



CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, March 25, 2021

**Held Electronically in Accordance with Ministerial Order M192
and Transmitted via the SCRD Boardroom, 1975 Field Road,
Sechelt, B.C.**

AGENDA

CALL TO ORDER 9:30 a.m.

AGENDA

1. Adoption of Agenda

PRESENTATIONS AND DELEGATIONS

REPORTS

2. 2019-2023 Strategic Plan Review Timeline
Chief Administrative Officer
(Voting – All Directors) Annex A
Pages 1 - 2
3. Tender Bid Award Reports
*Chief Administrative Officer and Manager, Purchasing and Risk
Management*
(Voting – All Directors) Annex B
pp. 3 - 58
4. Update to 2020 Surplus / Deficits and 2021 Budget
General Manager, Corporate Services / Chief Financial Officer
(Voting – All Directors) Annex C
pp. 59 - 62
5. Pender Harbour and District Chamber of Commerce 2021 Grant
Request
General Manager, Corporate Services / Chief Financial Officer
(Voting – All Directors) Annex D
pp. 63 - 65
6. Grants Status Update
Budget and Financial Analyst
(Voting – All Directors) Annex E
pp. 66 - 70

COMMUNICATIONS

NEW BUSINESS

IN CAMERA

ADJOURNMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – March 25, 2021

AUTHOR: Dean McKinley, Chief Administrative Officer

SUBJECT: 2019-2023 STRATEGIC PLAN REVIEW TIMELINE

RECOMMENDATION(S)

THAT the report titled 2019-2023 Strategic Plan Review Timeline be received for information.

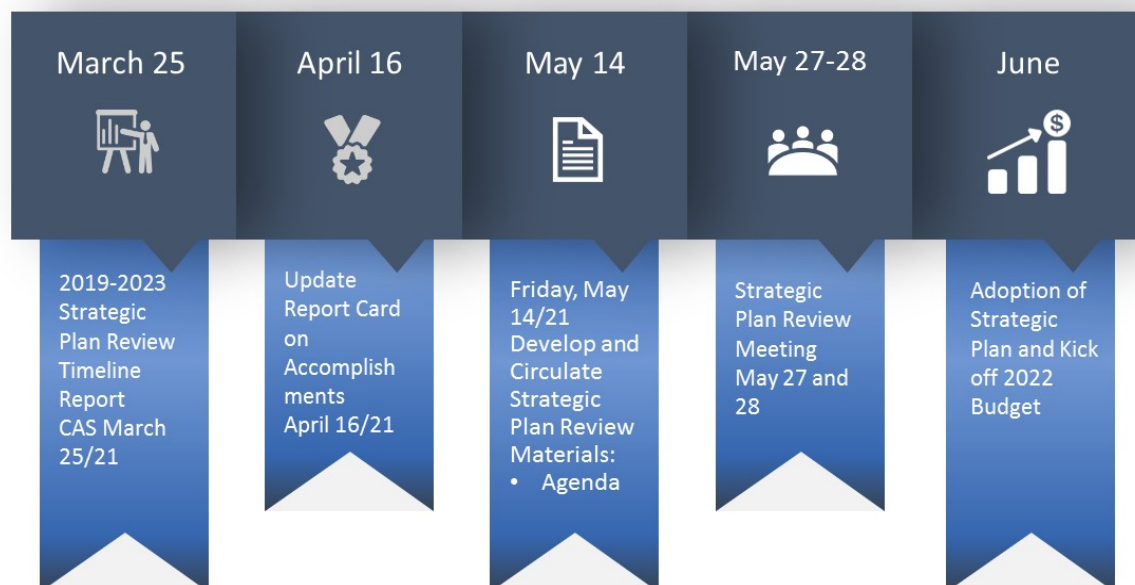
BACKGROUND

As part of the annual review of the SCRD Strategic Plan, staff have developed a timeline for 2021. The annual review will be the beginning of the 2022 budget process.

DISCUSSION

A review of the 2019-2023 Strategic Plan was conducted in September 2020 with Board and senior staff and adopted in October 2020. The strategic tactics and targets are currently being reviewed and updated as part of the review process. Below is the target timeline for reviewing and adopting an updated plan.

2019-2023 Strategic Plan Review Timeline



Financial Implications

The Strategic Plan will provide significant guidance and input for preparation and finalization of the SCRD's Financial Plan beginning in the 2022 budget year.

Communications Strategy

A communications strategy is being formulated to inform and engage the public, community partners and stakeholders of the focus area goals, strategies, tactics and targets contained within the SCRD 2019-2023 Strategic Plan.

STRATEGIC PLAN AND RELATED POLICIES

The 2019-2023 Strategic Plan reflects the collective vision of the SCRD Board of Directors and provides strategies to guide the SCRD's decisions and allocation of resources.

The plan also supports and encourages collaboration among our partners and community stakeholders in the pursuit of regional goals and aspirations.

CONCLUSION

The SCRD is committed to reviewing our Strategic Plan annually. This report starts the review process with the targeted plan update being adopted in June.

Reviewed by:			
Manager		Finance	
GM		Legislative	X – S. Reid
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – March 25, 2021

AUTHOR: Dean McKinley, Chief Administrative Officer
Valerie Cropp, Manager, Purchasing and Risk Management

SUBJECT: TENDER BID AWARD REPORTS

RECOMMENDATION(S)

THAT the report titled Tender Bid Award Reports be received for information.

PURPOSE

To explore options for including additional information such as bidder names and tender amounts on contract award reports over \$100,000.

BACKGROUND

At the Sunshine Coast Regional District (SCRD) Regular Board meeting of March 11, 2021, resolution 071/21 was adopted:

Tender Bids **It was moved and seconded**

THAT staff investigate options to include additional information within contract award reports, such as the names and tender amounts for all considered bidders, and report back to a future Committee meeting.

Board Governance and the current SCRD Procurement Policy

As an integral part of Board governance, Board policies are developed, reviewed and/or amended to meet identified needs and to address existing and emerging issues. These policies provide the framework for sound decision making, transparency and accountability.

In 2019 the SCRD conducted a detailed and thorough process to review and revise the Board's Procurement Policy. As part of this process, a preliminary Procurement Framework (Attachment A) was provided to advance the Boards Strategic Plan objective and allow for Sustainable Social Factors/Social Procurement to be included.

In the Framework presented to the Corporate and Administrative Services Committee (CAS) on May 23, 2019 under Element 6, pages 4,5, the reporting section highlighted guidance with regards to the importance of understanding what and when information may be proactively released to the public. As such, section 9.5 Award reports was developed and included in the Board's new Procurement Policy.

9.5 Award Reports

Staff will publicly report award recommendations to the Board for contracts over \$100,000. In drafting these reports staff will reference the Province of BC's Guidance for the Release of Information Related to the Competitive Procurement Process.

In addition to the framework item, the following direction for the new Policy was provided at the June 11, 2019 Regular Board Meeting (motion 173/19).

Recommendation No. 7

Procurement Policy Framework

THAT the report titled Procurement Policy Framework be received;

AND THAT staff provide a draft procurement policy to the July 2019 Corporate and Administrative Services Committee meeting that includes sustainable social procurement, environmental sustainability and local vendor priority options and give consideration to including living wage criteria or creating a separate living wage policy;

AND THAT the following thresholds be included in the draft procurement policy:

Estimated Thresholds	Method
Goods and Services	
Less than \$5,000	Small Purchase Guidelines
Less than \$10,000	Informal Quotation Process
\$10,000 to \$50,000	Invitational Process or Formal Competitive Process (RFP, ITQ, RFSO)
Greater than \$50,000	Formal Competitive Process (RFP, ITQ, RFSO)
Construction	
Less than \$100,000	Invitational Process or Formal Competitive Process (RFP, ITT)
Greater than \$100,000	Formal Competitive Process (RFP, ITT)

AND FURTHER THAT staff provide information and options related to becoming a member of the *Coastal Community Social Procurement Initiative*.

The Draft Procurement Policy was presented to the July 25, 2019 CAS (Attachment B) and it was subsequently approved by the Board in Sept 2019 (partial excerpt motion 218/19):

Recommendation No. 13 Revised Draft Procurement Policy

THAT the report titled Sunshine Coast Regional District (SCRD) Revised Draft Procurement Policy be received;

AND THAT the Procurement Policy be approved as presented;

Once approved, the Board Policy provides the framework which guides staff who are entrusted with operationalizing the policy. In this case, the Board's policy provides thresholds and methods to guide procurement, including the factors that are to be used in the evaluation process (experience, qualifications, methodology, sustainable and social procurement, local economy development, price).

From an operations perspective, SCRD has specially trained, accredited procurement professionals who, guided by board policy, work closely with project leads with the goal of achieving the best "value for money" for any given product or service being procured. This often includes customizing the weighting of the evaluation criteria as part of the procurement process on a case-by-case basis.

While SCRD does not define "value for money" as a requirement to select the lowest-cost provider, our responsibility to be good stewards of public dollars is often misunderstood as an obligation to spend the least amount of money, regardless of other considerations. "Value for money" should be determined, and evaluated, based on multiple factors in addition to cost, and these factors must be clearly stated to prospective suppliers during the procurement process.

Although posting public notice requirements only requires the SCRD to post on the approved vender site (BCBid), our SCRD procurement process includes posting in the local newspapers, SCRD website and accepting paper submissions to our Administration Building. These measures are specifically designed to ensure local vendors have every opportunity to participate in the procurement process.

Debrief meetings are also offered to all vendors to explain to a proponent / respondent how their submission was evaluated, including its strengths and weaknesses, so that they can improve their chances of success in the future. Debriefs are also an opportunity for the SCRD to demonstrate the transparency of the process, including how the process described in the solicitation was followed. These two outcomes are intended to result in increased competition for future solicitations, as vendors will have a better understanding of what to include in their submissions for future opportunities and builds confidence that the SCRD is conducting the process as stated.

On most of the SCRD competitive processes, at least one vender will request a debrief, which is always lead by accredited procurement specialists.

Since the Board approved the SCRD Procurement Policy in July of 2019, there have been 45 contract awards over \$100,000 and to date there have been no issues related to the Board's Procurement policy or staff's procurement process.

DISCUSSION

The March 11, 2021 Board direction to staff was to investigate options for including additional information such as bidder names and amounts in contract award reports.

Staff conducted a scan of what other jurisdictions across the Province do in terms of publishing bidder names and amounts in contract award reports. That scan can be summarized by stating that some jurisdictions do and some do not, with a general trend emerging towards best practice to not provide bidder names and amounts where many other factors other than price are considered as part of the procurement process. What is provided instead is a statement that describes that all bids received were evaluated in accordance with policy and recommends a successful proponent based on that evaluation.

On the Sunshine Coast, the Town of Gibsons and District of Sechelt both have procurement policies to guide staff. In Sechelt, for contracts over \$75,000 and in Gibsons, for contracts over \$100,000, bidder names and amounts are included on contract award reports in an open meeting (unless there is a legal issue preventing it such as privacy concerns).

At SCRD, Section 9.5 Awards of the Procurement Policy states: Staff will publicly report award recommendations to the Board for contracts over \$100,000. In drafting these reports staff will reference the Province of BC's Guidance for the Release of Information Related to the Competitive Procurement Process (Attachment E).

The guidance does not encourage the publication of bidder names; however, it does not state it should not be done, rather, the guidance cautions that it "depends".

Options

1. Provide more clear wording in contract award documents that more directly link the contract award to the board's approved procurement policy. An example of this wording could read as follows:

***X number** of proposal submissions were received. These were evaluated using a matrix that was provided in the BC bid RFP document and in accordance with the SCRD Board Procurement policy. **Insert proponent name here** received the highest ranking and is the successful proponent. SCRD staff have prepared the Contract Agreement for the **insert project name here**. This will be signed pending Board approval.*

This proposed wording would provide a more direct connection between the Board's policy governing procurement at SCRD and staff's operational implementation of the Board's procurement policy. This option would be consistent with what are considered to be best practices in many local governments in BC, would require no changes to the existing Board policy governing procurement and would remain consistent with the Province of BC's Guidance for the Release of Information Related to the Competitive Procurement Process.

2. Include the bidder names and amounts for contracts over \$100,000

This "could" be done. It would require a modification to section 9.5 of the Board Policy and current solicitation documents and would raise the risk profile in terms of release of public information and may not provide additional context to assist with board decision making where price is only one of many factors being evaluated.

STRATEGIC PLAN AND RELATED POLICIES

The Procurement Policy reflects the Boards Strategic Plan strategies of social equity and the Board's Financial Sustainability Policy.

CONCLUSION

As more and more local governments, especially medium to large sized jurisdictions move away from price being the sole factor in contract awards, they are relying on well designed, transparent and fair council/board approved procurement policies being operationalized by trained staff. Many jurisdictions are moving away from publishing bidder names and amounts where price is not the sole factor in evaluating bids. Should the board wish to provide direction to staff to implement changes to the information provided as part of contract award reports, staff are prepared to implement board direction.

Attachments

- Attachment A: May 23, 2019 CAS Staff Report titled Procurement Policy Framework
 Attachment B: July 25, 2019 CAS Staff Report title Procurement Policy
 Attachment C: SCRD Procurement Policy
 Attachment D: District of Sechelt Procurement Policy
 Attachment E: Guidance for the Release of Information &/or Documents Related to
 Competitive Procurement Opportunities
 Attachment F: Town of Gibsons Procurement Policy

Reviewed by:			
Manager		CFO / Finance	
GM		Legislative	X – S. Reid
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – May 23, 2019

AUTHOR: Valerie Cropp, Manager, Purchasing and Risk Management

SUBJECT: **PROCUREMENT POLICY FRAMEWORK**

RECOMMENDATION(S)

THAT the report titled Procurement Policy Framework be received;

AND THAT the Board provide input on the direction of the Policy.

BACKGROUND

The overall purpose of a purchasing or procurement policy is to:

- Build public confidence in public procurement.
- Simplify, clarify, and reflect the laws governing procurement.
- Ensure the fair and equitable treatment of everyone who deals with the procurement system.
- Provide for increased efficiency, economy, and flexibility in public procurement activities and maximize purchasing power for the community to the fullest extent.
- Foster effective broad-based competition from all segments of the supplier community.
- Safeguard the integrity of the procurement system and protect against corruption, waste, fraud, and abuse.
- Foster equal employment opportunities that are in line with legal requirements, in the policies and practices of suppliers and subcontractors wishing to do business with the entity.

The Purchasing Policy 3-1200-5 (Attachment A) was adopted on June 9, 2011 to provide clear guidelines and standards for procurement, ensuring the Sunshine Coast Regional District (SCRD) receives best overall value in the most cost effective and efficient manner, and that the methods used are open, fair, consistent and support the organization's commitment to sustainability.

The SCRD Purchasing Policy has not been reviewed since this time and although current policies contain many of the necessary standards to support the SCRD's commitment to doing business in a fair and ethical manner and ensuring equal opportunity for all business, staff recommend expanding the current policy to reflect the changing public procurement environment and strengthen vendor and community relationships.

DISCUSSION

Options and Analysis

Public Procurement is governed by law related to commercial contracts, competitive bidding, Canadian Competition Bureau legislation, as well as the New West Partnership Trade

Agreement, Canadian Free Trade Agreement, and Comprehensive Economic and Trade Agreement.

