy, as updated from time to time, any real, apparent or potential conflict as
- ii. defined in the Conflict of Interest Policy; and,
- iii. In the case of a Proponent:

(a) If interests of the Proponent or its principals, employees, subcontractors or representatives could improperly influence, or could reasonably appear to improperly influence, the Niagara Peninsula Conservation Authority’s decision to award a proposed contract or the Proponent’s performance of duties and responsibilities to the Niagara Peninsula Conservation Authority under a proposed contract;

(b) If the Proponent, any of its subcontractors, any of their respective employees or former employees or representatives were involved in any manner in the preparation of the Bid Solicitation or in any situation of Conflict of Interest; or

Procurement Policy

(c) If the Proponent, any of its subcontractors, any of their respective employees or former employees had or have access to information related to the Bid Solicitation that was not available to other bidders and that would, in the Niagara Peninsula Conservation Authority 's opinion, give or appear to give the Proponent an unfair advantage.

“Consultant” or **“Consulting Services”** means the provision of expertise or strategic advice that is presented for consideration and decision making.

“Document” or **“Documents”** means any written instrument whether on paper or in electronic form including, any contract, contract amendment, agreement, deed, purchase order, change order, memorandum, letter of intent, application, release, waiver or acknowledgement which, when executed, will have or is intended to have the effect of causing the Niagara Peninsula Conservation Authority to be bound in a legally enforceable relationship with any other person but shall not include:

- (i) any cheques, bank drafts, orders for payment of money, promissory notes, acceptances, bills of exchange, debentures and any similar instruments;
- (ii) correspondence, whether by letter or in electronic form, intended to convey information or clarify a position on a matter, but not intended to create a contract or agreement or Commitment between the Niagara Peninsula Conservation Authority and any other person, whether or not a legally enforceable right or remedy is created thereby;

“Execute” means to complete the formalities intended to give effect to a Document and may include any one or more of the following formalities as may be required in the circumstances:

- (i) signing the Document;
- (ii) causing the seal of the Niagara Peninsula Conservation Authority to be affixed to the Document;
- (iii) causing delivery of the Document to be made to the other parties to the document

“Including” and **“includes”** when used herein means “including without limitation” and “includes without limitation”; **“Invitational Bid Solicitation”** means any means any competitive procurement (purchasing) process where suppliers are invited to submit a proposal or bid in response to the defined requirements outlined by the Niagara Peninsula Conservation Authority;

“Open Bid Solicitation” means a Bid Solicitation made through an electronic tendering system that is readily accessible by all Canadian suppliers;

“Proponent” means a corporation, partnership, individual, sole proprietorship or other entity seeking to enter into a contractual relationship with the Niagara Peninsula Conservation Authority, in exchange for payment, but does not include individuals seeking to enter into an employment relationship with the Niagara Peninsula Conservation Authority;

“RGO” means Revenue Generating Opportunities is any activity that generates revenue from business activities occurring on NPCA’s premises, including but not limited to visitor experience activities, vending opportunities, retail activities, food Services, rental of facilities, property and equipment, tour opportunities, and visitor programs.

Procurement Policy

“Single Source” Means an individual supplier with whom a contract is negotiated directly for the supply of goods and services, without being selected through a competitive bid process

“Sole Source” In relation to a proposed acquisition, means the only know source of supply of particular Good or Services, following a reasonable inquiry into the availability of supply.

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Procurement Policy

Appendix A

Expenditures Exempt from Competitive Bid Requirements

The expenditures listed below:

- a. Are not subject to the competitive bid requirements set out in Appendix B Table 3 (though services which are deemed Consulting shall be subject to the competitive bid requirements in Appendix B Table 2);
- b. Are subject to the purchasing approval requirements and methods set out in Appendix B Table 3.

Although the items in this schedule are exempt from Appendix B, a competitive process **should** be followed if **practical**. If the nature of the service required is ongoing, a contract management review should be performed annually and the decision to continue with the current source shall be reviewed.

