



Purchasing

Governance

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Policy

Chapter 1 – INTERPRETATION

1.01 Statement of Principle

The Ontario Municipal Act requires of every Public Library Board that it have a policy with respect to its procurement of goods and services. This Policy is intended to fulfill that requirement.

In acquiring goods and services for the Library, the Board requires processes to ensure that they will receive the goods and services with integrity, fairness, equality, and transparency through efficient means that produce the lowest overall cost for the taxpayer.

The City of Brantford has determined as a matter of policy that the lowest overall cost for the taxpayer is most often received when competitive acquisition processes are used. For that reason, competitive acquisition will be the general rule and will be departed from only in accordance with specific exceptions set forth in this policy.

The Brantford Public Library's Purchasing Policy is guided by the City of Brantford's Purchasing Policy.

1.02 Goals of the Policy

The goals of the Purchasing Policy are as follows:

- a. To ensure openness, accountability and transparency while protecting the financial best interest of the Library;
- b. To encourage competitive bidding for the acquisition and disposal of goods and services where practicable;
- c. To ensure fair treatment and respectful business practice to all bidders;
- d. To obtain efficiencies where possible by maximizing buying power through economies of scale and participating in cooperative buying groups.

1.03 Application of Policy

- a. All Library departments shall acquire goods and services in accordance with this Policy and not otherwise. No Library employee shall have the right to acquire goods and services or to otherwise bind the Board in respect of the acquisition of goods and services, except in accordance with this Policy.
- b. In accordance with the City's Purchasing Policy, when the City's purchasing officials provide assistance to the Library Board to purchase goods and services, such assistance shall only be provided if the Library acquires the goods and services in accordance with the following requirements of the City and Library Policy:
 - c. The rules respecting local preference in accordance with Section 2.01;
 - d. The rules respecting the use of supplier qualification processes set forth in Section 3.07;
 - e. The rules respecting prohibited classes of vendors set forth in Section 3.10; and
 - f. The rules respecting competitive procurement set forth in Chapter 4.
- g. In accordance with the City's Purchasing Policy, when the City is asked to supply funds, to approve borrowing or to provide other financial assistance to the Library in any project, compliance with the following requirements of this Policy in acquiring goods and

services for the project shall be a condition of such supply of funds, approval of borrowing or other financial assistance:

- h. The rules respecting local preference in accordance with Section 2.01;
- i. The rules respecting the use of supplier qualification processes set forth in Section 3.07;
- j. The rules respecting prohibited classes of vendors set forth in Section 3.10;
- k. This Policy shall apply to the acquisition of all goods and services by the Library, except for the exemptions set forth in Schedule 1. The acquisition of the goods and services listed and described in Schedule 1 shall not be subject to the requirements of this Policy, but may be subject to other policies or requirements enacted from time to time by the Library Board.

1.04 Incorporate of Policy into Solicitations

The requirements of this Policy shall be incorporated by reference into all solicitations for goods and services acquired by the Brantford Public Library.

1.05 Delegation

The CEO/Chief Librarian shall appoint a “Purchasing Officer” to carry out this Policy and be responsible for the development and maintenance of Procedures dealing with acquisition, tendering, disposal of goods/equipment and inventory control. These Procedures will have the input of concerned departments including the City of Brantford Legal Department, and when necessary, be approved by the Library Board. In particular, the Purchasing Officer shall be responsible for:

- The acquisition of goods, services and construction, which includes leasing and rentals (excluding Library Materials for collections development).
- The standardization of goods/services wherever possible.
- The promotion and development of generic specifications that encourage competition and limit sole sourcing.
- The administration of the tendering process.
- The development of co-operative purchasing plans with other publicly funded agencies and levels of government where deemed beneficial to the Library.
- The disposal of goods, equipment, materials and salvage, which have been declared surplus, in accordance with approved procedures.

The CEO/Chief Librarian shall appoint Managers to be responsible for Library Material Acquisitions; purchases shall be made in accordance with the Policy.

Contracts may only be awarded when this Policy and established Procedures for the acquisition of goods and services have been followed. Whenever possible, contracts should be developed and approved by the City of Brantford, Legal Department.

It is understood that authorized designates, when deemed appropriate, have approval to sign.

1.06 Definitions

In this Policy,

“Affiliates” means affiliates within the meaning of the Business Boards Act (Ontario).

“Acquisition,” “Procurement,” “Buy,” and “Purchase” also include obtaining the use of goods and/or services by lease, rental, and other temporary methods.

“Award” means authorization to proceed with the purchase of goods and/or services from a chosen vendor.

“Board” means Brantford Public Library Board

“CEO/Chief Librarian” means Chief Executive Officer/Chief Librarian of the Brantford Public Library

“City” means City of Brantford.

“Department Staff” means staff of the Library department for which goods and services are being acquired.

“Electronic Bidding System” means the online system by which the City issues solicitations and written bids are received.

“Emergency” means an urgent situation that could result in serious harm to persons, substantial damage to property, or substantial interference with library operations. An emergency shall only be deemed to exist if:

- a. Library Board determines that an emergency exists; or
- b. The CEO/Chief Librarian determines that an emergency exists; or
- c. City Council determines that an emergency exists.

“Estimated Value of Goods and Services” means the estimated amount (excluding taxes) for budget or planning purposes in acquiring particular goods and services, which amount may be higher, lower or equal to the actual cost of the goods and services when ultimately acquired. For greater certainty, when multi-year contracts are awarded for the acquisition of goods and services, the estimated value of the goods and services for such multi-year contracts is the estimated amount to be paid for the goods and services over the entire contract, and is not limited to the amount which may be payable in any particular budget year.

“Goods” means all manner of personal property, goods, equipment, things, and rights.

“High Value” means high value within the meaning of Table Two.

“In-House Bid” means a process that allows for internal staff or affiliates to compete with external entities for procurement opportunities by formally providing a submission in response to a solicitation. It does not include the situation where a management decision has been taken to perform work or to provide services using internal forces or the forces of affiliates without or instead of proceeding through a solicitation.

“Informal Procurement” means procurement in which there are minimal procedural requirements, and without limiting the generality of the foregoing, includes procurement in which there is no requirement to obtain competitive pricing.