When the Auditor General for Local Government (AGLG) was created they identified six major themes, including Fiscal and Sustainability Planning, Capacity and Internal Operations. This theme includes procurement, which is a key function in local governments.

As a result of the Procurement focused Audits, the AGLG created a Perspective Services' document focusing on Procurement to help guide local governments in developing strong procurement policy, performance metrics and vendor performance management.

In addition to the AGLG there are several other agencies that have released guidelines that support and inform the procurement process for local governments. These organizations are:

- Local Government Management Association;
- Coastal Communities Social Procurement Initiative;
- Ministry of Citizens' Services, Procurement Governance Office; and
- National Institute for Government Procurement.

These organizations identify procurement policy statements that staff view as critical elements that should be included in a procurement policy for good governance.

Key Recommendations SCRD New Procurement Policy

Staff recommend that the following elements are recommended in a new procurement policy which will be brought to a future Committee meeting for consideration:

Element 1: States the Purpose of the Policy

The purpose of this policy is to ensure that all goods, services and construction will be acquired in a competitive, fair and open manner, and that the process will be efficient, accountable and maximize best value for the community.

The policy will support the SCRD strategic objectives while ensuring that we meet the requirements under the *Community Charter*, *Local Government Act*, various trade agreements, *Freedom of Information and Protection of Privacy Act*, district bylaws, public sector procurement standards and competitive bidding law.

The SCRD is also committed to working with the vendor community on opportunities for sharing ideas and feedback to help improve the procurement process and make it easier for vendors to do business with the SCRD.

Element 2: Definitions and Restrictions

To assist with interpretation, a procurement policy needs to include a definition section that:

- Clearly defines the use of the terms in the policy.
- Clearly defines criteria for any procurement decision that may be unclear without further explanation (e.g. description of “responsive bidder”, “best value”).
- Restrictions, prohibitions and requests for exceptions and exclusions to the policy, (i.e. Emergency, Standardization).

Element 3: Authorities and Responsibilities

A procurement policy should, at a minimum, establish guidance for the organization and be consistent with SCRD Delegation Bylaw No. 710, including:

- Authorities and responsibilities of procurement staff, department heads and other local government staff as defined in bylaws
- The authority and/or area responsible for the process used to identify capital needs.
- The roles and responsibilities of elected officials, staff (including those with program, procurement and finance responsibilities) and contractors.
- The approval and authorization levels for change orders.
- The requirements for post-completion assessment of project performance.

Element 4: Methods of Procurement and Thresholds

A procurement policy should establish thresholds and award methods that are consistent with current Trade Agreements and Contract Law and be a guide for source selection and contract formation that, at a minimum, includes the following contracting methods:

- Competitive Methods of Procurement, such as, Request for Proposal or an Invitation to Tender.
- Non-Competitive Methods of Procurement such as, direct contract awards or urgent and emergent situations.
- Exemptions and Exceptions to the Required Methods of Procurement.
- Gathering Market Information (tools that do not directly result in a contract award).

Our current policy thresholds are outlined in the below table:

Expenditure	Method
Under \$5,000	Low Value Purchase
More than \$5,000 but less than \$30,000	Request for Quotation
\$30,000 or greater	Call to Bids

Staff also recommend updating the SCRD thresholds and award methods to be consistent with SCRD Small Purchases Guidelines and in line with Trade agreements as follows:

Estimated Thresholds	Method
Goods and Services	
Less than \$5,000	Small Purchase Guidelines
Less than \$10,000	Informal Quotation Process
\$10,000 to \$50,000	Invitational Process or Formal Competitive Process (RFP, ITQ, RFSO)
Greater than \$50,000	Formal Competitive Process (RFP, ITQ, RFSO)
Construction	
Less than \$100,000	Invitational Process or Formal Competitive Process (RFP, ITT)
Greater than \$100,000	Formal Competitive Process (RFP, ITT)

Element 5: Ethical Considerations

A procurement policy should provide guidance to a Code of Conduct policy currently being drafted for everyone involved in the procurement process, as well as remedies for violation of the policy. This guidance should include:

- What type of communication (lobbying) is acceptable and what is not, during a competitive procurement process.
- Employee acknowledgement of compliance with the procurement policy and other related policies.
- Refusing and/or suspending vendors under specific circumstances.
- Handling protests, appeals, disputes, claims, hearings, and contractual remedies.

Element 6: Metrics and Reporting**Metrics**

It is important for the procurement function to have a performance measurement system that assesses its progress toward supporting the priorities of the SCRD's Strategic Plan. Tracking performance allows for a more strategic perspective on procurement activities, supports planning, informs decision making and helps demonstrate accountability.

In identifying performance metrics, it is usually best to start small and expand. There are three key areas, financial, vendor related, and procurement efficiency.

For the financial key performance metric, staff are currently reporting quarterly to the Corporate and Administrative Services Committee on all new contracts entered into with a value between \$50,000 and \$100,000. All contracts over \$100,000 are brought forward for Board approval per the SCRD's Delegation Bylaw. The SCRD reports all vendor expenditures over \$25,000 annually in the Statement of Financial Information as required by legislation.

For the vendor related key performance metric, staff recommend annual reporting of the number of supplier and/or contractor performance evaluations formally completed per year.

For the procurement efficiency key performance metric, staff recommend reporting on the number of exceptions to the procurement policy.

Reporting

It is a common practice to report directly to the public. Staff currently pro-actively release contract award information on the SCRD website after a contract has been executed.

Staff also publicly report award recommendations to the Board for contracts over \$100,000. In drafting these reports, it is important to understand what and when information may be pro-actively released to the public. Staff currently use the attached Guidance for the Release of Information Related to the Competitive Procurement Process that was developed by Ministry of Citizens' Services, as well as the *Freedom of Information and Protection of Privacy Act*.

Further to the guidance document, in 2018 the Canadian International Trade Tribunal ruled that the government's premature contract award announcement resulted in a breach of its confidentiality duties (*Hawboldt Industries v. Department of Public Works and Government Services*).

The Tribunal also stressed that the trade treaty requirement to post contract award amounts remained subject to confidentiality obligations where disclosure might prejudice future competition. In considering whether to grant a remedy, the Tribunal stated that the government should avoid automatically posting contract award prices in all instances without first considering the potential prejudice to future competitions. The Tribunal further noted that it had already warned the government that these mechanical disclosures risked breaching the government's confidentiality duties and exposing the government to damage awards.

Given the above, the Tribunal found that the complainant was entitled to damages for an undisclosed percentage of its lost profits. As this case illustrates, public institutions must carefully navigate their transparency obligations and confidentiality duties. These diligence duties should include avoiding the premature disclosure of pricing information prior to the final award of a contract and to the expiry of any applicable bid protest timeframes. In some instances, these duties should also include the redaction of contract award values to protect future competition.

Other Considerations

A procurement policy may also provide guidance for the use of special public procurement programs, such as sustainable social procurement.

Sustainable social procurement is the intentional generation of social value through procurement processes. It occurs when buying goods, service or construction, in a way that achieves value for money in terms of generating benefits not only for the organization, but also the society and the economy, while minimizing damage to the environment.

Sustainable social procurement is a growing practice that seeks to better leverage public funds to achieve positive social outcomes aligned with community values and strategic objectives. The practice has been adopted around the world and has demonstrated positive results for the community. BC started to see this practice being adopted around 2009, and most recently being highlighted through the Association of Vancouver Island and Coastal Communities (AVICC), which supported the creation of the Coastal Communities Social Procurement Initiative.

The SCRD already practices some sustainable procurement, with vendors that pay a living wage, contracts that have requirements for reporting emissions and also have different types of agreements with local community support agencies, however the process is not as transparent as it could be. Staff would recommend the following as other considerations that may be added to the policy.

The SCRD strategic plan direction is usually what will determine what sustainable social procurement benefits would be a focus for SCRD.

Some of the benefits of sustainable social procurement include:

- | | |
|----------------------|--|
| Local sustainability | ☞ Strengthening the local economy and ensuring its financial and environmental sustainability. |
| Social inclusion | ☞ Promoting openness and equal opportunity for disadvantaged and vulnerable community groups. |
| | ☞ Building social capital in the community. |

Employment and Training	<ul style="list-style-type: none"> ☞ Consideration for local employment opportunities at living wages through clauses and specifications in the tenders. ☞ Developing practical training to build long-term employment opportunities.
Diversity and Equity	<ul style="list-style-type: none"> ☞ Ensuring all businesses have the same opportunity to tender for contracts. ☞ Ensuring that the supply markets around essential and key services remains diverse and vibrant. ☞ Ensuring that local suppliers such as small to medium-sized enterprises (SMEs), social enterprises and Indigenous businesses are well-positioned to prosper in the local economy
Service innovation	<ul style="list-style-type: none"> ☞ Fostering a new social economy, addressing service gaps by piloting joint ventures between external partners.
Environmental	<ul style="list-style-type: none"> ☞ Increase demand for environmentally responsible products and services, which may ultimately enhance their quality and cost competitiveness. ☞ Continue to increase government's conservation of resources through the use of more reusable products, and products and services which require less energy and materials to produce or use. ☞ The substitution of environmentally sensitive products for more environmentally harmful products will increase as their usage becomes more prevalent and as they become more cost effective and of comparable quality to those products previously purchase
Fair Trade	<ul style="list-style-type: none"> ☞ Purchasing ethical and fair trade goods to support equitable local, national and international trade ☞ Ensuring adherence to local, national and international Trade Agreements and labour standards

The Committee may also wish to provide direction of social procurement options.

Timeline for next steps or estimated completion date

Once the Committee considers the framework, a new draft procurement policy will be presented at a future meeting for review.

Organizational Implications

If a new procurement policy is approved, appropriate procedures would be developed to support it.

Communications Strategy

In addition to informing internal staff about Policy and procedural changes related to procurement, the SCRD will also work with the vendor community on these changes. Staff identify challenges in the outreach to the wider vendor community as: vendors not understanding what public procurement is and how the Trade Agreements, Board Directives and Contract Law affect SCRD processes. These workshops will be a means to strengthen communication, trust and confidence in SCRD's process with the vendor communities.

STRATEGIC PLAN AND RELATED POLICIES

Reviewing and considering recommendations for replacing the existing procurement policy dated June 2011, supports the SCRD Financial Sustainability Policy and promotes both the Vision and Mission of the SCRD.

CONCLUSION

The Purchasing Policy 3-1200-5 was adopted on June 9, 2011 to provide clear guidelines and standards for procurement, ensuring the SCRD receives best overall value in the most cost effective and efficient manner, and that the methods used are open, fair, consistent and support the organization's commitment to sustainability.

The Purchasing Policy has not been reviewed since this time and although it contains many of the necessary standards to support the SCRD's commitment to doing business in a fair and ethical manner and ensuring equal opportunity for all business, staff recommend expanding the current policy to reflect the changing public procurement environment and strengthen vendor and community relationships.

Reviewed by:			
Manager		CFO / Finance	X – T. Perreault
GM		Legislative	
Interim CAO	X - A. Legault	Other	

Attachment A: Purchasing Policy 3-1200-5 June 2011

Attachment B: Guidance for the Release of Information and/or Documents Related to Competitive Procurement Opportunities

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019
AUTHOR: Valerie Cropp, Manager, Purchasing and Risk Management
SUBJECT: SUNSHINE COAST REGIONAL DISTRICT (SCRD) REVISED DRAFT PROCUREMENT POLICY

RECOMMENDATION(S)

THAT the report titled SCRD Revised Draft Procurement Policy be received;
AND THAT the draft Procurement Policy be approved as presented or amended;
AND THAT the SCRD may apply for membership to the Coastal Communities Social Procurement Initiative (CCSPI);
AND THAT the base budget for Purchasing and Risk Management [116] be amended by \$3,095 to cover the CCSPI membership fee;
AND THAT the 2019/2020 portion be recovered through support services recoveries;
AND FURTHER THAT the 2019-2023 Financial Plan to be updated accordingly.

BACKGROUND

At the Regular Board meeting of May 23, 2019, the following resolution was adopted:

173/19 **Recommendation No. 7** *Procurement Policy Framework*

THAT the report titled Procurement Policy Framework be received;

AND THAT staff provide a draft procurement policy to the July 2019 Corporate and Administrative Services Committee meeting that includes sustainable social procurement, environmental sustainability and local vendor priority options and give consideration to including living wage criteria or creating a separate living wage policy;

AND THAT the following thresholds be included in the draft procurement policy

Estimated Thresholds	Method
Goods and Services	
Less than \$5,000	Small Purchase Guidelines
Less than \$10,000	Informal Quotation Process
\$10,000 to \$50,000	Invitational Process or Formal Competitive Process (RFP, ITQ, RFSO)
Greater than \$50,000	Formal Competitive Process (RFP, ITQ, RFSO)
Construction	
Less than \$100,000	Invitational Process or Formal Competitive Process (RFP, ITT)
Greater than \$100,000	Formal Competitive Process (RFP, ITT)

AND FURTHER THAT staff provide information and options related to becoming a member of the Coastal Community Social Procurement Initiative.

Copy of the staff report outlining the key policy principles for consideration which was presented at the May 2019 Corporate and Administrative Services Committee meeting has been attached for reference (Attachment A).

The purpose of this report is to provide the Board with a draft Procurement Policy which addresses new procurement practices, thresholds and processes.

DISCUSSION

Staff have drafted the attached Procurement Policy (Attachment B) that includes the suggested revisions from the Procurement Policy Framework report presented at the May 23, 2019 Corporate and Administrative Services Committee Meeting as follows:

- Purpose of the Policy;
- Updated definitions, restrictions and authorities and responsibilities;
- Methods of Procurement and Thresholds;
- Ethical Considerations; and
- Metrics and Reporting.

The draft also includes the new approved thresholds and specific elements of sustainable social procurement practices, environmental sustainability and local vendor priority options as identified by the Board and under Local Economic Development allows for the inclusion of a Living Wage for Vendor's employees, where applicable.

Sustainable Social and Environmental Procurement

The Policy allows for the SCRD to add sustainable social considerations to Tenders by adding value weighting criteria and to evaluate bids based on these criteria.

It is intended that, where appropriate, use of sustainable social purchasing impact weighting criteria (impact criteria) like providing a living wage or the use of more reusable products, will both reward vendors for actions that add sustainable social value, and encourage vendors to look for new ways to increase their sustainable social value, improving their ability to compete for future procurement opportunities.

When including impact criteria in an appropriate solicitation, in accordance with the policy an assessment of best value will include evaluating the vendor's willingness or ability to comply with the specific impact elements that have been included in the procurement document and that become part of the resulting contract obligations.

Local Vendor Priority Options

While no local preferences policies are permitted, by practicality, low value purchases would normally be in the Local Area.

As one of the factors the SCRD defined in the Procurement Policy is Best Value procurement which includes the assessment of local knowledge or the equivalent. This assessment may include rating the supplier's knowledge and ability to address considerations such as:

- Climatic and environmental conditions;
- Regulatory, bylaw and licensing requirements;
- Labour codes, Workers Compensation and safety regulations;
- Local market and industrial capacities;
- Building codes and any applicable local codes;
- Public policies and operational objective; and/or
- Professional licensing obligations.