1. Training & Education
 - a) Conferences, Conventions, Courses & Seminars
 - b) Magazines subscriptions, Books, Periodicals
 - c) Memberships
2. Employee and Board Member Expenses
 - a) Travel Cost Associated with Training & Education (Accommodation, Car Rental)
3. Employer's general expenses
 - a) Payroll Deduction Remittances
 - b) Debenture and/or mortgage and/or line of credit payments
 - c) Medical and Dental Expenses
 - d) Licenses (vehicles, permits)
 - e) Insurance Premiums
 - f) Damage Claims
 - g) Petty Cash Items and Petty Cash Replenishment
 - h) Payments to regulatory agencies, including tax remittances
 - i) Employee benefits
 - j) Professional association fees and licenses
 - k) Bank Charges
 - l) Municipal Property Taxes
 - m) Postage
 - n) Grants to organizations
4. Professional and Special Services
 - a) Authority Per Diems and Honorariums
 - b) Appraiser Fees

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- c) Legal Settlement
 - d) Fees for investment management or other expert services
5. Utilities
- a) Water and sewer, hydro, and natural gas
 - b) Utility relocations
6. Real Property
7. Items purchased for resale
8. Specialized goods and services
- a) Advertising (Local News Paper(s) only)
 - b) Group Hospitality
9. Goods and Services purchased through a collaborative and consortium buyer agreement where competitive requirements have already been met. (i.e. Niagara Public Purchasing Committee, OECM, Conservation Ontario & Ministry of Government & Consumer Services & Kinetic GPO)

Procurement Policy

Appendix B

Competitive Bid Requirements

Goods, Non-Consulting Services and Construction

The determination of the type of competitive bid required for Goods, Non-Consulting Services and Construction purchases will be done in conjunction with Procurement Specialist or delegate and in accordance with requirements in chart below:

Table 1

Type	Description	Solicited by	Award by	\$ Value
Request for Quotation (RFQ) or Request for Proposal (RFP) or Public Tender	Prices provided in writing by fax or email. Pricing must be attached to Purchase Requisition/Cheque Requisition	Requisitioner or Procurement Specialist	Procurement Specialist or Delegate Note: Proper financial approval must be obtained prior to contract award. (See Appendix B for limit)	<\$7500
Informal Quotation (RFQ), for Proposal (RFP) or Public Tender (RFT)	A list of suppliers is invited to submit in writing quotation/bid/submission for goods and/or services or can be advertised on electronic tender system.	Requisitioner or Procurement Specialist	Procurement Specialist or Delegate Note: Proper financial approval must be obtained prior to contract award. (See Appendix B for limit)	\$7,500 < \$50,000
Request for Quotation (RFQ), for Proposal (RFP) or Public Tender (RFT)	A list of suppliers is invited to submit in writing quotation/bid/submission for goods and/or services or can be advertised on electronic tender system	Procurement Specialist	Procurement Specialist Note: Proper financial approval must be obtained prior to contract award. (See Appendix B for limit)	\$50,000 < \$100,000
Request for Quotation (RFQ), for Proposal (RFP) or Public Tender (RFT)	RFQ/RFP/Tender is advertised on electronic tendering system.	Procurement Specialist	Procurement Specialist Note: Proper financial approval must be obtained prior to contract award. (See Appendix B for limit)	=/> \$100,001

*Costs for goods and/or services that require Purchase Orders (> \$7,500) may not be artificially partitioned into components costing less than \$7,500 to circumvent the competitive bidding requirement. Requisitions for the same goods/services from the same unit and/or same supplier within a short time period may be considered an artificial division of the purchase.

Procurement Policy

Appendix B – Competitive Bid Requirements for Consulting Services

The determination of the type of competitive bid required for Consulting Services will be done in conjunction with the Procurement Specialist or delegate and in accordance with the requirements in chart below:

Table 2

Type	Description	Solicited by	Award by	\$ Value
Request for Quotation (RFQ), for Proposal (RFP) or Public Tender (RFT)	A list of suppliers is invited to submit in writing quotation/bid/submission for goods and/or services or can be advertised on electronic tender system	Procurement Specialist	Procurement Specialist Note: Proper financial approval must be obtained prior to contract award. (See Appendix B for limit)	\$ 0.00 < \$100,000
Request for Quotation (RFQ), for Proposal (RFP) or Public Tender (RFT)	RFQ/RFP/Tender is advertised on electronic tendering system.	Procurement Specialist	Procurement Specialist Note: Proper financial approval must be obtained prior to contract award. (See Appendix B for limit)	=/> \$100,001

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Procurement Policy

Appendix B

NPCA Purchasing Authorization and Methods

Definitions

“**Approver**” means a manager as recognized by Finance Department, or any individual who holds a position in the organization Senior Management Team in the organization’s chart.

An Approver may delegate authority to approve purchases to a delegate provided that:

- (a) the delegate is a Niagara Peninsula Conservation Authority employee who is directly supervised by the Approver; and
- (b) the Approver remains accountable for all approvals granted by the delegate.