“Low Value” means low value within the meaning of Table Two.

“Lowest overall cost” means the cost of acquiring goods and services after the evaluation factors set forth in the Solicitation are taken into account. Such factors may include price, quality, life cycle costs and all other terms, conditions, and circumstances of the acquisition.

“Lowest Responsive Submission” means a submission in response to a solicitation which includes all required components and which shows the lowest overall cost when all evaluation factors contained in the solicitation are taken into account.

“Medium Value” means medium value within the meaning of Table Two.

“Non-competitive Acquisition” means procurement, which does not include any competitive process, and without limiting the generality of the foregoing, includes procurement through negotiation, sole sourcing, and single sourcing.

“Option to Buy” means the right to acquire goods upon stated terms, most often but not exclusively encountered in the context of rental, lease (but not a financing lease), or hire-purchase agreements. The exercise of an option to extend a contract for the acquisition of goods and services shall also be deemed to be the exercise of an option to buy, but only if the option to extend formed part of the original contract as awarded.

“Pre-approved Solicitation” means any solicitation implementing a project, acquisition of goods and services, or other undertaking which has been classified as a pre-approved solicitation, project, acquisition of goods and services. The CEO/Chief Librarian or the Library’s Purchasing Officer shall determine in his or her discretion whether or not any proposed solicitation matches the identification and description of a pre-approved solicitation.

“Procedures” means procedures developed by the Purchasing Officer pursuant to Articles 2.08 (c) (Best Practices for Disposal of Goods and Equipment), 3.04(a) (Best Practices and Acquisition Practices), 5.03 (a) (Best Purchasing and Acquisition Practices for the Solicitation of Consulting Services), and 6.03(a) (Best Practices for the Documentation of past Failures of Vendors to provide appropriate Performance).

“Purchasing Officer” means the person so designated by the CEO/Chief Librarian of the Library.

“Responsive” means, when applied to a submission, that the submission contains each and every element required by the solicitation for the submission, and otherwise fully complies with the requirements of the solicitation.

“Request for Expressions of Interest” means a general market research tool to determine vendor interest in a proposed procurement. It is used prior to issuing another solicitation and is not intended to result in the award of a contract.

“Request for Proposals” means a competitive procurement process for obtaining unique proposals designed to meet terms of reference.

“Request for Quotations” means a competitive procurement process for obtaining bids based on defined requirements for which fixed or calculated price will be paid.

“Request for Tenders” means a competitive procurement process for obtaining defined requirements for which a clear or single solution exists.

“Services” means any and all services, and includes construction services.

“Single Sourcing” means the procurement of a good or service from a particular vendor rather than through the solicitation of bids from other vendors who can provide the same item.

“Sole Sourcing” means the procurement of a good or service that is unique to a particular vendor and cannot be obtained from another source.

“Solicitation” means any and all forms of solicitation for goods and services by the Library Board, including but not limited to requests for tenders, requests for quotations, requests for proposals, requests for prequalification, requests for information, and requests for expressions of interest.

“Submission” means any and all offers, bids, or other responses to a solicitation by the Library Board.

“Surplus” means goods belonging to the Brantford Public Library which, through obsolescence or other causes, no longer serve any useful purpose to the Library.

“Table Two” means the Table Two entitled “Methods through which Goods and Services may be Acquired” within Section 3.01 of this Policy.

“Two Envelope Method” means a procurement process in which a submission is submitted into two separate envelopes. The technical and qualitative information are submitted in the first envelope and the price information is provided in the second envelope. The second envelope is opened only if the first envelope shows the bidder to be qualified.

“Vendor” means a seller or supplier of goods and/or services.

“Working Days” means days on which the administration office of the Library are open for business.

“Unsolicited Proposal” means an offer to supply goods or services to the Library that has not been preceded by the issuance of a solicitation by the Library.

Chapter 2 – GENERAL MATTERS

2.01 No Local Preference

- a. Except as set forth in (b) and (c), no local preference shall be shown or taken into account in acquiring goods and services on behalf of the Library.
- b. Where there are two responses to a solicitation for goods or services, which after evaluation appear equal in all respects, a local preference may be shown for the sole purpose of breaking the tie. In such circumstances, the "local" Vendor shall be deemed to be the Vendor whose business premises shall have the nearest geographical proximity to the point of delivery of the goods and services. For purposes of the foregoing, "business premises" mean the business premises from which the goods and services shall be supplied.
- c. Despite (a), a local preference may be shown when the intrinsic nature of the acquisition necessitates a local preference, such as a solicitation by the Library for office space.

2.02 Co-operative Purchasing Arrangements

- a. The Brantford Public Library may make cooperative purchasing arrangements with other Libraries or public authorities under which particular varieties of goods and services may be acquired by the Library in conjunction with such other Libraries and public authorities at a lower overall cost than they might otherwise achieve were they to proceed independently.
- b. because the cooperative arrangements may require the cooperation of multiple organizations with differing purchasing procedures, deviations from the requirements of this Policy are permitted in such cooperative arrangements provided that the principles set forth in Chapter 1 are fully respected.
- c. Where the Library's Purchasing Officer has effected cooperative purchasing arrangements in accordance with this section, Library departments shall acquire the particular varieties of goods and services in accordance with such cooperative arrangements and not otherwise. The Purchasing Officer shall be permitted to authorize exceptions from the foregoing in extenuating circumstances.

2.03 Acquisition of Supplies/Services from other Government Bodies

- a. The Library may acquire supplies or services from federal, provincial or municipal body, ministry, agency, board, corporation or authority or in the case of Provincial and Federal Standing Agreements, or other competitive procurement processes, the Library may take advantage of these opportunities if they are deemed to be in the best interest of the Library.

2.04 General Supply Contracts

- a. Where the Purchasing Officer perceives value in participating with the City of Brantford or other public entities, for particular goods and services, he or she may pursue participation in solicitations for the general supply of the needs of all departments of the Library for such particular goods and services.
- b. Where a contract for the general supply of the needs of multiple departments of the Library for particular goods and services has been participated in accordance with (a) above, departments shall acquire the particular varieties of goods and services in accordance with such cooperative arrangements and not otherwise. The Purchasing Officer shall be permitted to authorize exceptions from the foregoing in extenuating circumstances.