Coastal Communities Social Procurement Initiative (CCSPI)

The SCRD Board requested information and options to becoming a member of the Coastal Community Social Procurement Initiative (CCSPI).

In spring 2016 the Association of Vancouver Island and Coastal Communities (AVICC) passed a motion to advance the use of social procurement in local government, a year later AVICC passed a further motion to create a concept for a region-wide Social Procurement Hub. The hub was rebranded in November 2018 to the CCSPI and contracted out the services to Scale Collaborative.

The CCSPI was created as a 2-year initiative to assist local governments and First Nations in implementing social procurement.

The CCSPI has 8 goals

1. Local governments in the Vancouver Island and Coastal Communities region are embracing and implementing social procurement.
2. There is a standardized approach to social procurement across local government while each local community has the ability to create the social value as determined by its elected officials/community.
3. Procurement staff in local governments are trained in social procurement and have the know-how to issue tenders and RFPs that result in community benefits.
4. Product and service suppliers are fully engaged, bidding on contracts and responding to RFPs issued by local governments.
5. The provincial government is aware of and supportive of CCSPI.
6. A robust monitoring reporting framework is in place.

7. CCSPI is a long-term, sustainable initiative.
8. Interest demonstrated by wider Municipal, Academic Institutions, Schools and Hospitals (MASH) sector.

The SCRD currently has a team of accredited procurement specialists that have participated in social procurement webinars, training from the Social Enterprise Institute, as well as having a certificate in Social Procurement.

Staff already maintains memberships with the Province's Procurement Community of Practice, Social Enterprise Institute, National Institute of Governmental Purchasing, and Supply Chain Management Association. As the SCRD Board has already establish its community impact objectives, and is in the process of implementing stronger social procurement processes, the main benefits of joining the CCSPI would be to broaden the SCRD network community and provide access in-house tools and training for implementing social procurement.

Financial Implications

In adopting the new Procurement Policy there are no financial implications. Training and development are considered as part of the Purchasing and Risk Management Division

The membership fee to join the CCSPI is based on 2016 census population of 29,970. The SCRD membership fee would be \$3,095 and would cover the SCRD membership from the date of the application. If the SCRD Board chooses to become a member, the base budget for the Purchasing and Risk Management Division, which is funded through support services recovery, would require an increase of \$3,095 to cover the membership fee as the budget has insufficient funds.

Communications Strategy

In addition to informing internal staff about the Procurement Policy and procedural changes, the SCRD will also work with the vendor community.

Staff have identify challenges in the outreach to the wider vendor community as: vendors not understanding what public procurement is and how the Trade Agreements, Board Directives and Contract Law affect SCRD processes.

SCRD will host procurement workshops that will aim at strengthen communication, trust and confidence in SCRD's process with the vendor communities.

STRATEGIC PLAN AND RELATED POLICIES

The Procurement Policy, supports the SCRD Financial Sustainability Policy and promotes both the Vision and Mission of the SCRD.

CONCLUSION

Staff have drafted a new Procurement Policy that includes suggested revisions from the May 23, 2019 Procurement Policy Framework Report and the approved thresholds and specific elements of sustainable social procurement practices, environmental sustainability and local vendor priority options as identified by the Board and under Local Economic Development

allows for the inclusion of a Living Wage for Vendor's employees, where applicable. This new policy is for the Board's review and consideration.

The SCRD Board requested information and options related to becoming a member of the CCSPI. If the Board chooses to become a member, the base budget for the purchasing and risk management division, which is funded through support service recovery, would require an increase of \$3,095 to cover the membership fee and that the 2019-2023 Financial Plan be updated accordingly.

Reviewed by:			
Manager		CFO / Finance	X – T. Perreault
GM		Legislative	
Interim CAO	X – M. Brown	Other	

Attachment A: May 23, 2019 CAS Staff Report titled Procurement Policy Framework

Attachment B: Draft Procurement Policy



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Section:	Equipment & Supplies	3
Subsection:	Assets & Procurement	1200
Title:	Procurement Policy	5

1. PURPOSE

The purpose of this policy is to ensure that all goods, services and construction are acquired in a competitive, fair and open manner, and that the process is efficient, accountable and provides the best value for the community.

The Sunshine Coast Regional District (SCRD) is committed to working with the vendor community on opportunities for sharing ideas and feedback to help improve the procurement process and make it easier for vendors to do business with the SCRD.

The policy will support the SCRD strategic objectives while ensuring that we meet the requirements under the *Community Charter*, *Local Government Act*, various trade agreements, *Freedom of Information and Protection of Privacy Act*, district bylaws, public sector procurement standards and competitive bidding law.

2. SCOPE

This policy applies to all SCRD services (functions) and to all acquisitions and purchases made by SCRD officers, employees and volunteers.

No employee or officer may purchase or enter into Contracts or dispose of anything owned by the SCRD unless the Board has delegated such authority to the employee or officer in SCRD Delegation Bylaw No. 710, 2017 and amendments thereto.

3. POLICY STATEMENT

The SCRD's primary goal in the procurement process is to attain best value using processes that are competitive, open, transparent and non-discriminatory. Where possible, the SCRD will give preference to the purchase of goods, services and construction that minimize adverse environmental impacts and greenhouse gas emissions and that promote recycling, re-use and reduction of waste and promotes a healthy economy. Purchasing staff will review and modify evaluation criteria and weightings will vary by contract. The criteria will be specific to the nature of the procurement and clearly stated in the procurement documents to include environmentally and socially responsible options or criteria to be considered along with price and performance.



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DEFINITIONS

Best Value: means the optimal combination of total cost, performance, local knowledge, environmental, social sustainability, reduced carbon dependency, and reduced waste.

Board: refers to the elected officials that make up the SCRD Board of Directors.

Contract Amendment: means any change to a term, condition or other Contract provision, including a Change Order.

Formal Competitive Process: means a procurement method used to acquire goods and services through a solicitation for bid submissions that is open to more than one supplier and includes, but is not limited to, an invitation to tender, a request for proposals and request/invitation to quote.

Informal quote: means a request from one or more sources for pricing on specific goods or services without a solicitation for bid submissions and that is not binding on either party.

Invitational bidding: means a competitive bidding process that is directed to specific vendors.

Living Wage: means the hourly wage established by the Living Wage for Families Campaign from time to time, which includes: (i) direct wages; and (ii) the value of any non-mandatory benefits such as paid sick leave, and extended health benefits.

Lobbying: means any attempt to influence any determination by a public official, staff or entity working with a public official, related to a governmental procurement.

Local Area: is defined as the SCRD.

Local Vendor/Bidder: a local vendor must have a physical address within the local area and must possess a valid business license, if required by the area and have a principal business office, or satellite with at least one full time employee, located in the local area.

Open competitive bidding process: means a competitive bidding process in which bid submissions are solicited by public advertisement and that is open to all interested suppliers.



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Sustainability: a state in which the needs of the present generation are met without compromising the ability of future generations to meet their own needs.

Tender: any request or invitation for a bid (for example, requests for proposal, requests for expressions of interest, invitations to tender, invitations to quote, and invitations to offer).

Trade Agreements: New West Partnership Trade Agreement ("NWPTA"), the Canadian Free Trade Agreement ("CFTA"), Comprehensive Economic and Trade Agreement (CETA) and other applicable trade agreements.

Volunteer: a person who gives his or her services without any express or implied promise of remuneration.

4. AUTHORITIES AND RESPONSIBILITIES

Procurement transactions must be within the scope of the Board approved annual financial plan and must only be initiated and executed by persons authorized to acquire and purchase goods and services within the authorized purchasing limits as set out in the SCRD Delegation Bylaw ("Authorized Staff"). Authorized Staff must only authorize procurement transactions that are within the signing authority limits set out in the SCRD Delegation Bylaw.

4.1 Employees

All departments, employees, volunteers of the SCRD are responsible for following the approved Procurement Policy and all related Procedures.

4.2 Purchasing

The Purchasing Division is responsible for the facilitation of all aspects of the Procurement Policy, by providing professional procurement advice, the administration and overseeing of all calls for bids, resulting contracts and ensuring compliance with the terms and conditions of those calls.

This division is also responsible for the standardization of all procurement procedures, the monitoring of compliance with this policy and notifying managers of non-compliance.



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4.3 Management

SCRD Management is responsible for the administration of the Procurement Policy and Procedures.

4.4 Board

The authority for expenditures is the current year of the Financial Plan, which the Board has adopted or amended.

5. METHODS OF PROCUREMENT AND THRESHOLDS

The Purchasing Division will be able to select the most appropriate process for the requirement, taking into account the discussions at the planning phase.

The following threshold will guide the method of procurement used to purchase goods, services or construction.

Estimated Thresholds	Method
Goods and Services	
Less than \$5,000	Small Purchase Guidelines
Less than \$10,000	Informal Process
\$10,000 to \$50,000	Invitational Bid Process or Formal Competitive Process (RFP, ITQ, RFSO)
Greater than \$50,000	Formal Competitive Process (RFP, ITQ, RFSO)
Construction	
Less than \$100,000	Invitational Bid Process or Formal Competitive Process (RFP, ITT)
Greater than \$100,000	Formal Competitive Process (RFP, ITT)



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The chart below identifies the most popular Procurement Methods. There are also other processes that may be used in conjunction with the primary methods, for example, a two-envelope process where qualifications are evaluated separately and prior to the financial information being opened and evaluated.

Procurement Method	Purpose	Risks
Request for Information (RFI)	Used to gather information that can help in the development of a future solicitations. No contract results from this process.	Cannot be awarded
Request for Expression of Interest (EOI)	Used to solicit vendors interest in helping achieve business outcomes. May be used as a marketing tool for future opportunities.	Cannot be awarded
Request for Pre-Qualification (Pre-Qual)	Used to pre-qualify vendors who are interested in a current or future opportunity (preferred list).	No commitment of price
Request for Quote (RFQ)	Completed relatively quickly. Used to make a single purchase. Detailed specifications are essential and awarded to lowest compliant bid.	Decision made on price only
Request for Tender (RFT)	More complex requirements than quotation. Detailed specifications are essential. Must be awarded to lowest compliant bid.	Decision made primarily on price. Takes time to develop documents.
Request for Proposal (RFP)	Usually used on projects of significant value, complexity and risk. Evaluation criteria need to be developed and evaluation process defined.	Significantly longer time to develop, depending on complexity
Direct Award (Sole Source)	Used when only one supplier can supply the products or services needed (may involve a Trade Agreement exemption).	Not competitive, cannot demonstrate value for money
Negotiated Request for Proposal (NRFP)	Contemplates a negotiated process after ranking submission.	May bear high administrative costs. Non-binding nature means everything is negotiable. Requires solid negotiating skills



6. EXEMPTIONS FROM PROCUREMENT PROCESSES

Any requirement for goods or services, not falling under the categories identified below, should be submitted to a procurement process. Occasionally, there may be a need for exemptions from the regular procurement process and direct or sole/single source award to a supplier.

Any request for an exemption to the procurement process must be signed off by the Manager, Purchasing and Risk Management and the Chief Financial Officer. Unless the identified requirement falls under the categories identified in Appendix A from being excluded from the Procurement Policy.

6.1 Unforeseeable Emergency

An emergency purchase occurs when a situation creates an immediate and serious need. A key element is that the emergency is unforeseen and could not be predicted in advance. The expiry of a contract does not qualify.

6.2 One Qualified Vendor

When it has been proven that only one vendor is qualified and available to provide the goods and/or services. Examples of such proof could be:

- (i) To ensure compatibility with existing products, facilities or services, to recognize exclusive rights, such as exclusive licenses, copyright, and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative.
- (ii) Where for technical reasons, there is an absence of competition and goods or services can be supplied by a particular supplier and no alternative substitute exists.
- (iii) For the procurement of goods or services, the supply of which is controlled by a supplier that is a statutory monopoly.

The level of proof required often does not exist. In this case, the procurm Division may be required to issue a Notice of Intent depending on the value of the contract.



6.3 Security/Confidential or Privileged Nature

When the acquisition is of a confidential or privileged nature and disclosure through an open process could reasonably be expected to compromise the SCRD or other government confidentiality, cause economic disruption or be contrary to the public interest.

7. VENDOR RELATIONSHIPS

7.1 Supplier Performance

Authorized Staff and the department responsible for a procurement transaction will maintain records of supplier performance. The information will be used to ensure contract compliance, to supplement a subsequent prequalification process or to justify a subsequent award to other than the low bidder where it can be demonstrated that such records are part of the evaluation process and criteria.

7.2 Vendor Debriefing

When a procurement transaction is awarded using a formal competitive process, unsuccessful vendors are entitled to a debriefing upon request to obtain feedback on the strengths and weaknesses of their bids.

7.3 Vendor Complaints

All vendor complaints, whether directed to an elected official, the Chief Administrative Officer or a member of staff shall be referred to the Manager, Purchasing and Risk Management and dealt with as outlined in Appendix B.

8. ETHICAL CONSIDERATIONS

8.1 Lobbying

A Vendor must not attempt to influence the outcome of a procurement process by engaging in lobbying activities. Any attempt by the Vendor to communicate, for this purpose directly or indirectly with any employee, Contractor or representative of the SCRD, including members of the evaluation committee and any elected officials of the SCRD, or with the media, may result in disqualification of the Proponent.



8.2 Conflict of Interest

No member of the Board, employee or volunteer shall have any direct or indirect pecuniary interest in any competitive bid or arrangement for the supply of goods, services or construction to the SCRD, unless it is first disclosed by the person submitting the bid or supplying the goods, services or construction. All competitive bid documentation must include a section that requires suppliers to disclose any actual or potential conflicts of interest and existing business relationships it may have with the SCRD, its elected or appointed officials or employees prior to submission of the bid.

9. METRICS AND REPORTING

9.1 Financial performance metrics

Staff will report quarterly to the Corporate and Administrative Services Committee on all new contracts entered into with a value between \$50,000 and \$100,000.

9.2 Vendor related performance metric

Staff will report annually to the Corporate and Administrative Services Committee on the number of supplier and/or Contractor performance evaluations formally completed per year for contracts over \$50,000.

9.3 Procurement efficiency performance metric

Staff will report annually to the Corporate and Administrative Services Committee on the number of exceptions to the Procurement Policy.

9.4 Contract Award

Staff will pro-actively release contract award information on the SCRD website after a contract has been executed.

9.5 Award Reports

Staff will publicly report award recommendations to the Board for contracts over \$100,000. In drafting these reports staff will reference the Province of BC's Guidance for the Release of Information Related to the Competitive Procurement Process.



10. SUSTAINABLE SOCIAL PROCUREMENT

The SCRD will promote procurement processes and make decisions that are consistent with the strategic goals and objectives of the SCRD.

10.1 Local economic development

Within the limits set out by applicable trade legislation, the SCRD will seek to identify procurement opportunities that support the development of a sustainable local economy.

While no local preference policies are permitted, by practicality, any small value and low dollar purchases would normally be made in the Local Area.