Authority to Execute Documents

Employees or Officers of the Niagara Peninsula Conservation Authority identified below in **Table 3** as signing officers shall have the authority to Execute Documents for the purchase of goods and services, up to the limits identified below, provided that:

- (a) the purchase complies with this Policy and the Delegation of Authority Policy;
- (b) the purchase is within an approved budget, or, where not provided for in an approved budget, has the approval of the Chief Administrative Officer/Secretary-Treasurer or delegate;
- (c) the purchasing Document(s) have been reviewed by the Procurement Specialist;

Authority to Approve Policy exceptions

Please see 8.1 Approval for Non-competitive Procurement

Procurement Policy

Appendix B

NPCA Purchasing Authorization and Methods

Goods, Non-Consulting, Consulting, Services, & Construction

Table 3

Amount	Purchase Method	Approver
0 to \$7,500	Purchasing Card Purchase Order* Executed Agreement Cheque Requisition Supplier Invoice	Initiator + Manager
\$7,500 to \$50,000	Purchase Order* Executed Agreement* Cheque Requisition^	Manager + Director
\$50,000 to \$100,000	Purchase Order* Executed Agreement* Cheque Requisition^	Manager + Director + CAO
>/= \$100,001	Purchase Order* Executed Agreement*	Director + CAO + Board of Directors

Board of Directors Approved Capital Project(s)

Amount	Purchase Method	Approver
0 to \$50,000	Purchase Order*	Manager + Director
\$50,000 to \$250,000	Purchase Order*	Manager + Director + CAO
>/= \$250,001	Purchase Order*	Director + CAO + Board of Directors

*With Corporate Services Approval.

^Where an Executed Agreement is in place.

Consulting Services

*Prior to commencement, any procurement of Consulting Services must be approved by Procurement Specialist regardless of dollar value. Procurement Specialist will assist in the determination as to whether the service is consulting or non-consulting. Please note that “**Consulting Service**” means the provision of expertise or strategic advice that is presented for consideration and decision making.*

Report To: Audit and Budget Committee

Subject: Delegation of Authority Policy

Report No: A&BC-02-2020

Date: March 12, 2020

Recommendation:

1. **THAT** Report No. A&BC-02-2020 RE: Delegation of Authority Policy **BE RECEIVED**.
2. **THAT** the Delegation of Authority Policy **BE RECOMMENDED** to the Board of Directors for approval.

Purpose:

The purpose of the Delegation of Authority framework for the Niagara Peninsula Conservation Authority (NPCA) is to ensure that the controls to manage funds, assets and other areas of responsibility are adequate and effective. It is also to ensure that NPCA staff with delegated authority understand and are able to meet their obligations.

Background:

NPCA delegates authority to facilitate effective administration and assign financial and administrative responsibility to satisfy legislative and managerial requirements for financial transparency, accountability and control. This includes delegating authority as close as possible to the point of service with due regard for efficiency as well as risk mitigation. It should be noted that this Policy is in alignment with NPCA's partners and modelled in keeping with organizations of similar size and scope.

Discussion:

Delegation of authority is the assignment of specific elements of the Board's authority, not restricted by statute to enable decisions to be made by those persons who are in the most appropriate position to assess financial, market, operational and reputational risk. Although the duties are delegated, the accountability for action and results remain with the delegating party. Responsibility can be delegated but accountability cannot.

Financial Implications:

There are no financial implications in adopting the policy.

Links to Policy/Strategic Plan:

The Board has been clear in their desire to be transparent, accountable and fiscally responsible. This policy will aid in meeting these objectives.

Related Reports and Appendices:

Appendix 1: Delegation of Authority Policy

Authored by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

Appendix 1 – Report No. A&BC-02-2020

ADMINISTRATIVE	Name of Policy Delegation of Authority
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Policy

The purpose of the Delegation of Authority framework for the Niagara Peninsula Conservation Authority (NPCA) is to ensure that the controls to manage funds, assets and other areas of responsibility are adequate and effective. It is also to ensure that NPCA staff with delegated authority understand and are able to meet their obligations.

NPCA delegates authority to facilitate effective administration and assign financial and administrative responsibility to satisfy legislative and managerial requirements for financial transparency, accountability and control. This includes delegating authority as close as possible to the point of service with due regard for efficiency as well as risk mitigation.

Although the duties are delegated, the accountability for action and results remain with the delegating party. Responsibility can be delegated but accountability cannot. Everyone has an obligation to follow the delegation of authority. Individuals delegating authority are accountable for monitoring the performance of the delegation and taking appropriate action to correct or improve practices.