2.05 General Ability of the Library Board to overrule Procedural Requirements

- a. The Library Board may overrule any requirement of this policy on a transaction-specific basis through resolution.
- b. The elimination of any requirement of this policy on a general or continuing basis must be approved through a change to this Policy.

2.06 Forms, Contracts and Documents

- a. The Purchasing Officer may develop or adopt standard forms of solicitations and other documents to be used in conjunction with the acquisition of goods and services for the library. When available, the Library may adopt forms developed by the City of Brantford Purchasing Department.
- b. Any forms developed by the Purchasing Officer pursuant to (a) shall have been approved by the City's Solicitor. Any forms developed by the City of Brantford Purchasing Department are assumed to have been approved by the City's Solicitor as per the City Purchasing Policy.
- c. Where the Purchasing Officer has developed a standard form in accordance with (a) above, library departments shall acquire the particular varieties of goods and services in accordance with standard forms and not otherwise, provided that the Purchasing Officer may authorize or draft minor variations therefrom as necessary.

2.07 Executions of Contracts and Documents

- a. The execution of contracts and documents in connection with the acquisition of goods and services by the Library shall be in accordance with the requirements of Table One – Execution of Contracts and Documents

Amount	Who can sign
Less than \$5,000	CEO, Manager, Coordinator, Maintenance Supervisor, System Analyst
\$5,000 to \$49,999	CEO or Manager
Greater than \$50,000	CEO or Manager with resolution from Library Board

- b. Employees are responsible for determining whether or not they have authority to execute documents on behalf of the Library in accordance with the above table.
- c. Without limiting the generality of anything else contained in this policy or the seriousness of any other contravention of this policy, it shall be a serious contravention of this policy for any employee to execute a contract or other document in connection with a solicitation of goods or services if the execution of such contract or other document is not in accordance with the requirements of the above table.

2.08 Disposal of Surplus Goods and Equipment

- a. Except where otherwise required by the Library Board for specific varieties of goods or equipment, surplus goods shall be disposed of by the Purchasing Officer in accordance with this Policy.
- b. Surplus goods shall be disposed of by any one of the following methods, ranked in order of preference as follows:
 - i. Traded in as part of a replacement purchase;

- ii. Sold by a competitive public offering process or auction;
- iii. Offered or donated to other public or non-profit agencies; or
- iv. Disposal of the goods by transportation to the City's landfill site, recycling site or other appropriate disposal facility.
- c. The Purchasing Officer may make written procedures from time to time consistent with the requirements of this Policy to reflect best practices for the disposal of surplus goods.
- d. Procedures enacted pursuant to (c) shall have been approved by the CEO/Chief Librarian.
- e. Where the Purchasing Officer has developed procedures in accordance with (c) above, library departments shall follow such procedures.

2.09 Persons with Disabilities

- a. In acquiring goods and services for the library, library staff shall consider and have regard to disability accessibility issues as they may reasonably pertain to such acquisitions of goods and services and shall comply with the requirements of the Library's Accessibility Plan and the City of Brantford's Facility Accessibility Design Standards ("FADS"). All new and renovated City owned facilities shall be designed to meet or exceed the City of Brantford's FADS and comply with legislation concerning people with disabilities.
- b. Contracts for the acquisition of goods and services shall include the following elements:
 - i. that the Vendor shall comply with the Accessibility for Ontarians with Disabilities Act (AODA) standards for Customer Service (O. Reg. 429/07) and the Integrated Accessibility Standards (O. Reg. 191/11) and their relation to the Human Rights Code;
 - ii. that the Vendor shall ensure that its employees are trained on providing accessible customer services. Any training or training resources must conform to the legislated requirements under the Act; and
 - iii. that the Vendor shall maintain records of the training, including dates when training was provided, the number of employees who received training and individual training records. Where requested by the Library, the person, business or organization shall provide written proof, as well as any documentation regarding training policies, practices and procedures, to the Library.

2.10 In-house Bids

Unless specifically approved by the Board, the Library does not permit in-house bids for the acquisition of goods and services for the Library Board.

2.11 Review of this Policy

This Policy shall be reviewed subsequent to City Council's review of their Purchasing Policy which is during the first full calendar year of the term of each elected Council.

2.12 Green Procurement

In acquiring goods and services for the library, library staff shall consider whether it is feasible to incorporate environmental considerations into solicitations for goods and services. The Purchasing Officer shall keep apprised of best purchasing practices for responsible

environmental procurement, and shall bring same to the attention of operating departments wherever the same are applicable.

2.13 Financing Lease

As a matter of practice, the Library does not typically acquire goods through financing leases. Any consideration to acquire goods through financing leases shall be approved by the Library Board.

2.14 Unsolicited Proposals

- a. Unsolicited Proposals received by the Library shall be reviewed by the Purchasing Officer and the Manager of the applicable department to determine if the proposal warrants consideration.
- b. Any Unsolicited Proposal shall not be considered if:
 - a. it resembles a current or upcoming competitive procurement that has or will be requested;
 - b. It requires substantial assistance from the Library to complete the proposal;
 - c. The goods or services are readily available from other sources; or
 - d. It is not deemed by the Manager to be of sufficient value to the Library.
- c. Any Unsolicited Proposal warranting execution shall be either procured through a competitive bid process as per Table Two or require Library Board approval to award as a single source or sole source purchase.
- d. Where a competitive bid process is undertaken for the good or service, the person submitting the Unsolicited Proposal shall not be precluded from participating in the procurement process.