The Regional District recognizes the importance of economic development within the Sunshine Coast communities it serves. With this in mind, should all economic, environment and social requirements of the procurement be equal, the contract shall be awarded to the local bidder.

In the case of a tie bid of local bidder or where only non-local bidders have tie bids, the Manager, Purchasing and Risk Management shall request the tie bidders to submit a final offer.

The SCRD where applicable, may choose to include in the Tender evaluation criteria a requirement for the Vendor's employees be paid a Living Wage for performing the Tendered services.

10.2 Environmental values

The SCRD will use, where appropriate, an evaluation model that incorporates the Total Cost of ownership of products and services including the environmental benefits which may include sourcing with minimal packaging, sustainable products and services with low environmental impact (where reasonably quantifiable). These costs will be factored into the vendor pricing, evaluation and selection process.

Staff are encouraged to develop and participate in opportunities to partner with local government entities and businesses in the Local Area to provide awareness of the goods and services the SCRD procures.



11. GENERAL APPLICATIONS

11.1 Asset Disposal

When replacing assets through a Tender process, consideration to the disposal of the current asset will be incorporated in the Tender document and be consistent with the asset disposal process.

11.2 Direct Award Sole Sourcing

When a contract valued at \$75,000 or more is intended to be awarded on the basis that there is only one vendor that can provide the goods/services required, and cannot be strictly proven or a specific exemption is not available under the Trade Agreements, a Notice of Intent must be posted on BC Bid.

11.3 Emergency Purchases

In the event of a natural disaster where it is impossible to obtain the necessary authority in a timely manner, the Chief Administrative Officer or Chief Financial Officer shall have the authority to bypass policy and procedures. All such purchases shall be reported as soon as possible to the SCR D Board Chair.

11.4 Contract Renewals / Extensions

Contracts may only be Extended where one of the following conditions are met:

- (i) The Extension option was included in the Tender document.
- (ii) The Extension is a Permitted Sole Source.
- (iii) There is (or is about to be) a new Tender for the goods or services being provided under the expiring Contract and the Extension is approved by the Manager, Purchasing and Risk Management so as to provide time to complete the new Tender.



11.5 Increase to an Existing Contract or Purchase Order

Increases to the value of an existing contract or purchase order must only be approved by the authorized staff person that approved the award and only if the total amount of the contract or purchase order, including the increase, is within that authorized staff person's signing authority limit and within the project budget as set out in the approved financial plan.

11.6 Right to Reject Bids

Notwithstanding the provisions of this policy, the SCRD shall have the right to reject the lowest or any bid at its absolute discretion. The SCRD also reserves the right to cancel or reissue bid documents in the original format or modified as best suits the requirements of the SCRD.

11.7 Transaction/Contract Splitting

Staff must not prepare, design or otherwise structure a procurement, select a valuation method or divide procurement requirements in order to avoid the obligations with the policy, purchasing procedures or the Trade Agreements.

11.8 Worksafe BC

All contracts for service to be provided on SCRD property require the Contractor to provide proof of registration, where applicable, and remain in good standing with WorkSafeBC throughout the term of their contract. Contractors may be required to provide clearance letters before and after performing work for the SCRD. In the event the Contractor is not eligible for registration with WorkSafeBC for reasons other than workplace safety performance, the SCRD may register the Contractor and pay the applicable WorkSafeBC premiums, at the Contractor's expense.

Approval Date	September 12, 2019	Resolution	2018/19 Rec. 13
Amendment Date		Resolution	
Amendment Date		Resolution	
Amendment Date		Resolution	



Appendix A Purchasing Policy List of Exemptions

1. Training and Education:
 - Conferences, Conventions and Tradeshow
 - Newspapers, Magazines and Periodicals
 - Memberships
 - Seminars and Workshops
2. Refundable Employee / Other Expenses:
 - Advances
 - Courses
 - Entertainment
 - Miscellaneous Non-Travel
 - Meal Allowances
 - Travel Expenses
 - Hotel Accommodation
 - Refunds: tax, recreation, permits
3. Employer's General Expenses:
 - Payroll Deduction Remittances
 - Grants to Agencies
 - Medical and Dental Expenses
 - Debenture Payments
 - Payment of Damages
 - Tax Remittances
 - Sinking Fund Payment
 - Employee Income
 - Board Member's Discretionary Funds
 - Real Property-including land, building, leasehold interest, easements, encroachments
 - Licenses (vehicles, elevator, etc.)
 - Charges to or from other government or Crown corporations
 - Bank Charges and Underwriting Services where covered by agreements
4. Professional and Special Services:
 - Committee Fees
 - Witness Fees
 - Court Reporter's Fees
 - Honoraria
 - Arbitrators
 - Discoveries (legal)
 - Legal Services
 - Performing Artists
5. Utilities
 - Water and Sewage Charges
 - Power
 - Telephones
 - Cable Television and Internet
6. Miscellaneous (under \$5,000)
 - Print, Television and Radio media advertising accounts



Appendix B

Vendor Complaint Procedure

1. PURPOSE:

This procedure is to define the guidelines for handling complaints that are resolvable and are not a matter where litigation has started or before a competent court. This procedure is not intended in any way to delay or restrict the Regional District in exercising its normal course of business.

All vendors complaints, whether directed to an elected official, the Chief Administrative Officer or a member of staff shall be referred the Manager, Purchasing and Risk Management to be dealt with in accordance with these guidelines.

2. PROCEDURES:

Vendors will be encouraged to resolve problems directly with the Procurement staff wherever possible as many problems can be resolved before a complaint is formalized.

A complaint refers to a written objection submitted by a vendor regarding a bid solicitation, contract award or proposed contract for goods, services or construction.

Complaints must contain written details of the issue and the resolution being requested. Complaints submitted or referred to the Manager, Purchasing and Risk Management shall be reviewed to determine if further action is warranted.

Complaints may be submitted during the competitive process and up to 30 business days after the contract award is posted.

Complaints may be resolved, dismissed or withdrawn*. If the complaint is dismissed, the Manager, Purchasing and Risk Management will notify the vendor of their right to appeal the decision to the Chief Administrative Officer.

Disputes that are litigious in nature will be referred directly to Legal Services.

The Manager, Purchasing and Risk Management will respond formally to vendor complaints within 21 business days.

* Resolved - the vendor is satisfied with the explanations / solution provided by the Regional District.

* Dismissed - the Manager, Purchasing and Risk Management concludes that the complaint is without merit.



COUNCIL POLICY 2.9.4 – Procurement

POLICY NAME	Procurement	POLICY NO.	2.9.4
POLICY OWNER	Director of Financial Services	REVIEW PERIOD	
EFFECTIVE DATE	February 5, 2020	RESOLUTION NO.	2020-02A-7
AMENDMENT DATE		AMENDMENT RESOLUTION NO.	

POLICY STATEMENT

The District of Sechelt (the District) will procure all goods and services efficiently, fairly, and economically, in a publicly accountable, open, and transparent manner.

PURPOSE

The purpose of this policy is to provide general principles for purchasing goods and services, and disposing of assets.

SCOPE

This policy applies to all purchases of goods and services by the District except as noted in Appendix B.

All departments, employees, elected officials, and volunteers of the District must follow this policy and any companion purchasing procedures.

GOVERNANCE

The District's procurement processes and conduct shall comply with the authorities and obligations of the following legislation and trade agreements:

- New West Partnership Trade Agreement (NWPTA);
- Canadian Free Trade Agreement (CFTA);
- Comprehensive Economic Trade Agreement (CETA);
- Agreement on International Trade (AIT);
- *Local Government Act*;
- *Community Charter*; and
- *Freedom of Information and Protection of Privacy Act* (FOIPPA).

DEFINITIONS

“Budget” means the District’s budgeted operating and capital revenues and expenditures for a single year in the period covered by the Financial Plan.

“Cardholder” means a District employee who has been issued a Corporate Credit Card and who is authorized to make purchases with it in accordance with this policy, any applicable procedures and agreements.

“Corporate Credit Card” means a District-approved purchasing card assigned to select employees called Cardholders.

“Emergency Expenditure” means a purchase required when an event or situation creates an immediate and serious need where a lack of supplies or services may adversely affect the functions or operations of the District, threaten public or property or the environment, or jeopardize the health or safety of any person.

“Employee Corporate Credit Card Agreement” means a contract to define the limits of use for the District-issued Corporate Credit Cards.

“Financial Officer” means the individual appointed as such by Council resolution.

“Financial Plan” means a five-year plan adopted by bylaw that outlines the District’s approved operating and capital revenues and expenditures for that period.

“Pre-Qualified Supplier” means a supplier that had been selected through a public solicitation process to provide goods or services to the District at a set price for a set period of time.

“Senior Management Team or SMT” means the group composed of the Chief Administrative Officer, Director of Financial Services, Director of Planning and Development, and Director of Engineering and Operations.

RESPONSIBILITIES

These roles have the following purchasing responsibilities:

ROLE	RESPONSIBILITIES
COUNCIL	<ul style="list-style-type: none">• Set the principles, authorization and approval limits for how the District conducts its procurement.• Approve this policy and any future amendments;• Approve asset disposals as included in this policy.
CHIEF ADMINISTRATIVE OFFICER	<ul style="list-style-type: none">• Approve asset disposals as included in this policy;• The CAO may authorize certain purchases outside of the normal process, but only where provided in the Procurement Policy.
FINANCIAL OFFICER	<ul style="list-style-type: none">• Delegate purchasing authority in compliance with Council Policy as may be amended from time to time;

ROLE	RESPONSIBILITIES
	<ul style="list-style-type: none"> • Establish this policy and any companion purchasing procedures, as may be amended from time to time; and • Approve asset disposals as included in this policy; • Ensure compliance with this policy and any companion purchasing procedures.
MANAGER OF FINANCIAL SERVICES	<ul style="list-style-type: none"> • Responsible for oversight and administration of the Procurement Policy and procedures. • Act as the District's Procurement Specialist; • Ensure compliance with this policy and any companion purchasing procedures.
DIRECTORS AND MANAGERS	<ul style="list-style-type: none"> • Responsible for adherence to the Procurement Policy and procedures. • Responsible for ensuring departments provide accurate specifications, requirements and other information to the Finance Department, sufficient to enable Procurement employees to conduct the process. • Responsible for managing and administering contracts following execution of the contract or issuance of the Purchase Order. • Monitor departmental budgets under their authority and ensure that purchases are in accordance with the District's Budget and Financial Plan;
ALL EMPLOYEES	<ul style="list-style-type: none"> • Responsible for compliance with the Procurement Policy and procedures. Employees should seek direction from their Supervisor/Manager or Finance Department if unsure.
PROCUREMENT SPECIALIST	<ul style="list-style-type: none"> • Act as the District's in-house expert on local government procurement, including monitoring procurement law, trends, and best practices to ensure the District's compliance and superior performance; and • Provide purchasing advice to staff tasked with purchasing.
PROCUREMENT AGENT	<ul style="list-style-type: none"> • Facilitate processing of the competitive solicitations.
FINANCE STAFF	<ul style="list-style-type: none"> • Process payables and payments in compliance with this policy and any companion purchasing procedures.

SECTION 1—PROCUREMENT PRINCIPLES

- 1.1 The District is committed to procuring goods and services using the following principles. Staff should endeavor to ensure these principles are applied when purchasing for the District:
 - 1.1.1 **Best Value:** The District will seek to obtain the best value in all procurement activities to ensure a long-term benefit to taxpayers. Best value includes many characteristics including, but not limited to: acquisition cost, availability, suitability, serviceability, transportation, required training, warranty, design, environmental impact, quality required, overall life cycle cost implications and other significant applicable characteristics.
 - 1.1.2 **Open and Fair Access:** The District's purchasing activities are to be conducted in a manner that assures qualified suppliers receive equal opportunity to compete for District purchases, as well as enhancing broader competitive procurement so that required goods and services are obtained in a timely manner, in the desired quantity, of the desired quality, and in the most cost-effective manner possible.
 - 1.1.3 **Sustainable and Social Procurement:** The District's purchasing decisions may consider economic, environmental, and social objectives as outlined in Appendix C, the Council's strategic plan and other plans, as may be amended from time to time. Wherever possible opportunities to achieve positive social outcomes and community benefits will be embedded into procurement processes. Wherever possible procurement decisions will be made to achieve broad societal goals, increasing equality and diversity, while contributing to the improved well-being of the community.

SECTION 2—PURCHASING AUTHORITY

- 2.1 All purchases of goods and services must first be authorized through approval / amendment of the Financial Plan Bylaw by Council, except as follows:
 - 2.1.1 **Emergency Expenditures:** The Chief Administrative Officer or the Financial Officer may approve emergency expenditures that were not included in the Financial Plan until such time as the Financial Plan can be amended and approved through resolution by Council.
- 2.2 Notwithstanding section 2.1, certain purchases require additional approvals:
 - 2.2.1 **Purchases of land or real property:** Regardless of value, all purchases of land or real property, and related improvements thereto, must be approved by a resolution of Council.
- 2.3 The Council delegates the authority for purchasing goods and services to staff as outlined in *Appendix A—Delegation of Authority*.

SECTION 3—PROCUREMENT THRESHOLDS AND METHODS

- 3.1 The following items apply to all purchases within the scope of this policy:
- 3.1.1 The purchasing authority delegated in this policy applies to all purchasing methods, regardless of which one is used.
 - 3.1.2 Any exceptions to the purchasing methods under this policy must be approved in writing by the Financial Officer, or delegate, unless explicitly stated in *Appendix B—Purchasing Threshold and Method Exceptions*.
 - 3.1.3 For multi-year service contracts, the total value of the service over the life of the contract will be used to determine the threshold and method of purchasing used.
 - 3.1.4 All purchases should best match the District’s requirements in compliance with the procurement principles as outlined in Section 1.
- 3.2. The following thresholds and methods apply to all District purchases and are subject to Section 4 of this policy:

Purchase Value	Purchasing Method
Less than \$5,000	Low-value Purchase
Between \$5,000 and \$24,999	Informal Quotation Request
\$25,000 - \$75,000	Formal Quotation Request
\$75,000 or greater	Competitive Solicitation

3.2.1 Low-value Purchase:

Purchases that are random in nature and of low dollar value that result from a verbal offer, written quote or direct purchase, three price checks are recommended. If staff are using a Corporate Credit Card to pay for the purchase staff are subject to the requirements of *Section 4—Corporate Credit Cards*.

3.2.2 Informal Quotation Request:

Purchases of more significant value that require the collection and assessment of a minimum of three (3) written quotes from vendors prior to purchase. Evidence of the quotes must be included with a copy of the Purchase Order. The Purchase Order is to include the quoted price from the supplier. Verbal quotations are not acceptable.

3.2.3 Formal Quotation Request:

Purchases between \$25,000 and \$75,000 must be completed with a formal request for quotation. Staff must include the following information: a) The specifications for the goods and services required; b) The name and address of the municipality and

person to whom the quotes should be directed; c) The date and time of closing for the receiving of quotes; d) Required delivery date. Invitations to submit quotes shall be directed to a minimum of three suppliers (where possible). The Department Manager shall keep a list of suppliers who have been invited to quote with the objective of getting the best value for the municipality. Quotes shall remain confidential until after the date and time of closing. Quotations received by the District must be in writing and include specifications of products/services being quoted, supplier's company name, name of individual supplying the quote, date of the quote, amount of the quote and delivery date.