Definitions:

Delegation of Authority

Delegation of authority is the assignment of specific elements of the Board’s authority, not restricted by statute to enable decisions to be made by those persons who are in the most appropriate position to assess financial, market, operational and reputational risk.

Delegations relating to authorities can be categorized in terms of: Commitment/Spending, Payment and Functional authorities.

Commitment/Spending Authority

Commitment/Spending authority is the power to commit and authorize the purchase of goods and services, the approval for processing the payment of those goods and services, and approval for entering into a contract for those goods and services. This framework specifies the dollar value or limit of the authority assigned to the CAO/Secretary-Treasurer and authority retained by the Board.



ADMINISTRATIVE	Name of Policy Delegation of Authority
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Payment Authority

Payment authority is the delegated authority that allows NPCA staff to make the actual payments to vendors and suppliers.

Payment authority follows invoice/purchase order approval by a person with delegated spending authority. In this process, the approval to commit funds is separate from the approval to make the payment.

The Banking Resolution of NPCA defines the delegation of payment authority.

Revenue Authority

Revenue authority is the authority to set and adjust rates and fees

Functional Authority

Functional authority is the authority to execute a transactional process that usually does not have spending limits, but is responsibility based on function, i.e. employment and human resources matters.

Delegated Authority Levels

Delegated authority levels are provided by the NPCA Board to the CAO/Secretary-Treasurer.

The CAO/Secretary-Treasurer will establish delegated authority levels for levels below the CAO/Secretary-Treasurer. Determination of the level of delegation involves assessing the risk and balancing that with the need to delegate authority to the level and person best positioned to exercise judgment in the matter.

The CAO/Secretary-Treasurer will establish appropriate administrative processes and procedures to manage the delegated authorities.



ADMINISTRATIVE	Name of Policy Delegation of Authority
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Record of Delegated Authority

All NPCA employees that have been delegated authority must sign a “Temporary Delegation of Authority to Approve or Execute Documents” form stating that they have read the delegation of authority framework and understand the authorities delegated to them.

If an employee is acting in the absence of another employee, then the delegated authorities of the absent employee are transferred to the acting employee, and a “Temporary Delegation of Authority to Approve or Execute Documents” must be completed.

All original completed “Temporary Delegation of Authority to Approve or Execute Documents” forms must be forwarded to the Corporate Services Department for filing with a copy to Human Resources for the employee file.

Roles and Responsibilities

NPCA Board

Effectively delegates responsibilities to the CAO/Secretary-Treasurer identified through legislative or operational requirements.

Implements appropriate delegation of authority based on need in relation to business objectives, risk assessment and within the context of the delegation of authority framework.

CAO/Secretary-Treasurer

Ensures that the Delegation of Authority from the NPCA Board has been approved.

Determines further delegation of authority to others within NPCA.

Ensures that procedures and processes are in place to effectively administer the delegations including:

- An effective administration framework and management policies to support delegation of authority and ensures that NPCA operations and delegations are carried out within this framework.
- Maintains documentation related to the formal Delegation of Authority.
- Reviews and updates the Delegation of Authority framework as required.
- Delegations are incorporated in processes and procedures and that appropriate mechanisms exist to ensure that approvals are commensurate with the delegated authority.



ADMINISTRATIVE	Name of Policy Delegation of Authority
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- Provides advice and ongoing training on interpretation and application of the Delegation of Authority framework.

Ensures compliance with the by-laws, policies, procedures, directives and guidelines, including NPCA values and vision statements.

Associated Policies

This policy must be applied in conjunction with the Code of Conduct and the following associated policies:

- Procurement
- Rates and Fees
- Ethical Conduct
- Conflict of Interest
- Corporate Credit Card
- Employment