2.15 Dispute Resolution

In the event any Vendor involved in a procurement process with the Library presents a dispute in regards to that process, the following dispute resolution process shall be followed:

- a. The Vendor identifying the dispute shall be required to state the nature of the dispute in writing, giving full details and history of the events leading to the dispute claim, addressed to the Purchasing Officer.
- b. The award of any contract shall not be rescinded nor the progress of any project be delayed by a request for dispute resolution unless recommended by the manager involved in the procurement of the good or service and the Purchasing Officer.
- c. Upon receiving the dispute claim, a bid debriefing will take place with the Purchasing Officer, the Purchasing staff member assigned to that procurement file and any Library staff member involved in the procurement process and up to 2 representatives of the Vendor. The Purchasing Officer shall convene the meeting between the parties within fourteen (14) days of the receipt of the dispute claim. The debriefing session will be structured so as to provide assistance to the Vendor to both understand the procurement process that occurred and to assist them in improving their future bids to the Library.
- d. Should the debriefing session fail to satisfy the Vendor, the Vendor may request a further meeting with the CEO/Chief Librarian and the Purchasing Officer. This request must be addressed to the Purchasing Officer and received in writing within fourteen (14) days of the meeting described in section c). The Purchasing Officer shall convene the meeting between the parties.

- e. In the event a resolution cannot be achieved and the Vendor requests to further prosecute the dispute claim, the Purchasing Officer shall request the Vendor to pursue the matter through legal representation. The dispute claim shall then be handled by legal representation.

Chapter 3 – METHODS THROUGH WHICH GOODS AND SERVICES MAY BE ACQUIRED

3.01 Summary of Methods

Goods and services shall be acquired by the Library in accordance with the methods set for and not otherwise.

Table Two:
Methods through which goods and services may be acquired

Estimated Value of Goods & Services Not Including Taxes	Low <\$10,000	Medium \$10,000 and over but <\$250,000	High \$250,000 and over
Permitted Method(s) Of Acquisition Note: Minimum Standards Only	Informal Procurement May use any acquisition process Competition not required.	Level One. Less than \$50,000 Must be at least 3 written quotations unless there are insufficient vendors. Public advertising is not required.	Requests for proposals
		Level Two. - \$50,000 and over Requires a competitive process issued through the City's Purchasing Division. Public advertising is required.	Requests for Tenders/Quotations
		Non-competitive acquisition Only where specifically allowed pursuant to Chapter 4 of purchasing Policy. Purchasing Officer to enforce compliance with	Non-competitive Acquisition Only where specifically allowed pursuant to Chapter 4 of purchasing Policy. Purchasing Officer to enforce compliance

		<p>policy and determine whether or not conditions for non-competitive acquisition have been met.</p>	<p>with policy and determine whether or not conditions for non-competitive acquisition have been met.</p>
<p>Who will administer the acquisition process?</p> <p>(Note: other provisions such as Section 3.06 may apply)</p>	<p>Library</p> <p>Purchasing officer/Manager if in the current approved operating budget</p>	<p>Level One. Less than \$50,000</p> <ul style="list-style-type: none"> • Library Purchasing Officer, but City Purchasing Division may be asked to assist as required. <p>Level Two \$50,000 and over</p> <ul style="list-style-type: none"> • Library Purchasing Officer with assistance from City Purchasing Division Staff <p>RFP, RFSQ, & Multi-Year Options – Level One & Two</p> <ul style="list-style-type: none"> • Library Purchasing Officer with assistance from City Purchasing Division Staff 	<p>Assistance from City Purchasing Division Staff will be sought.</p>
<p>What other Conditions must Be satisfied?</p>		<p>Level Three \$50,000 and over</p> <p>Library Board shall award all budget tenders over \$50,000.</p> <p>The Library Board shall award all multi-year tenders, tenders that are not the lowest responsive</p>	

		bid received and any tender that the Library Board wishes to award	
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3.02 Interpretation

The permitted methods of acquisition defined in Table Two are minimum standards. Although Table Two indicates that the allowed methods of acquisition shall become progressively more formal as the estimated value of goods and services increases, department staff may choose to use more formal methods of acquisition than are specified as minimum standards in the table.

3.03 Inflation Adjustment to Figures and Limits

The dollar limits contained in Table Two shall be adjusted as part of the review of this Policy pursuant to Section 2.10 to take into account the effect of inflation.

3.04 Procedures

- a. The Library's Purchasing Officer may make written procedures from time to time consistent with the requirements of this Policy to reflect best purchasing and acquisition practices. Without limiting the generality of the foregoing, such procedures shall include rules for issuance of solicitations, receipt of submissions, the creation and drafting of specifications for solicitations, advertising, deposit requirements, prequalification processes, breaking ties between identical submissions, calculating the Estimated Value of Goods and Services, minimum standards for performance security, and the opening procedures for solicitations.
- b. Procedures enacted pursuant to (a) shall have been approved by the CEO/Chief Librarian.
- c. Where the Purchasing Officer has developed procedures in accordance with (a) above, library departments shall follow such procedures.

3.05 Special Provisions for Emergencies

- a. When emergency conditions occur, the provisions of Table Two shall be read in conjunction with this section and section 4.02(f).
- b. Despite the requirement that Library Board approval shall first be obtained in certain situations set forth in Table Two, it shall not be necessary to obtain Library Board approval where the acquisition of goods and services is required to meet an emergency.
- c. Except for the adjustments made in accordance with Article 4.02(f), all other terms and requirements of this Policy shall continue to apply to the acquisition of goods and services in an emergency.
- d. Whenever the provisions of this section or section 4.02(f) are applied in an emergency situation, a report to the Library Board shall be made by the CEO/Chief Librarian or the Purchasing Officer as soon as practicable thereafter detailing the circumstances of the emergency, the details of the goods and services acquired in order to meet the emergency, and all other pertinent details.

3.06 Division of Procurement to Avoid Compliance with Policy

The procurement of goods and services shall not be separated or divided into multiple procurements where the purpose of such separation or division is to take advantage of the reduced formality in the acquisition of goods and service where the acquisition occurs at a lower estimated cost. Related procurements shall be combined wherever possible with a view to obtaining the lowest overall cost to the taxpayer.