3.2.4 Competitive Solicitation:

Purchases of high-value or high-risk that require a formal competitive bid process in an open and public forum. The District obtains comparative pricing for purchases whenever possible to maximize value for money and to comply with legislation governing public procurement. The Competitive Bid Process is used to ensure competitive value for funds expended and to provide companies the opportunity to support District operations and projects.

All purchase methods must use an open, transparent and non-discriminatory competitive selection process.

3.2.5 Written Agreement

A written agreement between a supplier and the District is required in each of the following circumstances:

- a) if requested by a supplier
- b) for construction contracts of \$25,000 or more
- c) if an RFP and subsequent successful proposal do not contain sufficient elements, such as specifications, conditions, warranties, or indemnities, to constitute a satisfactory contract for either the District or the supplier
- d) if there is already a contract, such as a Professional Services Agreement, between the District and the supplier, but there are changes to that contract for the particular expenditure

Agreements will be on standard District contracts or approved by the District's legal counsel.

3.2.6 Competitions that Exceed Budget

A competition cannot be awarded if it exceeds the Council approved budget.

Department personnel must refer any such competition to the Director of the applicable department, who jointly with the Financial Officer and the Chief Administrative Officer, will determine whether to reject the bid or seek Council approval to shift or increase the budget.

3.3 Notwithstanding Section 3.2, the following are exceptions to the standard purchasing thresholds and methods:

3.3.1 **Pre-Qualified Suppliers or Standing Orders:** These are arrangements between the District and certain suppliers that will commit the seller to provide goods or services at a specific price for a specific period of time but shall not exceed three (3) years. The thresholds that apply to Pre-Qualified Suppliers are:

Purchase Value	Purchasing Method
Less than \$10,000	Low-value Purchase
Between \$10,000 and \$24,999	Informal Quotation Request
\$25,000 - \$75,000	Formal Quotation Request
\$75,000 or greater	Competitive Solicitation

3.3.2 **Significant Vendor:** If purchases from a single vendor exceed or are expected to exceed \$5,000 in a single year, then the procurement of that good or service must be done by Quotation Requests, unless an appropriate Standing Order or Sole-Source Purchase has been approved.

3.3.3 **Sole-Source Purchases:** The terms and conditions of a sole-source purchase shall be negotiated directly with the vendor and must be supported by a documented business case that has been approved by the department director, the Financial Officer, and the Chief Administrative Officer.

3.4 Dividing purchases into smaller increments to avoid any requirements of this section will be considered non-compliance with this policy, and the purchaser will be subject to *Section 8-Non-Compliance*.

SECTION 4—CORPORATE CREDIT CARDS

4.1 Corporate Credit Cards must only be used to make authorized District purchases in compliance with this policy, any companion purchasing procedures, and the District's Corporate Credit Card Agreement, which must be signed by cardholders before the use of their cards.

4.2 All charges on a Corporate Credit Card are the responsibility of the cardholder. Any service charges or interest incurred that is not an allowable expense is the cardholder's responsibility.

4.3 Requests for a Corporate Credit Card require the approval of the Financial Officer and one other authorized banking signatory, subject to the following:

- 4.3.1 The maximum credit card limit is \$5,000, except for the Executive Assistant to the Mayor and Council whose limit can be up to a maximum of \$15,000;
- 4.3.2. There is no “per transaction” limit applicable within the approved maximum credit limit; and
- 4.3.4 The District will not issue a Corporate Credit Card to contractors or volunteers.
- 4.4 Cardholders are responsible for ensuring their Corporate Credit Card expenses are reconciled on a monthly basis in accordance with the manner and deadlines as directed by the Financial Officer, or delegate.
- 4.5 Any misuse of the card, including any personal expenditures charged to a Corporate Credit Card, will be considered non-compliance with this policy, and cardholders will be subject to *Section 8—Non-Compliance*.

SECTION 5—PURCHASING PROCEDURES

- 5.1 Further direction and guidance on the purchasing process is available in the companion purchasing procedures established and approved by the Financial Officer in compliance with this policy.
- 5.2 When purchasing goods and services for the District, staff must adhere to the approved purchasing procedures which may be amended from time to time.
- 5.3 Non-compliance with the approved purchasing procedures will be considered non-compliance with this policy and subject to *Section 8—Non-Compliance*.

SECTION 6—GENERAL APPLICATIONS

- 6.1 The District may participate with other governments or government agencies (including school districts), boards, commissions, and associations in purchasing collectives or co-operative purchase ventures when the best interest of the District will be served. Such participation is to be treated in the same manner as a sole-source purchase.
- 6.2 All dollar values in this policy are in Canadian dollars.

SECTION 7—DISPOSAL OF ASSETS

- 7.1 The disposal of assets with an estimated fair market value at the time of disposition of \$50,000 or greater requires approval by Council.
- 7.2 Disposals of assets less than \$50,000 require the approval by both the Chief Administrative Officer and the Financial Officer.

7.3 If assets cannot be re-purposed for other uses at the District, designated staff shall have authority to sell, exchange, or otherwise dispose of such assets declared surplus by any of the following disposal methods:

- as trade-in or salvage during a competitive solicitation process;
- by donation to a non-profit agency;
- by recycling; or
- by sale through an auction site for public sector agencies, or another open and fair public process.

7.4 In the event that all efforts to dispose of the assets by the means detailed above fail, surplus assets may be scrapped or destroyed in a manner that considers health, safety and environmental concerns.

SECTION 8—NON-COMPLIANCE

8.1 The District shall, in respect of Non-Compliances with this policy and any companion purchasing procedures or agreements, document the Non-Compliance and determine notification and corrective actions to address recurrences of the Non-Compliance.

8.2 All incidents of Non-Compliance shall be documented and reported to the Financial Officer and Chief Administrative Officer and be subject to disciplinary action, up to and including termination.

ATTACHMENTS

APPENDIX A - DELEGATION OF AUTHORITY

APPENDIX B - EXEMPTIONS

APPENDIX C – SOCIAL PROCUREMENT

APPENDIX A—DELEGATION OF AUTHORITY

Council authorizes the following for purchasing and commitment authorities to the following maximums, exclusive of all taxes:

PURCHASING AUTHORITY	
Staff Category	Maximum Limit Per Transaction
Council	Unlimited ⁽²⁾
Chief Administrative Officer	\$250,000
Director of Financial Services	\$100,000
Director of Planning and Development; Director of Engineering and Operations	\$50,000
Managers, and Equivalent	\$25,000
Professional/Technical staff/Supervisors, and Equivalent ⁽¹⁾	\$10,000
All other District Employees	\$2,000 or as approved by CAO
Staff issued a Corporate Credit Card	Maximum of the credit card limit

(1) The titles of the position covered in this category are included in the companion purchasing procedures.

(2) Subject to the annual adopted Financial Plan

COMMITMENT AUTHORITY*	
Staff Category	Maximum Limit Per Payment
Council	Greater than \$250,000
Chief Administrative Officer	\$100,000 - \$250,000
Director of Financial Services	\$25,000 - \$100,000
Manager of Financial Services	\$5,000 – \$25,000

*The Purchasing and Commitment Authority cannot be the same person. In this case, these alternates apply to purchases over \$5,000:

If the purchaser is:	Commitment Authority must be:
Director of Financial Services	Chief Administrative Officer
Chief Administration Officer	Director of Financial Services

APPENDIX A—DELEGATION OF AUTHORITY

Notes

- “Authority to Commit” shall include the total value of all commitments made in the contract, including any future years or options committed to (if applicable). Values shall exclude GST/PST.
- Staff may delegate the above authorities to an individual that is temporarily performing their role in an acting capacity.
- The Purchase Commitment Authority is for the commitment to contract only, and does not apply to approval of invoice payments. The approval of invoice payments is the Purchasing Authority.
- The District’s general practice shall be that the individual who signs the contract commitment will be different than the individual who signs and approves invoice payments for the same goods/service.
- The District’s general practice is that a Director and the appropriate manager must sign contracts on behalf of the District.
- Upon Council resolution to award a contract, the Mayor and Corporate Officer shall sign on behalf of Council for contracts greater than \$250,000.

APPENDIX B—PURCHASING THRESHOLD AND METHOD EXCEPTIONS

The following categories are not subject to *Section 3—Procurement Thresholds and Methods* but all remaining sections of this policy apply.

1) Corporate General Expenses

- Bank and brokerage fees and charges;
- Building/development permit refunds and deposit returns;
- Charges to or from other government agencies including regional permits, cross-jurisdictional agreements, vehicle licensing, and police services;
- Damage claims;
- Debenture payments;
- Development charges and cash in lieu refunds;
- Employee medicals, or medical or other investigative services;
- Facility and rental refunds;
- Grants to agencies;
- Ongoing licences, including hardware and software licences, and maintenance contracts;
- Insurance premium payments, claim settlements, and adjuster services;
- Payroll, benefit premiums, and tax remittances;
- Petty cash replenishment;
- Property tax refunds;
- Recruitment services;
- Tax and workers compensation remittances;

2) Professional and Special Services:

- Arbitrators, Mediators and Investigators;
- Consultants or contractors hired to complete a project or project deficiencies where the developer has abandoned the project or is negligent in completion, where funds to complete the work can be drawn from the developers deposits held by the District and where time is of the essence;
- Counselling services;
- Honorarium;
- Legal counsel as authorized by a Director or Chief Administrative Officer, or designate;
- Legal counsel or professional and expert services for employment and labour law matters as authorized by a Director, Human Resources Manager, or designate;
- Providers of artistic and recreational services, such as instructors, historical experts, artistic designers, etc.; and
- Special events, including performers, artists, speakers, facility rental, catering, equipment, resources and supplies.

3) Refundable Employee Expenses:

- Entertainment expense;
- Meal allowances;
- Miscellaneous – non-travel; and
- Travel expenses.

4) Training / Education / Professional Development:

- Conferences, conventions, courses, seminars, workshops;
- Corporate staff development, workshops, and training including all related equipment, resources, supplies, trainers, coaches and speakers;
- Magazines, periodicals, subscriptions; and
- Professional and technical memberships.

5) Utilities

- Hydro and gas;
- Internet or cable charges;
- Postage and courier services;
- Service relocations when required by a designate authority;
- Telephone (basic services), cellular and wireless devices; and
- Water and sewage.

APPENDIX C—SOCIAL PROCUREMENT

Social procurement seeks to further leverage tax dollars to achieve broad societal goals, increasing equality and diversity, while contributing to improved community wellbeing through the blending of social, environmental and economic considerations in the procurement process.

Social Objectives

The objective of Social Value Procurement is to leverage resources & relationships that:

- Increase economic opportunities
- Diversify the Supply Chain: promote social value business that have a recognized certification and/or are owned/controlled by an equity seeking population (including but not limited to nonprofits/coops, women, Indigenous persons, people with disabilities, LGBTQ+)
- Improve economic independence and capacities
- Promote workforce diversity – underemployed, unemployed, under-represented groups
- Advance inclusion, reconciliation, equity and diversity

Social Value considerations.

- Contribute to a stronger local economy;
- increase diversity among suppliers;
- promote the Living Wage and fair employment practices;
- improve access to contracts for micro, small business and social enterprises;
- increase the number of local jobs that support young working families;
- increase social inclusion, by improving contract access for equity-seeking groups, such as social enterprises;
- enhance community arts and culture infrastructure;
- improve and enhance public spaces;
- increase training and apprenticeship opportunities;
- help move people out of poverty, providing increased independence and sustainable employment for those in need;
- improve opportunities for meaningful independence and community inclusion for citizens living with disabilities; and
- to stimulate an entrepreneurial culture of social innovation

Under this policy, social value considerations will be embedded in the procurement evaluation process. The evaluation weightings and criteria will be clearly defined in each procurement process.



GUIDANCE FOR THE RELEASE OF INFORMATION &/or DOCUMENTS RELATED TO COMPETITIVE PROCUREMENT OPPORTUNITIES

The following tables describe when commonly requested information and documents can be released to a bidder, proponent or respondent, and when a formal request needs to be made to Information Access Operations (please refer to <http://www.gov.bc.ca/citz/iao/index.html> for more information). Note that this information is specific to the competitive procurement process only, and does not include any information or documentation created after the initial contract is signed. References to the Core Policy and Procedures Manual (CPPM) in this document apply to ministries only, although other public sector organizations are expected to follow the intent and spirit of the CPPM.

NOTE: “Routinely Released” means that the information and/or documents would be provided upon request, within any limitations noted. Information and documents that are not routinely released would require a formal FOI request to Information Access Operations, who would determine what, if any, of the request is releasable. If in doubt, contact [Information Access Operations](#) for assistance.

Wherever possible, information should be pro-actively released in order to increase capable vendors’ interest in government opportunities, to ensure consistent information is supplied to all potential vendors (see [CPPM 6.1](#) regarding the objective to be fair), and to streamline access to information that would be released under the *Freedom of Information and Protection of Privacy Act* (FOIPPA).

Release of Information (Either: verbally or via email, during de-briefing or in response to inquiry; or, in the context of a release of a document)

This section relates to the release of *information*.

Information	Timeframe	Routinely Release?	Notes
Ministry cost estimate	At any time	No	
Budget	Included in or provided after releasing solicitation document	Depends	Solicitation documents may include a project budget, a construction budget, affordability ceiling, or a range of expected costs. The benefits of releasing this information include attracting capable and interested vendors as the budget can help to define the scope.
Evaluation criteria weightings	Prior to closing	Yes	High level evaluation criteria weightings should be included as part of the solicitation document; detailed criteria weightings could be released in the solicitation document if they have been finalized. See CPPM 6.3.2.a.9 (must develop objective evaluation criteria) and 6.3.3.b.1 (must award based on the criteria described in the solicitation document).
Names of participants (proponents, bidders, respondents) when posted to BC Bid	Prior to closing	Depends	Shared Services BC’s standard practice is to not release this information and FOIPPA requires written consent from the participant if they are named as an individual rather than an organization. But, some procurements (e.g. construction) can be structured in a way that “plan takers lists” or “bidders lists” or attendees at a site visit / proponents’ meeting may be released, although participants should be aware of this process (i.e. because it’s a common construction practice or is disclosed in the solicitation, noting that written consent is required for releasing individual’s names). Only those

Information	Timeframe	Routinely Release?	Notes
			on the list or who attend the meeting would be included, which may or may not include potential sub-contractors.
	After contract is signed	Yes	Written consent is required only for individual's names, not for organization names.
Bidders or proponents invited for ITQ and RFP (when solicitation is not posted on BC Bid)	Included in or provided after releasing solicitation document	Depends	Shared Services BC's standard practice is to not release this information and FOIPPA requires written consent from the bidder / proponent if they are named as an individual rather than an organization. But, some procurements (e.g. construction) can be structured in a way that "plan takers lists" or "bidders lists" or attendees at a site visit / proponents' meeting may be released, although participants should be aware of this process (i.e. because it's a common construction practice or is disclosed in the solicitation, noting that written consent is required for releasing individual's names). Only those on the list or who attend the meeting would be included, which may or may not include potential sub-contractors.
	After contract is signed	Yes	Written consent is required only for individual's names, not for organization names.
List of pre-qualified suppliers	After the Request for Qualifications process	Depends	Shared Services BC's standard practice is to not release this information and FOIPPA requires written consent from the pre-qualified supplier if they are named as an individual rather than an organization. Some qualification processes (e.g. partnership procurements such as Public Private Partnerships and construction processes) publicly release the names of pre-qualified suppliers, noting that written consent is required for releasing individual's names.
Request for Information respondent names	After closing	Depends	Applies only to organization/company names, including "doing business as" names. The RFI should state that respondent names will be released upon request. Do not release any names of individuals – i.e. those who respond as an individual rather than an organization – without obtaining their written consent.
Questions received from participants	Prior to closing	Yes	Questions should be submitted in writing, and unless a process is expressly described in the solicitation for confidential questions, they should be posted on BC Bid or sent to all participants with the answers (see CPPM 6.3.1.11 regarding no favours or preferential treatment). Remove any information in the question or answer that could identify the participant asking.
Confirmation that submissions met all mandatory requirements	After closing	Yes	Numbers of submissions that met and did not meet only; do not disclose the names of any who did not meet mandates or why.
Name of successful participant (bidder, proponent, respondent)	After evaluations and approvals, as required	Yes	This information should be included in the announcement to unsuccessful participants. See CPPM 6.3.3.b.11 regarding posting results if the opportunity was posted to BC Bid and 6.3.3.c.1 regarding notifying vendors of results.
Names of evaluators	Before announcing	No	
	After announcing	Yes	Once this information can have no influence on an award, it can be released if requested.