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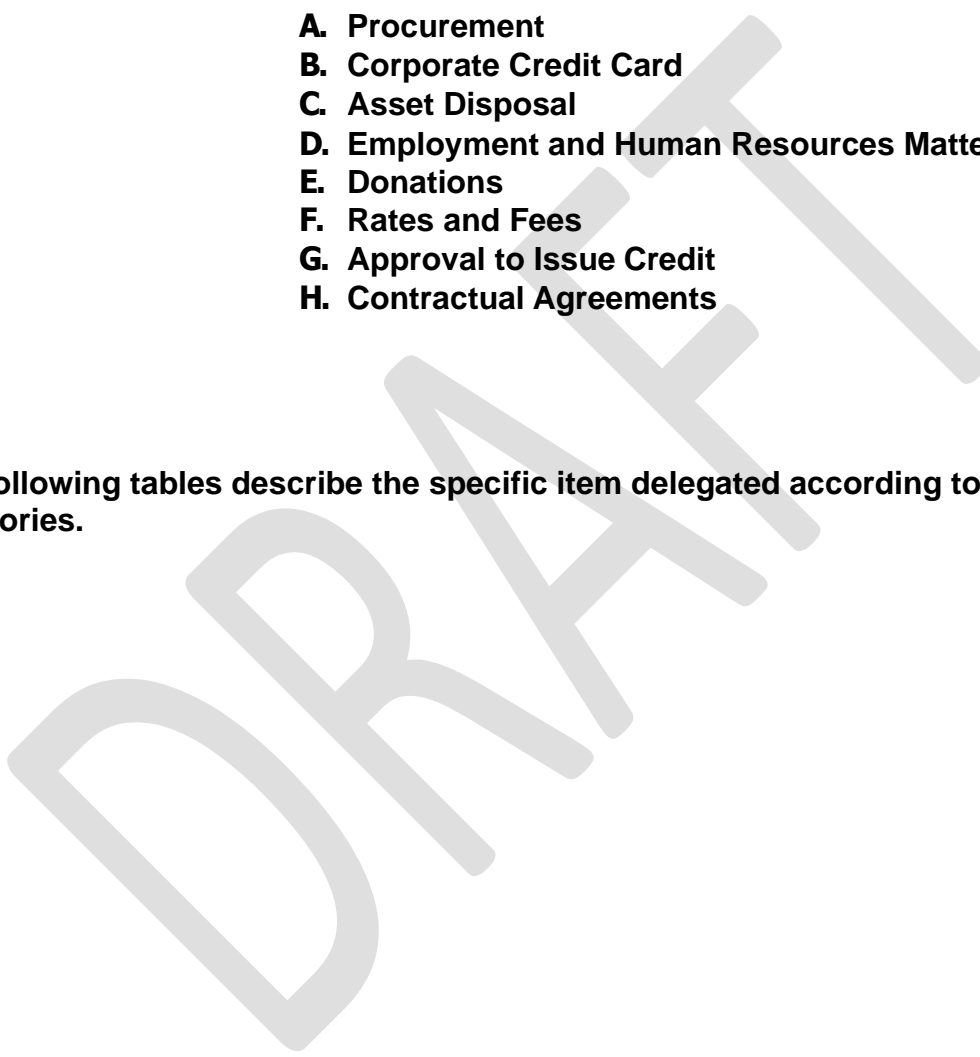
ADMINISTRATIVE	Name of Policy Delegation of Authority
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APPENDIX A

DELEGATION OF AUTHORITIES

- A. Procurement**
- B. Corporate Credit Card**
- C. Asset Disposal**
- D. Employment and Human Resources Matters**
- E. Donations**
- F. Rates and Fees**
- G. Approval to Issue Credit**
- H. Contractual Agreements**

The following tables describe the specific item delegated according to the above categories.





ADMINISTRATIVE	Name of Policy Delegation of Authority
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COMMITMENT/CONTRACTUAL

A. Procurement

The following thresholds identify levels of approval that must be secured prior to entering into a purchasing process such as Tenders, Proposals or Quotes. This Policy is in alignment with the related provisions in the Procurement Policy. Approval of the CAO/Secretary-Treasurer is required for all procurement commitments where the budget is exceeded by \$25,000 or greater.

A.1 Goods and Services Approval Thresholds

Competitive Procurement	
Commitment/Spending Limits	Delegation
\$100,001 AND OVER	NPCA Board of Directors
\$50,001 TO \$100,000	CAO/Secretary-Treasurer
\$7,501 TO \$50,000	Director
0 TO \$7,500	Manager

Non- Competitive Procurement	
Commitment/Spending Limits	Delegation
\$25,001 AND OVER	NPCA Board of Directors
UP TO \$25,000	CAO/Secretary-Treasurer

A.2 Board Approved Capital Projects Approval Thresholds

Competitive Procurement	
Commitment/Spending Limits	Delegation
\$250,001 AND OVER	NPCA Board of Directors
\$50,001 TO \$250,000	CAO/Secretary-Treasurer
\$0 TO \$50,000	Director