3.07 Request for Supplier Qualification (RFSQ) Process

- a. The purpose of a Request for Supplier Qualification (prequalification) is to ensure that each Vendor bidding to perform work for the Library can demonstrate its ability to provide the necessary expertise and resources to satisfactorily complete the work required.
- b. In generating specifications for any prequalification process, the Purchasing Officer shall ensure that any Request for Supplier Qualification:
 - i. includes only reasonable requirements;
 - ii. does not include any unnecessary condition or restriction which would prevent an appropriate level of competition in the solicitation; and,
 - iii. does not disallow the participation of bidders or proponents who are capable of performing the work.
- c. Only prequalified Vendors shall be invited to respond to a subsequent Request for Quotations, Request for Tenders, or Request for Proposals.
- d. A RFSQ may be used to form a Vendor of Record (VOR) list for a defined period of time where future projects are unknown.
- e. Nothing in (b) above shall prohibit the inclusion within any Request for Supplier Qualification of a requirement which only permits a fixed number of candidates to advance to the next phase of a solicitation process if the Purchasing Officer concludes that such a requirement is necessary and advisable in the circumstances. All RFSQ shall be issued through the City's Purchasing Division.

3.08 Authority of Department Staff

References within Table Two or within the remainder of this policy to "Department Staff" or "Operating Departments" shall not be deemed to confer upon any staff member any jurisdiction or authority which that staff member would not otherwise have and, without limiting the generality of the foregoing, nothing in this policy shall diminish or reduce any reporting relationship or the authority of management to give direction to subordinate employees.

3.09 Prohibited Classes of Vendor

- a. The Library shall not acquire goods and services from any of the following:
 - i. Board Members;
 - ii. Staff of the Library at or above the level of Manager; or,
 - iii. Corporations or partnerships in which the individuals in (i) or (ii) hold a controlling interest. For the purposes of the foregoing, "controlling" shall be interpreted and applied in the same manner that it is defined and applied in the Income Tax Act (Canada).
- b. In any solicitations which occur by way of Request for Expressions of Interest, Request for Quotations, Request for Tender, or Request for Proposal, or Request for Supplier Qualification information shall be solicited which shall permit the Board to determine whether the prohibition in (a) will be contravened. The Purchasing Officer shall, unless

- he or she has actual notice to the contrary, be entitled to rely upon any certificate or affidavit so produced.
- c. When acquiring goods and services on behalf of other agencies, the requirements of (a) above shall be deemed to include members or staff having an equivalent level of the other agencies as applicable.
 - d. Nothing in (a) above shall apply to prohibit the supply of the normal functions of the office or employment of library staff or members of Board to the Library.

Chapter 4 – NON-COMPETITIVE PROCUREMENT

4.01 General Rule

Unless permitted by a specific exception within this Policy, all acquisitions of goods and services made pursuant to this Policy shall include a competitive process.

4.02 Exceptions

In acquiring goods and services for the Library, non-competitive procurement processes may be used in the following circumstances:

- a. For low-value informal procurements under \$10,000, as set forth in Table Two;
- b. For procurements of goods and services where there is a statutory or market based monopoly; or in circumstances where in the Purchasing Officer has concluded, after consultation with the City of Brantford's Purchasing Officer, that market conditions make it impractical to use competitive procurement processes;
- c. For procurements of goods and services where the required item is covered by an exclusive right such as a patent, copyright or exclusive license;
- d. For procurements of goods and services when the Board is exercising an existing "option to buy" where such option to buy was obtained through a competitive process or pursuant to specific Board approval;
- e. For procurements of goods and services when in the opinion of the Purchasing Officer it is important to acquire compatible goods or services and compatible goods or services are only available from a particular vendor;
- f. For procurements of goods and services when the acquisition of the goods and services are necessary to respond to an emergency and there is insufficient time to use competitive procurement processes;
- g. In any case where Library Board has granted specific approval for the use of non-competitive procurement processes;
- h. In any case where Library Board has approved a specific standard for goods or services, and the approval of the standard necessarily implies that non-competitive procurement processes will be used.
- i. In any case where elsewhere within this Policy the use of non-competitive procurement processes is expressly authorized.
- j. In any case involving the acquisition of unique historical artifacts;
- k. When no compliant submissions have been received in response to a competitive solicitation, and the Purchasing Officer has concluded that it would be impractical to issue a further competitive solicitation; or
- l. To permit a temporary extension of no more than six (6 months of an existing contract that has expired or is about to expire to permit the uninterrupted supply of goods and services while a new solicitation is being prepared.

Section 5 – ACQUISITION OF COUNSELLING SERVICES

5.01 Considerations in the engagement of consulting services

While price is always an important consideration in any procurement, when consultants are being engaged by the Library, price is very often secondary to considerations of the experience and qualifications of the proposed consultant examined in light of the requirements of the particular project or engagement for which the consultant is being retained.

5.02 Use of Two Envelope Processes

- a. When acquiring consulting services and where an evaluation of experience and qualifications is required, , the Board shall employ the Two-Envelope Process and shall only consider the finance envelope containing the prices of bidders if the technical envelope has permitted the evaluation committee to determine that the bidder has the necessary technical and qualitative requirements to perform the consulting engagement.
- b. The evaluation committee shall be composed of the Purchasing Officer and such other individuals as may be appointed thereto by the Board and/or CEO/Chief Librarian. In addition to the other members of the committee appointed by the Board, the CEO/Chief Librarian may also place himself or herself on the committee.
- c. As an alternative to the Two-Envelope process when acquiring consulting services the Purchasing Officer may choose to engage in a preliminary Request for Supplier Qualification process to select not less than three qualified bidders who shall be invited to make a submission in response to a formal Solicitation. In circumstances where such a choice has been made to proceed through a preliminary Request for Supplier Qualification process, an evaluation committee composed exactly as set forth in (a) and (b) above shall be established to determine the list of qualified bidders who shall receive an invitation.
- d. Solicitations for consulting services shall include evaluation criteria consistent with section 1.01 of this Policy to be used in the selection process.

5.03 Procedures

- a. The Purchasing Officer may make written procedures from time to time consistent with the requirements of this Policy to reflect best purchasing and acquisition practices respecting the solicitation of consulting services.
- b. Procedures enacted pursuant to (a) shall have been approved by the CEO/Chief Librarian.
- c. Where the Purchasing Officer has developed procedures in accordance with (a) above, departments shall follow such procedures.

Chapter 6 – SELECTION OF SUCCESSFUL VENDORS

6.01 General Rule

- a. Unless permitted by a specific exception within this policy, whenever a competitive process is used to acquire goods and services for the Library, the vendor who has made the lowest responsive submission shall be awarded the contract to supply the goods and services to the Library.