Information	Timeframe	Routinely Release?	Notes
Overall score: successful submission	After evaluations	Yes	
Overall price: all submissions	After closing	Depends	Aggregate pricing only, as this information may increase interest in future opportunities. Can be released but participants should be aware of this process (e.g. public openings, unverified bid results). Being aware that this information will be released means a common construction practice or that it was disclosed in the solicitation.
Overall price: successful submission	After contract is signed	Yes	Aggregate pricing only.
Unit / breakdown price: all submissions	After closing	No	
Summary of evaluation of participant's own submission	After evaluations	Yes	Documented summary information can be provided as part of the debrief process to that participant (see CPPM 6.3.3.c.1 regarding debriefs), which should include all scores achieved and brief notes specific to the reasons for the scores. Verbal discussion of scoring can include all information related to submission evaluation.
Ranked order: participant's own submission evaluation	After evaluations	Yes	To that participant. For further clarity, the participant will be informed of its own ranking among evaluated submissions.
Scores or ranked order: other proponents or respondents or the public	After evaluations	Depends	Ranked order should be released, but ministries can use their discretion to release actual scores of all submissions when someone other than the participant themselves request this information. Written consent is required from those who respond as individuals rather than organizations.
Negotiation information: outside of the parties involved	During negotiations or after contract is signed	No	
Overall value of contract	After contract is signed	Yes	No unit prices can be released
Contract completion date	After contract is signed	Yes	
Sub-contractors named in the contract	After contract is signed	Yes	Written consent is required from those sub-contractors who participate as individuals rather than organizations.
Name(s) of contractor employees	After contract is signed	Depends	Usually, this information is not routinely released. However, if the solicitation process included naming key individual(s), these names can be provided if any of the solicitation documents stated that they would be released or written consent from the named individual(s) has been obtained.
Security in place in lieu of performance holdback	After contract is signed	No	
Value of performance or bid bonds	After contract is signed	Depends	Aggregate amounts only can be provided if the Province holds the bond. If the bonds are between third parties (e.g. P3 private-sector financed projects may include third party bonding) where the Province is not involved, this information is not routinely released.

Release of Documents

This section relates to the release of *documents*.

If a document is requested and it is not routinely released, staff are to ask the person making the request whether they are submitting the request as a formal written FOI request. If the answer is yes, the matter must be referred to a manager, who must advise the Intake office of Information Access Operations as quickly as possible.

Document	Timeframe	Routinely Release?	Notes
Requisition	At any time	No	
Solicitation document (e.g. RFP, SRFP, RFQ, ITT, ITQ, ITQS and any documents referenced in the solicitation)	Prior to issuance or posting on BC Bid	No	To ensure the fairness of the process, any individual or entity that has access to the solicitation document prior to its issuance or posting on BC Bid should be excluded from participating or being affiliated with a participant (e.g. Proponent or Respondent). All participants must have access to the solicitation documents at the same time to ensure no unfair advantage (see CPPM 6.3.1.11 regarding no favours or preferential treatment).
	After issuance or posting on BC Bid	Yes, subject to the attached note	Public document (unless the solicitation document otherwise provides). Note that some solicitations may contain confidential documents that participants can access in a controlled manner (e.g. a data room), or that are provided after the participant provides a signed non-disclosure agreement. Such confidential information should only be provided to those specified in the solicitation documents in the manner set out in the solicitation documents, and should be provided as early and in as much detail as possible.
Formal draft of solicitation document posted to BC Bid or otherwise provided to all participants for comment	After posting	Yes	
Evaluation handbook template for scored processes	Prior to closing	No	Solicitation document should include benchmarks (see Mandatory and Weighted Criteria for more information) and a high level overview of how submissions will be evaluated, but details on evaluation criteria need to be withheld to avoid participants copying and pasting into submissions
	After closing	Depends	Handbook template may be released if requested ONLY if it is generic OR if none of it can apply to future procurements. If it contains details that may be reused in the future, it requires a formal request to be considered for release.
Bidders/Proponents Meeting Minutes or Transcript	After meeting is held	Yes	If a bidders' or proponents' meeting is held, a verbatim transcript (or minutes) should be developed and posted publicly with the solicitation documents (see CPPM 6.3.1.11 regarding no favours or preferential treatment). Remove any names or other information that could identify individuals. NOTE:: This does not reference commercial in confidence collaborative meetings or workshops and/or

Document	Timeframe	Routinely Release?	Notes
			interviews with individual proponents as part of a negotiated solutioning process which may jeopardize sharing of intellectual property.
List of meeting attendees / bidders / proponents	After meeting is held	Yes	Solicitation document should disclose that this list will be made available, and a sign-in sheet should be used that states "Signing this form confirms your permission to disclose your name as an attendee at this meeting."
Completed evaluation handbook	After evaluations	No	
Participants' correspondence and Province's responses	After closing	No	
List of subcontractors submitted with an unsuccessful proposal or response	After closing	Depends	Disclose if participants are aware of this process (i.e. because it a common construction practice or is disclosed in the solicitation), noting that written consent is required from those sub-contractors who are identified as individuals rather than organizations. Otherwise, this information is not released.
Evaluation documentation: participant's own submission	After evaluations	Depends	Summarized documentation can be provided as part of debrief process to that participant, which should include all scores achieved and brief notes specific to the reasons for the scores. Verbal discussion of scoring can include all information related to submission evaluation. The full evaluation document may be released ONLY if the criteria it contains are generic OR none of the criteria can apply to future procurements. If it contains detailed criteria that may be reused in the future, it requires a formal request to be released.
Evaluation documentation: another participant's submission	After evaluations	No	Current practice is to withhold any information related to the evaluation of other submissions.
Evaluation team notes	After evaluations	No	
Summary of all evaluations [evaluation documents & project briefing note]	After evaluations	No	Current practice is to withhold any information related to the evaluation of other submissions.
Another participant's submission	After closing	No	
Internal documentation regarding recommendation to award (e.g. Briefing Note)	After closing	No	
Contract award letter	After announcements	Yes	Unit prices cannot be disclosed.
Final Contract	After executing	No	Although who government contracts with and overall contract value are public information, actual contracts may contain confidential information that should not be routinely released



POLICY

Manual

ADMINISTRATION POLICY

TITLE: Municipal Purchasing of Goods and Services		POLICY #1.16	
EFFECTIVE DATE:	1997.07.15	APPROVED BY:	Council
REVIEW DATE:	2012.08.21	APPROVED DATE:	1997.07.15
ISSUED BY:	CAO	REVISED DATE:	2003.03
ISSUED DATE:	1997.07.15	2nd REVISED DATE:	2003.07.22
		RESOLUTION #:	97.289

1. Purpose

The ***Municipal Purchasing of Goods and Services Policy*** is established by Council to achieve the maximum of economy, efficiency, and effectiveness in the performance of the purchasing and tendering functions for goods and services required by the Town of Gibsons, and to enhance the health of our employees and the community by ensuring that products and services are safe and environmentally sustainable.

2. Purchasing Authority

- 2.1 The authority for expenditures is the Current Year Financial Plan for the Town of Gibsons as adopted or amended by Council;
- 2.2 The Treasurer is responsible to administer this policy;
- 2.3 Authority for purchases is delegated to Officers and Employees as provided in Section 4 of this Policy.

3. Purchasing Policy

3.1 **Open Purchase**

- 3.1.1 In general, it is the policy of Council to purchase goods and services in the open market; to seek the greatest possible effectiveness for its purchasing dollars; and to recognize the economic impact of spending decisions;



- 3.1.2 For purchases of goods under \$100,000.00 or services under \$200,000.00, the Town of Gibsons may give preference to businesses that are located within the Town of Gibsons (local) and have a current business licence provided all other purchasing factors are relatively equal;
- 3.1.3 Suppliers will be informed in advance of any criteria that will be used to evaluate bids, quotations, tenders or proposals (see Section 3.3.1) and of any circumstances under which a preference will be given to local suppliers of goods or services.
- 3.1.4 The following processes may be used for purchases made on behalf of the Town of Gibsons: Purchase Orders, written and oral quotations, Requests for Proposals, and Tenders.
- 3.1.5 The Treasurer is responsible to review all Requests for Proposals and Tenders before they are issued or forwarded to Council for approval;
- 3.1.6 Contracts for services may include up to two option years to be exercised at the discretion of the Town of Gibsons subject to a satisfactory annual evaluation of the performance of the contractor and a determination that the terms of the contract represent good value for the community. Any extension beyond 2 years must be approved by Council.

3.2 Purchasing Criteria (Refer to Appendix '1' for details)

- 3.2.1 Purchasing on an economical basis depends on different criteria including: quantity buying; price; quality; source and availability; the past performance, experience and capability of the bidder or an included sub-contractor; whether the bid is realistic in the particular circumstances; and, product safety and environmental impacts;

4. Purchasing Methods:

4.1 Purchase Orders:

- 4.1.1 Purchase Orders must be issued to suppliers for all purchases of goods or services for the Town of Gibsons; Subject to the discretion of the Department Head, Town of Gibsons employees may to issue purchase orders to obtain materials that are required for operational reasons and which have a value of **less than \$500.00, exclusive of taxes;**



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- 4.1.2 Purchase orders are not required for minor purchases, **less than \$500.00**, that are charged to accounts that have been established with local businesses. The name of the employee making the purchase and the reason for the purchase must be provided to the business and must be included on the account statement or invoice that is forwarded to the Town for payment;
- 4.1.3 Charge accounts may be established with local businesses with approval, in advance, by the Treasurer;
- 4.1.4 Purchase Orders issued for values over \$500.00 must be signed by the Department Head (which includes the Supervisor of Public Works) or, in the absence of a Department Head, the Treasurer or the Chief Administrative Officer
- 4.1.5 In addition to the issuance of a Purchase Order, suppliers may be required to enter into a written agreement or contract approved by the Treasurer or by the Town's solicitors.

4.2 **Calls for Quotations, Proposals and Tenders**

Quotations, Requests for Proposals and Tenders shall be obtained on prospective purchases of goods and services in accordance with the following guidelines:

4.2.1 **Up to \$5,000**

Subject to availability, three (3) Written or Oral Quotations will be obtained for all purchases exceeding \$1,000.00 and up to \$5,000.00. The Department Head has discretion to determine if the quotes are written or oral.

In an emergency or under extraordinary circumstances, the Department Head may authorize a purchase under this Section from a single supplier without quotes. A written explanation for a purchase without quotes must be provided to the treasurer with copy of the purchase Order.

4.2.2 **Between \$5,001 & \$25,000**

A minimum of three (3) Written Quotations are required.

Purchases under this Section must be approved by the Department Head and either the Treasurer or the Chief Administrative Officer.



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In an emergency or under extraordinary circumstances, the Department Head and/or the Treasurer or CAO, may authorize a purchase under this Section from a single supplier without quotes. A written explanation for a purchase without quotes must be provided to Council with copy of the purchase Order.

4.2.3 **Between \$25,001 & \$50,000**

Written quotations or Requests for Proposals to be requested from potential vendors or suppliers.

Purchases must be approved by the Treasurer and the Chief Administrative Officer.

4.2.4 **Over \$50,000**

Sealed Tenders or Requests for Proposals to be requested from all vendors concerned. Tenders/Proposals are to be evaluated and forwarded to Council with a recommendation for awarding the tender or proposal.

4.2.5 **Tenders and Proposals Which Exceed the Budgeted Amount:**

Where a Tender or Proposal exceeds the budgeted amount in the Financial Plan, the following options must be addressed in the report to Council:

- a. Recommendation that the tender(s) be rejected; or,
- b. Identification of opportunities to reduce the project scope within budget;
- c. Identify opportunities to increase the budgeted amount;
- d. Identify other options.



APPENDIX '1'

Purchasing Criteria

A1. Quantity Buying

- A1.1 Certain economies are effected through quantity buying. Unit prices are generally lower when quoted on large quantities rather than on small quantities of the same product. Likewise, overhead costs are kept at a lower level when a few large orders have to be processed rather than a large number of small orders.
- A1.2 To gain the advantages arising out of quantity buying, it is the Town's practice, as far as is reasonably possible, to buy for its entire system on an annual basis. Furthermore, in some cases, the Town joins with certain other agencies in respect of its purchase of materials in common demand.
- A1.3 Under such circumstances tenders or quotations are invited by the Town or by other interested agencies, depending on which body requires the largest quantity of the material involved; and the most favourable bid determines the price for the different parties. Though bids are called on a joint basis, ordering and billing are done individually.

A2. Price

- A2.1 Any consideration on price must centre on the lowest quotation, proposal or tender. The policy of the Town generally speaking, is to accept the bid which best meets the pre-determined evaluation criteria and/or the required specifications and, if applicable, preference must be given to local suppliers.
- A2.2 Specifications are normally laid down for items on which quotations, proposals or tenders are invited with the Department Head of the using department being responsible for the technical accuracy. The Town is prepared at all times to consider quotations, proposals or tenders on products that are an approved equal to, or better than, the specified items. Some price differential may be regarded as justified in the case of a product that offers advantages over that specified. Should an alternative proposal be more satisfactory than the original specification the alternative may be accepted.



A3. Quality

The question of quality or serviceability may arise in cases in which bids are equal or nearly equal. Under such conditions the Treasurer may call for the assistance of persons with specialized knowledge in the fields concerned.