Non- Competitive Procurement	
Commitment/Spending Limits	Delegation
\$25,001 AND OVER	NPCA Board of Directors
UP TO \$25,000	CAO/Secretary-Treasurer



ADMINISTRATIVE	Name of Policy Delegation of Authority
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B. Authorize Corporate Credit Card Approval Thresholds

Corporate Credit Cards	
Functional Authority	Delegation
Approve Corporate Card Set Transaction Monthly Limits	CAO/Secretary-Treasurer

C. Asset Disposal Approval Thresholds

Equipment and Vehicle Disposal	
Spending Limits	Delegation
ANY AMOUNT	Director, Corporate Services

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ADMINISTRATIVE	Name of Policy Delegation of Authority
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**D. Employment and Human Resources Matters
Approval Thresholds**

Employment and Human Resources Matters	
Function	Functional Authority Delegated To
Collective Agreement Memorandum of Settlement	CAO/Secretary-Treasurer
Final Approved Collective Agreement	NPCA Board of Directors
Employment Contracts <ul style="list-style-type: none"> • CAO/Secretary-Treasurer • All other contracts 	NPCA Board of Directors *cannot be delegated CAO/Secretary-Treasurer
Recruiting, hiring and removing employees	CAO/Secretary-Treasurer
Establish classification and classification reviews	CAO/Secretary-Treasurer
Acting Assignments over 5%	CAO/Secretary-Treasurer
Merit increases for full time and significant contract staff	CAO/Secretary-Treasurer
Pension, Health Care Plans and Other Benefit Plans Administration	CAO/Secretary-Treasurer
Employee Assistance Program Agreement	CAO/Secretary-Treasurer
Execute other Human Resources Agreements	CAO/Secretary-Treasurer

Employment and Human Resources Matters		
Authority	Spending Limits	Delegation
Grievance and Labour Settlements	\$100,001 AND OVER	NPCA Board of Directors
Grievance and Labour Settlements	UP TO \$100,000	CAO/Secretary-Treasurer



ADMINISTRATIVE	Name of Policy Delegation of Authority
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E. Donations or Gifts to NPCA

Approval Thresholds

Donation or Gift to NPCA *	
Acceptance Limits	Delegation
\$25,001 AND OVER	CAO/Secretary-Treasurer
UP TO \$25,000	Director, Corporate Services

* Any donation or gift to NPCA must further the stewardship objectives of NPCA

** Authority to accept donations includes related authority to issue tax receipts

F. Rates and Fees

Situation	Authority
Introduction of new fee, package or program at an existing venue	NPCA Board of Directors
Annual fee schedule	NPCA Board of Directors
Plan Review fee schedule	NPCA Board of Directors

G. Approval to Issue Credit

Approval to Issue Credit	
Limits	Delegation
Trade Receivables \$50,001 AND OVER	CAO/Secretary-Treasurer
Trade Receivables Up To \$50,000	Director, Corporate Services

H. Contractual Agreements (excluding procurement)

Contractual Agreements	
Limits	Delegation
\$100,001 AND OVER	CAO/Secretary-Treasurer
UP TO \$100,000	Director, Corporate Services

ADMINISTRATIVE	Name of Policy <h2 style="margin: 0;">Delegation of Authority</h2>
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Temporary Delegation of Authority to Approve or Execute Documents

I hereby delegate my authority, as set out in the Delegation of Authority Policy, as follows:

Delegation of Authority to Approve ___ No ___ Yes _____ Dollar Threshold

Delegation of Authority to Execute ___ No ___ Yes _____ Dollar Threshold

Document Type: _____

Purpose and/or Limitations of Delegation:

Name of Delegator: _____

Position/Title of Delegator: _____

Declaration of Delegator: *In the delegation of my authority to approve and/or execute documents on behalf of NPCA, I accept the very responsibility that I would normally accept in authorizing such documents directly, myself.*

Signature of Delegator

Date

Name of Delegatee: _____

Position/Title of Delegatee: _____

Date Delegation of Authority to Commence: _____

Date Delegation of Authority to End: _____

Declaration of Delegatee: *I understand and hereby accept the authority delegated to me in approving and/or executing documents on behalf of NPCA, which I agree to undertake in accordance with established NPCA policies, procedures and governance processes as well as applicable federal, provincial and municipal laws. I understand that I am being delegated the power to approve and/or execute and that all obligations to obtain proper NPCA authority for the terms and conditions of any document are to be met prior to execution. I also undertake to provide the delegator an executed copy of any and all documents signed hereunder, forthwith after execution.*

Signature of Delegatee

Date