- b. The rule in (a) shall be read with necessary modifications when a solicitation includes a revenue component. In such circumstances, the vendor who has made the responsive submission, which has the best financial impact on the Library, shall be awarded the contract to supply the goods and services to the Library.
- c. When possible, solicitations should include specific reference to those components of the definition of lowest overall cost, which pertain to the competition and shall be used in the analysis of submissions.

6.02 Exceptions

In acquiring goods and services for the Library, the general rule in section 6.01 shall not apply in the following circumstances:

- a. When there has been a documented failure of the Vendor to provide appropriate performance in past procurements with the Board; and the Purchasing Officer gave notice to the Vendor at the time of the non-performance that the Vendor's default would be taken into account in future competitions involving the Vendor;
- b. When factors other than price are specifically solicited by the Library and after taking these other factors into account, the Library has determined that the contract to supply the goods and services should not be awarded to the lowest responsive bidder;
- c. When considering proposals submitted in response to a request for proposals;
- d. When there are litigious circumstances as set forth in Section 6.04; and,
- e. In solicitations for consulting services as set forth in Chapter 5.

6.03 Procedures

- a. The Purchasing Officer shall make written procedures from time to time consistent with the requirements of this Policy to reflect best practices for the documentation of past failures of Vendors to provide appropriate performance in past procurements.
- b. Procedures enacted pursuant to (a) shall have been approved by the CEO/Chief Librarian
- c. Where the Purchasing Officer has developed procedures in accordance with (a), operating departments shall follow such procedures and shall cooperate with the Purchasing Officer in the documentation of such past failures.

6.04 Litigation Exclusion Provision

- a. It is a matter of great importance to the Board in the administration of contracts that the Board's relationship with vendors should be as productive, amicable, and harmonious as is reasonably possible.
- b. When a potential vendor has responded to a solicitation from the Library for the supply of goods and services to the Board, and the potential vendor is:
 - i. threatening litigation or pursuing litigation against the Board in relation to previous contracts awarded to that bidder by the Board; or,
 - ii. a person against whom the Board is pursuing litigation, the Board shall be entitled to reject the submission of the Vendor, despite the fact that its submission might otherwise have met the conditions which would have made it successful.
- c. All solicitations prepared by or on behalf of the Board shall implement and reflect the requirements of this section.

Chapter 7 – PROCUREMENTS WHICH MUST BE AWARDED BY THE LIBRARY BOARD

7.01 General

The rules for determining whether or not it is the Library Board or staff which must award particular procurements and contracts are generally contained within Table Two, as interpreted in conjunction with the definition of the term “pre-approved solicitation” in Section 1.05.

7.02 Contracts Which Must Be Awarded by the Library Board

Despite the contents of Table Two or any other requirement of this Policy, the following contracts shall be awarded by the Library Board and not Library Staff:

- a. Contracts for the supply of goods and services which have a term of one year and a day, or greater, provided that the foregoing shall not apply to:
 - i. a contract which includes a non-binding option under which the Library may obtain not more than four successive one-year extensions of the term;
 - ii. a contract which includes a non-binding option under which the Library may obtain not more than two successive multi-year extensions of the term provided the initial multi-year term was approved by the Library Board;
 - iii. a contract for which funding is to be paid from an account or accounts which have been approved as part of a multi-year budget pursuant to the Municipal Act, and the contract is within the limits of such multi-year budget, as approved;
 - iv. a contract awarded following a solicitation for which the Library Board has made a specific exception pursuant to this subsection;
 - v. a contract under which the total amount to be paid over the full term of the contract will not exceed ten thousand dollars (\$10,000.00); or
 - vi. a standing offer agreement for a multi-year roster.
- b. Contracts which are proposed to be awarded to one or more members of the staff of the Library or to corporations or partnerships which are controlled by one or more staff of the Library. For purposes of the foregoing, “controlled” shall be interpreted and applied in the same manner that it is defined and applied in the Income Tax Act (Canada);
- c. Contracts awarded pursuant to Section 3.05(b); and
- d. Such other specific contracts as the Library Board may from time to time specify by Resolution, provided that the addition on a general or continuing basis of any class or variety of contract which shall thereafter be awarded by the Library Board must be approved through a resolution which amends this Policy.

7.03 Information to be obtained

In any solicitations which occur by way of Request for Expressions of Interest, Request for Quotations, Request for Tender, Request for Proposal, Request for Supplier Qualification a certificate or affidavit shall be solicited verifying whether or not any of the items in Section 7.02 apply. The Purchasing Officer shall, unless he or she has actual notice to the contrary, be entitled to rely upon any certificate or affidavit so produced.

Chapter 8 – Unforeseen and Contingent Events

8.01 Introduction

- a. The acquisition of goods and services is sometimes complicated by the happening of events and circumstances which are either entirely unforeseen or are foreseen with greater or lesser degrees of probability.
- b. The purpose of this Chapter is to make provision for the treatment of some of the more common examples of the foregoing. It is not intended to provide an exhaustive description of all possibilities.

8.02 Insufficient Budget at time of award of solicitation

In the event that all submissions received in response to a solicitation exceed the funds available for the completion of the project, the Library may pursue the following options:

- a. The Library may add funds to those already allocated to the project so that there are sufficient funds to enable the Library to select a submission;
- b. All submissions may be rejected and the Board may engage in a further solicitation, either with or without amendments from the preceding solicitation. Before proceeding to engage in a further solicitation which does not include any significant amendment from the preceding solicitation, the Purchasing Officer shall consider whether any unfair advantage will be obtained by any person by so proceeding, and the Purchasing Officer shall consult with the City of Brantford Purchasing Officer, the City Solicitor with respect to same; or,
- c. If the lowest submission is within 20% of the available funds, the Board may negotiate with the Vendor who submitted the lowest responsive submission in an attempt to achieve the acquisition of the goods and services at a price which fits within the available funds. The Board may proceed to the Vendor who submitted the next lowest responsive submission in the event that negotiations are unsuccessful, and so on until the Board is able to negotiate a price or the Board chooses to abandon the process and reject all submissions. For purposes of the foregoing, negotiation may include minor adjustments in the specifications of the goods and services to be acquired, and the minor adjustment of other obligations of the parties.