A4. Source of Supply & Availability

- A4.1 In any case in which tie bids, or bids that are not significantly different, are received on equally suitable materials, the source of supply will be taken into consideration. Generally speaking, under such circumstances, preference will be given to Local, Regional (Sunshine Coast Regional District), Provincial, or Canadian business and products, in that order, over businesses and products from other Countries. The Town however, will not lose sight of the fact that products fabricated elsewhere may be handled by suppliers that conduct bona fide business establishments in the above areas, (materials and products also include services).
- A4.2 Urgency of the need is an important factor in relation to all purchases. Should the supplier whose bid is lowest indicate a delay in delivery, higher bids from suppliers who guarantee delivery as required may be accepted.

A5. Bidders Performance, Experience and Capability:

Upon receipt of bids on any item or list of items, the Town may take into consideration the nature of the service given by any or all of the bidders, and included sub-contractors, concerned in any previous dealings they may have had with the Town. The general policy of the Town is not to subdivide orders, when tie bids are received, due to the additional administrative costs incurred.

A6. Realistic Bid:

Based on the review and evaluation by staff, a bid may be rejected because the bidder has not fully understood the nature of the request or has submitted a bid which if accepted will result in financial hardship to the bidder or an inability to fulfil the contract without requiring additional payments by the Town.



A7. Product Safety and Environmental Impacts:

It is the policy of the Town of Gibsons that goods and services be procured which are safe to use and have environmentally benign or beneficial effects. The environmental impact of a product or of a manufacturing process may be considered as a determining factor when awarding a contract or purchasing products for use by the Town of Gibsons.

In addition, the Town of Gibsons reserves the right to reject offers for supply of products which contain Chlorofluorocarbons (CFCs) or which are manufactured by a process which uses CFCs or for services which allow venting of CFCs to the atmosphere.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee- March 25, 2021

AUTHOR: Tina Perreault, General Manager, Corporate Services / Chief Financial Officer

SUBJECT: UPDATE TO 2020 SURPLUS / DEFICITS AND 2021 BUDGET

RECOMMENDATION(S)

THAT the report titled Update to 2020 Surplus / Deficits and 2021 Budget be received for information.

BACKGROUND

The Sunshine Coast Regional District (SCRD) concluded its 2021-2025 Financial Planning process on March 5, 2021. Subsequent to the Round 2 Budget deliberations the SCRD Board approved the ratification of the Collective Agreement with Unifor-Local 466 as well as changes to exempt compensation, both having financial implications to the 2020 year-end values as well as the 2021-2025 Financial Plan. Excerpts from March 11, 2021 Board meeting below:

Collective
Agreement MOU

It was moved and seconded

077/21

THAT the 2020-2023 Memorandum of Agreement with Unifor Local 466-Collective Agreement be approved for ratification as presented;

AND THAT the 2020 retroactive pay from January 1, 2020 of up to \$267,000 be paid upon ratification of the Agreement and funded from 2020 Surpluses / Operating Reserves or 2021 taxation where required;

AND FURTHER THAT the financial implications related to the new Collective Agreement with UNIFOR-Local 466 be included in the draft 2021-2025 Financial Plan as presented.

Exempt Salary Grid

It was moved and seconded

086/21

THAT the Board approve implementation of the revised exempt salary grid retroactive to January 1, 2020;

AND THAT the 2020 retroactive pay for of up to \$112,000 be approved for funding from within operating surpluses and taxation, where required, and accrued within the 2020 year-end figures;

AND THAT implementation costs of up to \$216,000 be included within the 2021 operational budgets;

AND FURTHER THAT the approved pay grid be reflected within the 2021-2025 Financial Plan.

The purpose of this report is to provide an update on the final 2020 year-end surplus / deficits and financial implications in preparation of the adoption of the 2021-2025 Financial Plan Bylaw at the March 25, 2021 Board meeting.

DISCUSSION

The SCRD's overall 2020 year-end surplus/deficits presented at the March 4/5, 2021 Round 2 Budget deliberations was \$2,976,841. Some of the surpluses were used to fund 2021 Budget Proposals/projects and some of the deficits were funded through alternative sources such as the Covid-19 Re-Start funding. As the changes to wage rates were retroactive to year-end values were also amended by accruing wages into 2020. The revised final surplus is now \$2,598,704 and the amended transfers to reserves are provided in Attachment A.

Through staff's final review of the Budget there were changes required to the Transit service [310] which were slightly different than what was presented to the February 11, 2021 Infrastructure Services Committee. It was projected that taxation for 2021 would not increase over 2020, however, an increase of \$109,006 to taxation and \$59,187 of BC Transit COVID-19 Restart funding was required to balance the Budget for the various approved changes. The final taxation value is less than what was included in the Round 2 Budget figures which was \$2,957,092.

Table -1

[310] Transit Service 2021-2023 Budget Projections							
	Actual	2020 Budget	Variance	2021 (Feb 11 ISC) Budget	2021 Final Budget	2022 Budget	2023 Budget
Revenue							
Tax Requisition	\$ 2,757,641	\$ 2,757,641	\$ -	\$ 2,757,641	\$ 2,866,647	\$ 2,986,402	\$ 3,119,844
BC Transit Funding	1,728,218	1,796,654	(68,436)	1,733,083	1,823,915	1,946,595	1,983,615
COVID Safe Restart Funding	407,307	-	407,307	407,307	407,307	-	-
Fare and Ticket Sales	525,050	796,966	(271,916)	476,613	476,613	550,871	676,937
Other Revenue	61,685	3,611	58,074	3,611	3,611	3,613	3,612
Total Revenues	5,479,901	5,354,872	125,029	5,378,254	5,578,092	5,487,481	5,784,008
Expenses							
Support Services	474,766	474,766	-	487,362	538,949	549,728	560,723
Wages and Benefits	2,473,158	2,481,906	(8,748)	2,619,674	2,823,812	2,685,582	2,739,293
Operating (excludes amortization)	1,890,413	2,398,200	(507,787)	2,333,511	2,336,811	2,482,171	2,539,819
Total Expenses	4,838,337	5,354,872	(516,535)	5,440,547	5,699,572	5,717,481	5,839,835
Transfer to/(from) Operating Reserve							
COVID Safe Restart Funding	407,307	-	407,307	(62,293)	(121,480)	(230,000)	(55,827)
General Operating Reserve	234,257	-	234,257	-	-	-	-
Financial Plan Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Reserve Summary							
COVID Safe Restart Funding	\$ 407,307	\$ -		\$ 345,014	\$ 285,827	\$ 55,827	\$ -
General Operating Reserve	455,162	207,088		501,965	501,965	501,965	501,965
Estimated Year End Balance	\$ 862,469	\$ 207,088	\$ -	\$ 846,979	\$ 787,792	\$ 557,792	\$ 501,965
Taxation Increase Over Prior Year				0.0%	4.0%	4.2%	4.5%
Fare Revenue as a Percentage of Pre-Covid Budget				59.8%	59.8%	69.1%	84.9%

FINANCIAL IMPLICATIONS

The overall total property taxation for the SCRD is estimated at \$24,491,625 taxation:

	Overall Change in Taxation - All Property Classes*								
	Area A	Area B	Area D	Area E	Area F	SIGD	DoS	ToG	Total
2021 Est. Taxation by area	\$2,919,721	\$4,075,677	\$3,205,356	\$2,452,312	\$3,931,443	\$ 386,126	\$ 4,587,780	\$2,933,210	\$ 24,491,625
2020 Taxation by area	2,437,101	3,533,647	2,746,064	2,119,221	3,406,054	340,339	3,996,693	2,589,518	\$ 21,168,636
\$ Change	482,620	542,030	459,293	333,091	525,389	45,787	591,087	343,692	\$ 3,322,989

This amount is approximately \$515,000 less than what was projected as part of the upper limit at the start of the 2021 Round 1 Budget deliberations ([what-if scenario](#)) and \$69,263 less than what was expected at the end of Round 2.

Summary of estimated tax rates per area:

Summary of Tax Rates (per \$100,000 of assessment)										
	A	B	B Islands	D	E	F	F Islands	DOS	SIGD	TOG
General Services										
2021 Residential Rate	\$ 94.50	\$ 121.52	\$ 102.03	\$ 127.06	\$ 128.16	\$ 137.78	\$ 130.16	\$ 65.03	\$ 68.75	\$ 79.27
2020 Residential Rate	\$ 84.65	\$ 113.27	\$ 94.47	\$ 119.36	\$ 119.88	\$ 130.71	\$ 124.20	\$ 58.54	\$ 61.19	\$ 72.15
Increase (Decrease) in Residential Rate	\$ 9.84	\$ 8.25	\$ 7.56	\$ 7.71	\$ 8.28	\$ 7.07	\$ 5.95	\$ 6.49	\$ 7.56	\$ 7.12
	11.6%	7.3%	8.0%	6.5%	6.9%	5.4%	4.8%	11.1%	12.3%	9.9%
Fire Protection										
2021 Residential Rate	\$ 97.95	\$ 46.94	\$ -	\$ 40.24	\$ 33.46	\$ 33.46	\$ -	\$ -	\$ -	\$ 33.46
2020 Residential Rate	\$ 66.25	\$ 35.36	\$ -	\$ 36.08	\$ 28.36	\$ 28.36	\$ -	\$ -	\$ -	\$ 28.36
Increase (Decrease) in Residential Rate	\$ 31.70	\$ 11.57	\$ -	\$ 4.17	\$ 5.10	\$ 5.10	\$ -	\$ -	\$ -	\$ 5.10
	47.8%	32.7%	N/A	11.5%	18.0%	18.0%	N/A	N/A	N/A	18.0%
Taxed on Improvements Only										
2021 Residential Rate	\$ 79.40	\$ 106.33	\$ 1.70	\$ 106.33	\$ 106.33	\$ 106.33	\$ -	\$ 104.63	\$ 104.63	\$ 104.63
2020 Residential Rate	\$ 67.73	\$ 96.09	\$ 0.83	\$ 96.09	\$ 96.09	\$ 96.09	\$ -	\$ 95.26	\$ 95.26	\$ 95.26
Increase (Decrease) in Residential Rate	\$ 11.66	\$ 10.24	\$ 0.87	\$ 10.24	\$ 10.24	\$ 10.24	\$ -	\$ 9.37	\$ 9.37	\$ 9.37
	17.2%	10.7%	105.5%	10.7%	10.7%	10.7%	N/A	9.8%	9.8%	9.8%
Total * Residential Tax Rate										
2021 Residential Rate	\$ 271.84	\$ 274.79	\$ 103.74	\$ 273.64	\$ 267.95	\$ 277.58	\$ 130.16	\$ 169.67	\$ 173.38	\$ 217.37
2020 Residential Rate	\$ 218.64	\$ 244.73	\$ 95.30	\$ 251.52	\$ 244.33	\$ 255.16	\$ 124.20	\$ 153.81	\$ 156.45	\$ 195.77
Increase (Decrease) in Residential Rate	\$ 53.20	\$ 30.06	\$ 8.44	\$ 22.12	\$ 23.63	\$ 22.42	\$ 5.95	\$ 15.86	\$ 16.92	\$ 21.59
*Excludes Rural Area Street Lighting	24.3%	12.3%	8.9%	8.8%	9.7%	8.8%	4.8%	10.3%	10.8%	11.0%

These values will change slightly once final BC Assessment values are available on April 1, 2021.

STRATEGIC PLAN AND RELATED POLICIES

This report aligns with the Boards Financial Sustainability Policy.

CONCLUSION

After the SCRD's Round 2 Budget deliberations changes were made to wage rates impacting 2020 year-end surplus / deficits, transfers to reserves and overall 2021-2025 Financial Plan. A summary of the impacts has been provided for transparency in preparation of the Financial Plan Bylaw adoption.

Attachment A - Revised 2020 Surplus/Deficits (Unaudited)