8.03 Additional costs encountered during completion of contract or project

- a. Whenever any purchase of goods or services has been authorized pursuant to this Policy, the Library Board may authorize the disbursement of additional funds to complete the purchase of goods and services where unexpected contingencies have arisen for which no or insufficient provision has been made, provided that:
 - i. When dealing with medium value and low value acquisitions, such additional funds shall not exceed the lesser of 15% of the original contract, or \$15,000; or;
When dealing with high value acquisitions, such additional funds shall not exceed the lesser of 10% of the original contract, or \$100,000; and,
 - ii. The additional funds are required in order to complete the work set out in the original contract; and,
 - iii. There are sufficient funds in the applicable department budget to pay the additional funds.
- b. Where the original contract for the acquisition of goods and services was approved by the Library Board, a further approval of the amounts permitted to be disbursed pursuant to (a) above shall not be required unless a contrary intention was expressed in the original Library Board approval.

- c. If the rules in (a) and (b) are insufficient to provide the additional funds required to complete the work set out in the original contract, a further approval shall be required in respect of the funds, obtained as follows:
 - i. If the contract was originally approved by the Library Board, the additional funds required to complete the work shall be requested from Library Board; or
 - ii. If the contract was originally approved by Staff, the additional funds required to complete the work shall be requested from the CEO/Chief Librarian.

8.04 Application of amounts set aside as a contingency

- a. Staff are encouraged to make reasonable provision for probable contingencies in the development of the Estimated Value of Goods and Services, the specifications, and the contract documents for the acquisition of goods and services for the Library.
- b. In the event that a contract or solicitation makes explicit provision or allowance for the happening of any contingency, the application of such provision or the expenditure of any related allowance shall be a normal part of the administration of the contract for all purposes of this Policy.

Chapter 9 – PUBLIC DISCLOSURE, TRANSPARENCY AND INTEGRITY

9.01 General Rule

A resolution of the Board means a motion that has been moved, seconded and carried by the affirmative votes of a simple majority of the Board members present at a meeting of the Board. A special resolution of the Board means a motion that has been moved, seconded and carried by the affirmative votes of a two-thirds majority of the Board members then in office.

The chair or acting chair of the Board may make or second motions and may vote with the other members of the Board upon all questions.

9.02 Application of Rule

Except where confidentiality is obligatory under the Municipal Freedom of Information and Protection of Privacy Act or other applicable law, all information in relation to solicitations and prices paid for goods and services will be disclosed to the public upon request.

9.03 Integrity

Without limiting the application of the confidentiality provisions of the Municipal Freedom of Information and Protection of Privacy Act or the requirements of the Code of Conduct, no employee shall share confidential information with any potential Vendor which would cause that potential Vendor to gain an unfair advantage or to suffer any disadvantage in a competitive process for the supply of goods and services to the Library.

9.04 Notice of Collection of Personal Information under this Policy

The Municipal Freedom of Information and Protection of Privacy Act make public bodies accountable to the public and protect personal privacy. The privacy legislation stipulates a right of access to records held by public bodies and regulates how public bodies manage personal

information. Personal Information, as defined in the Municipal Freedom of Information and Protection of Privacy Act, is collected pursuant to sections 2, 4, 8, 9, 10 and 270 of the Municipal Act, 2001, and may be used for (i) execution of various functions of the Library; (ii) administration of contracts or relationships between the Library and its employees, suppliers, service providers, contractors, partners, and other; (iii) to contact bidders, suppliers, service providers, contractors, partners and others; (iv) Library's insurance purposes (including defense of claims); (v) collation of group and meta data); (vi) assessment of the Library's purchasing and procurement policies, practices, and procedures; (vii) as otherwise permitted by law. Questions about such collection should be directed to:

CEO/Chief Librarian
173 Colborne Street
Brantford, Ontario
N3T 2G8
Phone: (519) 756 – 2220
Email: kgoodhue@brantford.library.on.ca

In the event a competitive bid process, additional notices of collection may be contained therein.

Chapter 10 – ERRORS IN SUBMISSIONS

10.01 Recognition of Issue

The Library recognizes that submissions presented in response to solicitations of the Library may from time to time contain errors, not all of which shall be fatal to the consideration of the submission. The purpose of this Chapter is to define the consequences of certain common errors in submissions, which may be received by the Library.

10.02 Consequences of Specific Varieties of Error

The following Table Two is a list of some errors or irregularities in the submission of a solicitation to the Library and the consequences associated with each such error or irregularity. Errors or irregularities which are capable of being corrected and have been corrected in accordance with Table Two shall not prevent a submission from being classified as "Responsive" for purposes of this policy. Table Two is not intended to provide an exhaustive description of all possibilities.

**Table Two:
Errors and Irregularities in Submissions and Consequences of Each Error or Irregularity**

ERROR OR IRREGULARITY	CONSEQUENCE
Late submission	Automatic Rejection. Electronic Bidding System shall not accept late submissions.
Bid not submitted through electronic bidding system.	Automatic rejection.
Bid Form not signed.	Automatic rejection. Electronic Bidding System shall not accept bids unless the bidder has

	checked the box confirming authority to submit a bid on behalf of the bidder.
Failure to provide bid security.	Automatic rejection.
Bid security is either unenforceable, or is not fully enforceable on its face.	Automatic rejection.
Bid security not in required amount or format.	Automatic rejection.
The City is unable to verify the digital bond.	Upon request, the bidder shall, within 2 business days, remedy the verification to the City's satisfaction or submit the original bid security. Failure to comply shall result in rejection.
Addendum, if issued, not acknowledged.	Automatic rejection. Electronic Bidding System shall not accept submissions where all addenda have not been acknowledged.
Failure to attend mandatory site meeting, if applicable, at the time specified in the Solicitation or failure to sign in as required in the Solicitation.	Automatic rejection.

10.03 Non-Binding Submission

Where the Library issues a non-binding process it is not intended to create a formal, legally binding bidding process and shall not give rise to the legal rights or duties applied to a formal Contract A binding bidding process or any other legal obligations arising out of any tendering process contract or collateral contract, and instead shall be governed by the common law applicable to direct commercial negotiations.