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

Function	Year End Surplus / (Deficit) As Originally Reported March 4, 2021	Revised Year End Surplus / (Deficit)	Recommended Allocation		Revised Unfunded Deficit
			Carried Forward in 2021 Budget (Reduction to Taxation)	Revised Transfer to Operating Reserves	
110 - General Government	155,457	130,996		(130,996)	-
113 - Finance	174,173	151,471		(151,471)	-
114 - Administration Office	83,280	83,066		(83,066)	-
115 - Human Resources	45,629	36,513		(36,513)	-
117 - Information Services	88,793	72,071		(72,071)	-
118 - SCRHD Administration	33,993	30,183	(30,183)		-
121 - Grants in Aid - Area A	7,971	7,964	(7,964)		-
122 - Grants in Aid - Area B	4,734	4,727	(4,727)		-
123 - Grants in Aid - Area E & F	2,824	2,819	(2,819)		-
125 - Grants in Aid - Community Schools	514	509	(509)		-
126 - Greater Gibsons Community Participation	7,774	7,769	(7,769)		-
127 - Grants in Aid - Area D	9,776	9,770	(9,770)		-
128 - Grants In Aid - Area E	3,286	3,280	(3,280)		-
129 - Grants In Aid - Area F	7,791	7,785	(7,785)		-
130 - Electoral Area Services - UBCM/AVICC	25,875	25,875		(25,875)	-
131 - Electoral Area Services - Elections	-	-			-
135 - Corporate Sustainability Services	-	(258)		258	-
136 - Regional Sustainability Services	17,810	17,810		(17,810)	-
140 - Member Municipality Debt	-	-	-		-
152 - Feasibility Studies - Regional	4,448	4,448	(4,448)		-
152 - Feasibility Studies - Area B	-	-			-
153 - Feasibility Studies - Area D	-	-			-
200 - Bylaw Enforcement	41,973	39,733		(39,733)	-
204 - Halfmoon Bay Smoke Control	872	871		(871)	-
206 - Roberts Creek Smoke Control	905	905		(905)	-
210 - Gibsons & District Fire Protection	21,450	13,994		(13,994)	-
212 - Roberts Creek Fire Protection	35,602	32,479		(32,479)	-
216 - Halfmoon Bay Fire Protection	11,886	11,501		(11,501)	-
218 - Egmont Fire Protection	40,979	40,931		(40,931)	-
220 - Emergency Telephone - 911	12,897	12,728		(12,728)	-
222 - Sunshine Coast Emergency Planning	(90,267)	(96,966)		60,370	(36,596)
290 - Animal Control	21,472	21,083		(21,083)	-
291 - Keats Island Dog Control	2,268	2,268	(2,268)		-
310 - Public Transit	688,387	639,490		(639,490)	-
312 - Fleet Maintenance	53,123	34,051		(34,051)	-
313 - Building Maintenance Services	27,563	22,708		(22,708)	-
320 - Regional Street Lighting	2,259	2,259	(2,259)		-
322 - Langdale Street Lighting	67	67	(67)		-
324 - Granthams Street Lighting	67	67	(67)		-
326 - Veterans Street Lighting	14	14	(14)		-
328 - Spruce Street Lighting	8	8	(8)		-
330 - Woodcreek Street Lighting	(147)	(147)	147		-
332 - Fircrest Street Lighting	15	15	(15)		-
334 - Hydaway Street Lighting	7	7	(7)		-
336 - Sunnyside Street Lighting	26	26	(26)		-
340 - Burns Road Street Lighting	27	27	(27)		-
342 - Stewart Road Street Lighting	14	14	(14)		-
345 - Ports Services	1,308	544		(544)	-
346 - Langdale Dock	0	0	(0)		-
350 - Regional Solid Waste	(73,808)	(93,594)			(93,594)
355 - Refuse Collection	56,019	55,135		(55,135)	-
365 - North Pender Harbour Water Service	120,393	117,895		(117,895)	-
366 - South Pender Harbour Water Service	66,517	61,009		(61,009)	-
370 - Regional Water Services	460,395	411,647		(411,647)	-
381 - Greaves Rd Waste Water Plant	1,496	1,483		(1,483)	-
382 - Woodcreek Park Waste Water Plant	7,264	6,785		(6,785)	-
383 - Sunnyside Waste Water Plant	1,474	1,469		(1,469)	-
384 - Jolly Roger Waste Water Plant	8,154	8,039		(8,039)	-
385 - Secret Cove Waste Water Plant	3,399	3,291		(3,291)	-
386 - Lee Bay Waste Water Plant	2,455	2,049		(2,049)	-
387 - Square Bay Waste Water Plant	3,620	2,968		(2,968)	-
388 - Langdale Waste Water Plant	12,731	12,611		(12,611)	-
389 - Canoe Rd Waste Water Plant	299	309		(309)	-
390 - Merrill Crescent Waste Water Plant	212	164		(164)	-
391 - Curran Rd Waste Water Plant	(8,026)	(8,235)		8,235	-
392 - Roberts Creek Co-Housing Treatment Plant	74	(59)		59	-
393 - Lillies Lake Waste Water Plant	5,974	5,915		(5,915)	-
394 - Painted Boat Waste Water Plant	(2,726)	(2,854)		2,854	-
395 - Sakinaw Ridge Waste Water Plant	26,422	26,352		(26,352)	-
400 - Cemetery	16,857	15,707		(15,707)	-
410 - Pender Harbour Health Clinic	(45)	(45)	45		-
500 - Regional Planning	46,640	44,978		(44,978)	-
504 - Rural Planning Services	22,127	13,906		(13,906)	-
506 - Geographic Information Services	29,493	24,000		(24,000)	-
510 - Civic Addressing	15,047	14,759		(14,759)	-
515 - Heritage Conservation Service	0	0	(0)		-
520 - Building Inspection Services	171,821	162,445		(162,445)	-
531 - Economic Development Area A	1,260	1,258	(1,258)		-
532 - Economic Development Area B	10,058	10,057	(10,057)		-
533 - Economic Development Area D	1,017	1,016	(1,016)		-
534 - Economic Development Area E	11,036	11,034	(11,034)		-
535 - Economic Development Area F	5,856	5,855	(5,855)		-
540 - Hillside Development Project	40,996	39,418		(39,418)	-
615 - Community Recreation Facilities	97,223	22,076		(22,076)	-
625 - Pender Harbour Pool	103,249	95,121		(95,121)	-
630 - School Facilities - Joint Use	7,323	7,323		(7,323)	-
640 - Gibsons & Area Library	28,753	28,690		(28,690)	-
643 - Egmont/Pender Harbour Library Service	(0)	(0)	0		-
645 - Halfmoon Bay Library Service	2	2	(2)		-
646 - Roberts Creek Library Service	0	0	(0)		-
648 - Museum Service	-	-	-		-
650 - Community Parks	52,955	39,008		(39,008)	-
665 - Bicycle & Walking Paths	17,401	17,307		(17,307)	-
667 - Area A Bicycle & Walking Paths	9,980	9,980		(9,980)	-
670 - Regional Recreation Programs	38,624	38,617		(38,617)	-
680 - Dakota Ridge Recreation Service Area	9,927	8,343		(8,343)	-
Totals	\$ 2,976,841	\$ 2,598,704	\$ (113,053)	\$ (2,615,841)	\$ (130,190)

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee- March 25, 2021

AUTHOR: Tina Perreault, General Manager Corporate Services / Chief Financial Officer

SUBJECT: PENDER HARBOUR AND DISTRICT CHAMBER OF COMMERCE 2021 GRANT REQUEST

RECOMMENDATION(S)

THAT the report titled Pender Harbour and District Chamber of Commerce 2021 Grant Request be received;

AND THAT the 2021 budget for the Pender Harbour and District Chamber of Commerce be approved for inclusion of the 2021-2025 Financial Plan as follows:

- Tourism Sanitation Services (Portable Toilets) \$2,650
- Visitor Information Centre Washrooms \$9,500
- Visitor Information Booths \$8,000
- Economic Development \$2,500

AND THAT the following recommendation be forwarded to the March 25, 2021 Regular Board Meeting.

BACKGROUND

At the February 25, 2021 Regular Board Meeting, the following recommendation from the Round 1 Budget deliberations was pulled and referred to Round 2.

Round 1 Budget **It was moved and seconded**

047/21 THAT Special Corporate and Administrative Services Committee – Round 1 Budget recommendation No. 19 of February 1, 2 and 5, 2021 be received, adopted and acted upon as amended, as follows:

Recommendation No. 19 *Pender Harbour and District Chamber of Commerce*

THAT the following information from the Pender Harbour and District Chamber of Commerce be received:

- Correspondence and Report dated October 21, 2020;
- 2021 Budget with 2020 Budget vs. Actuals;
- 2021-2025 Budget Plan;
- 2020 Budget vs. Actuals; and
- Balance Sheet;

AND THAT the 2021 budget submission of \$19,150 from the Pender Harbour and District Chamber of Commerce *as noted below, be referred to the 2021 Round 2 Budget meeting for Electoral Area A Economic Development [531] for further consideration and more information regarding the Visitor Information Centre Washrooms funding:*

• Tourism Sanitation Services (Portable Toilets)	\$2,650
• Visitor Information Centre Washrooms	\$6,000
• Visitor Information Booths	\$8,000
• Economic Development	\$2,500

At the March 11, 2021 Regular Board Meeting, only the additional request was approved as follows:

068/21 **Recommendation No. 43** *Pender Harbour and District Chamber of Commerce*

THAT the correspondence dated February 25, 2021 from the Pender Harbour and District Chamber of Commerce (PHDCC) regarding an additional 2021 Budget Request be received for information;

AND THAT the additional 2021 budget request in the amount of \$3,500 from the Pender Harbour and District Chamber of Commerce for costs associated with maintaining the “Pender Info Centre” washrooms as required for COVID-19 precautions be approved and incorporated into the 2021 Budget for Electoral Area A Economic Development [531];

AND FURTHER THAT the payment be released by April 1, 2021 per the request of the PHDCC pending execution of funding agreement.

Therefore, the purpose of this report is as a matter of housekeeping to establish the formal record of the total approved grant for the Pender Harbour and District Chamber of Commerce (PHDCC).

DISCUSSION

As part of review of the approved minutes for both Round 1 and 2 Budget in preparation of the 2021-2025 Financial Plan, it was discovered that the original grant request of \$19,150 for the PH&DCC was not incorporated into the February 25 minutes and only the additional funding request was addressed in Round 2.

A revised recommendation has been provided in preparation of the 2021-2025 Financial Plan Bylaw approval at the March 25 Board meeting.

Financial Implications

The full amount of \$22,650 for the PHDCC grant has been included in the Financial Plan.

STRATEGIC PLAN AND RELATED POLICIES

n/a

CONCLUSION

The Pender Harbour and District Chamber of Commerce made an original funding request of \$19,150 and made a subsequent request of \$3,500 toward the info centre washrooms for 2021. The total grant request is \$22,650 which is included in the 2021-2025 Financial Plan.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X - D.McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee - March 25, 2021

AUTHOR: Alex Taylor, Budget and Financial Analyst

SUBJECT: GRANTS STATUS UPDATE

RECOMMENDATION(S)

THAT the report titled Grants Status Update be received for information.

BACKGROUND

The Sunshine Coast Regional District (SCRD) applies regularly for grants available to undertake projects in every department each year. Staff diligently search for new grant opportunities and alignment where possible, with the Board's Strategic Plan, Corporate Plans or currently approved projects. The last grants status update was presented at the September 17, 2020 Corporate and Administrative Services Committee meeting.

The purpose of this report is to update the Committee on any recent grant application notifications, pending applications, grants in progress and completed grants as well as provide information on potential new opportunities expected to be available in the near future.

DISCUSSION

Information on recent grant application notifications, pending applications, grants received and in progress and completed grants are detailed in the tables that follow:

Grant Application Notifications

The table below summarizes recent grant application notifications:

Program Name	Administered By	Project	Funding Requested / Received	Status	Area(s) Affected
Healthy Watersheds Initiative Grant	Real Estate Foundation of BC	Regional Watershed Management Planning	\$125,000	Approved	Regional
COVID-19 Restart Community Grant	Town of Gibsons	COVID-19 Disinfection Equipment & Supplies & Kestrel Weather Device	\$816	Approved	E, F, ToG
Community Emergency Preparedness Fund	Union of British Columbia Municipalities	Evacuation Route Planning – Water Evacuation Plan	\$25,000	Declined	Regional

Pending Grant Applications

Below is an updated summary of pending grant applications submitted or in progress for which no notification has been received to date:

Program Name	Administered By	Project	Funding Request	Submission Date	Area(s) Affected
Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Sechelt Aquatic Centre Building Review & Energy Efficient Improvement	\$230,989	Applied through 2 Funding Streams: Community, Culture, and Recreation- October 1, 2020 Green Infrastructure- Climate Change mitigation sub-stream- November 12, 2020	Regional
Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Woodcreek Park Wastewater Treatment Plant System Upgrade	\$769,000	October 21, 2020	Area E
Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Ports Capital Renewal	\$543,262	October 22, 2020	Areas B , D, E, F
Community Emergency Preparedness Fund	Union of BC Municipalities	Dam Breach Analysis-Chapman Lake, Edwards Lake, McNeil Lake, and Harris Lake	\$143,000	February 21, 2021	Regional
Community Resiliency Investment Program	Union of BC Municipalities	FireSmart Economic Recovery Fund	\$455,737	March 19, 2021	ToG, DoS, SIGD

Grants Received and in Progress

The table below summarizes approved grant funding for project works and programs which are currently planned or in progress or which are substantially complete pending submission of a final grant claim and report:

Program Name	Administered By	Project	Approved Funding	Project Completion Deadline	Area(s) Affected
Community Emergency Preparedness Fund	Union of British Columbia Municipalities	Volunteer and Composite Fire Department Equipment and Training - SCRD Wildfire Resiliency Project	\$100,000	Deadline extended to March 30, 2021 (Originally Feb. 12, 2021)	Gibsons, Roberts Creek, Halfmoon Bay & Egmont Fire Protection Areas
Community Resiliency Investment Program	Union of British Columbia Municipalities	Community Wildfire Protection Plan – Regional Application	\$114,850	Deadline extended to April 10, 2021 (Originally Feb. 12, 2021)	Regional
Community Emergency Preparedness Fund	Union of BC Municipalities	Emergency Support Services – ESS 20/20 (Equipment & Training)	\$16,300	May 31, 2021	Regional
Community Emergency Preparedness Fund	Union of BC Municipalities	Emergency Operations Centers and Training - SCRD EOC/Mass Communications Project	\$24,635	June 30, 2021	Regional
Infrastructure Planning Grant Program	BC Ministry of Municipal Affairs and Housing	Waste Water Feasibility Studies (Greaves, Merrill)	Greaves - \$6,500 Merrill - \$6,500	Mar. 31, 2022	Area A
Investing in Canada Infrastructure Program	BC Ministry of Municipal Affairs and Housing	Coopers Green Hall Replacement	\$2,013,641	Funding Approved (funding agreement pending)	Area B
COVID-19 Safe Restart Grant for Local Government	BC Ministry of Municipal Affairs and Housing	Allocated to various projects for 2021-2022	\$521,000	Dec 31 2022	All
BC Transit COVID-19 Safe Restart	BC Transit	Transit service (conventional and custom)	\$814,614	Est. Dec 31, 2023	B, D,E, F, ToG, DoS, SIGD
Healthy Watersheds Initiative Grant	Real Estate Foundation of BC	Regional Watershed Management Planning	\$125,000	December 15, 2021	Regional

Completed Grants

The table below is a summary of recently completed grants:

Program Name	Administered By	Project	Funding Received	Completion Date	Area(s) Affected
Infrastructure Planning Grant Program	BC Ministry of Municipal Affairs and Housing	Sunshine Coast Arena and Sports Fields Water Efficiency Study	\$10,000	Mar. 31, 2021	Regional
COVID-19 Restart Community Grant	Town of Gibsons	COVID-19 Disinfection Equipment & Supplies Kestrel Weather Device	\$816	February 11, 2021	E, F, ToG

Upcoming Opportunities

Staff continuously seek out and monitor grant funding opportunities that align with approved or future planned projects identified in long-term capital plans. Approximately 75 grant programs and funding streams are tracked on an ongoing basis.

At present, there are several open intakes under separate funding streams. Staff are currently reviewing opportunities that align with grant program guidelines and will bring forward a subsequent report to committee in April with recommended projects to proceed to the application stage.

The Healthy Communities initiative is a \$31 Million investment from the Government of Canada to transform public spaces in response to COVID-19. This program is offered to help local governments, Charities, and indigenous communities fund projects, programming, and services that create safe and vibrant public spaces, improve mobility options, and provide innovative digital solutions to connect people and improve health. Applications for round 2 of this program will open May 14, 2021. Staff will bring forward a report to the April 15th PCD meeting to identify an opportunity to improve accessibility to recreation facilities. Given that the scope of the project is yet to be determined, this opportunity has not been included in the 2021-2025 Financial Plan.

The Local Government Development Approvals Program is a \$15 Million investment by the province of BC to provide local governments the tools necessary to meet housing needs in their communities. This program will focus on helping local governments look at best practices and innovative ways to support non-profit housing organizations, developers, and other stakeholders to deliver essential and diverse types of housing. Applicants will be eligible for up to \$500,000 for projects that improve their development approvals process. Applications will be accepted until May 7, 2021. Staff will bring forward a report to the April 15th PCD meeting to identify an opportunity to improve the organization's development approval processes. Given that the scope of the project is yet to be determined, this opportunity has not been included in the 2021-2025 Financial Plan.

Financial Implications

Grants received and in progress have been incorporated into the 2021-2025 Financial Plan. Staff will bring a further report detailing any financial implications if the SCRD is successful in receiving funding for any of the pending grant applications.

Timeline for next steps or estimated completion date

Staff are continuously monitoring for grant funding opportunities that align with the Board's Strategic Plan and departmental work plans and will bring forward further reports with details on any new application intakes and opportunities as program details are announced.

STRATEGIC PLAN AND RELATED POLICIES

Reviewing grant opportunities for projects identified in the Strategic Plan or capital plans is consistent with the Financial Sustainability Policy and embodies the spirit of the Mission Statement "To provide leadership and quality services to our community through effective and responsive government."

CONCLUSION

The SCRD applies regularly for grants available to undertake projects in every department each year that align with the Financial Plan and/or the Board's Strategic Plan.

Details on recent application notifications, pending grant applications, grants received and in progress and completed grants are provided for information.

Staff are continuously monitoring for new funding opportunities and will report back on new application intakes and opportunities as program details are announced.

Reviewed by:			
Manager		CFO/Finance	X - T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	