No legal obligation regarding the procurement of any good or service shall be created until the Library and the selected Vendor have entered into a written contract for the deliverables.

Chapter 11 – ENFORCEMENT

11.01 Role of Purchasing Officer

- a. The Purchasing Officer shall enforce compliance with this Policy.
- b. In enforcing compliance with this Policy, the Purchasing Officer may report transgressions of this Policy directly to the Library Board or the CEO/Chief Librarian or other management staff of the Library who may seem appropriate to him or her in the circumstances.
- c. It is the intention that in reporting transgressions pursuant to (b) above, the Purchasing Officer shall generally report to the next highest level in the management chain above the person who has committed the transgression, but the Purchasing Officer may report

- directly to a higher level if the consequences of the transgression appear especially significant to him or her.
- d. If reporting transgressions to the CEO/Chief Librarian or to the Library Board pursuant to the foregoing, the Purchasing Officer shall liaise with and seek direction from the City Solicitor prior to so doing.

11.02 Independence of Purchasing Officer

- a. In fulfilling his or her role in enforcing compliance with this Policy and subject to section 11.01(d) above, the Purchasing Officer shall be independent of management structure and any inappropriate administrative or political influences.
- b. The Purchasing Officer shall otherwise be subject to usual management and administrative control and direction, including administrative control and direction regarding his or her administrative roles and responsibilities (such as the development of procedures) pursuant to this Policy.

11.03 Review Rights

For purposes of enforcement of this Policy, the Purchasing Officer shall have the right to examine any document or file in the possession of any operating department which pertains to the acquisition of goods or services by that department.

11.04 Training

As a proactive means of enforcing compliance with this Policy, the Purchasing Officer shall conduct training as required to teach the requirements of this Policy to the staff of the Library.

11.05 Discipline

Breaches of this Policy by employees may be subject to disciplinary action.

11.06 Accountability

Staff is accountable for the decisions and actions which they take pursuant to this Policy and in the administration of contracts which have been awarded pursuant to this policy.

Chapter 12 – VENDOR PERFORMANCE

12.01 Vendor Performance Program

- a. The vendor performance program is based on the City's vendor performance program. The purpose of the Vendor Performance Program is to monitor the performance of Vendors who supply goods and services to the Library. It shall be a tool used by the Library to hold Vendors accountable for their actions and their responsibilities under contract with the Library as well as a means to communicate to the Vendor both positive and negative demonstrated performance.
- b. A successful Vendor Performance Program shall achieve the following goals:
 - i. helps to achieve best value for taxpayer dollars;

- ii. by measuring, monitoring, evaluating and reporting on vendor performance, the Program shall create an atmosphere that fosters better communication and results in improved Library-Vendor relationships;
- iii. helps to protect the Library's interest and provides transparency on what the Library's expectations are, what evaluation criteria will be used to assess Vendor performance and what the outcomes will be as a result;
- iv. a mechanism to inform future contract award decisions and prevent contracting with repeat poor performers.

12.02 Scorecard

- a. A Vendor Performance Scorecard ("Scorecard") shall be the tool to capture a Vendor's level of performance to the Library.
- b. A Scorecard shall be completed for all contracts with a value of or in excess of \$100,000.00 (not including HST). For any contracts valued less than \$100,000.00, a Scorecard may be completed upon request of the contract administrator or the Purchasing Officer.
- c. A Scorecard shall be completed by the contract administrator of the department involved in the procurement. In completing the Scorecard, the contract administrator may contact other Library staff, third party vendors and consultants for their comments. Once complete, the Scorecard shall be forwarded for further comment and consideration by the Purchasing officer.
- d. Once complete, the Scorecard shall be forwarded to the Vendor by the Purchasing officer. If warranted, a meeting will be scheduled with the Vendor, the contract administrator and the Purchasing officer to discuss the Scorecard. If no meeting has been requested by the Library, the Vendor has ten (10) working days to respond to the Purchasing officer to request a meeting to discuss the Scorecard. Vendor Scorecards will be retained and considered for future contract awards. Unsatisfactory performance may result in a negative outcome.

12.03 Poor Performance

- a. In the opinion of the Purchasing Officer, where significant poor Vendor performance and/or professional conduct issues have occurred during the course of any contract (regardless of the dollar value), the Library may proceed with a Vendor Performance Infraction or any other action deemed appropriate.
- b. A Vendor Performance Infraction involves a three stage approach to allow the Library to work with the Vendor to resolve poor performance issues. The three stages include:
 1. Informal Discussion or Meeting between the Vendor and the Staff Department contract administrator;
 2. Formal Notice; and
 3. Final Notice.
- c. The first and second stages shall attempt to relay the following information to the Vendor:
 - documented poor performance and the impact it has had on the Library's operation or project;
 - the corrective action the Library expects the Vendor to take and the timeframe for completion;
 - consequences if the Vendor fails to take corrective action(s) within the agreed-upon timeframe.

- d. In the event that the Vendor does not comply with the second stage (Formal Notice issued by Purchasing) within the agreed upon timeframe, or has defaulted further on the performance of the contract, the Library may exercise its right to take remedial action with the Vendor in the form of a Final Notice (issued by Purchasing). A Final Notice may include any of the following:
 - continuing to work with the Vendor to seek remediation;
 - canceling the contract;
 - excluding the Vendor from participating in any bidding process for a specific time period;
 - seek compensable damages.
- e. The Purchasing Officer shall confer with the CEO/Chief Librarian and the City's Legal Division to determine any recommended remedial action. Dependent on the remedial action taken, the Purchasing Officer may wish to notify:
 - the Finance Clerk that the contract is in default and that payments to the Vendor should be withheld until further notice from the Purchasing Officer;
 - the Vendor's surety company of the confirmed default;
 - any other department or staff that may have any dealings with the Vendor.
- f. The CEO/Chief Librarian may wish to bring a report to the Library Board requesting endorsement of the Vendor's exclusion to bid.

12.04 Appeal Process

- a. The Vendor may request a meeting to appeal a Final Notice and the cancellation of a contract and/or the exclusion to bid. The Vendor shall state the nature of its appeal in writing, giving full details and explanation as to the history of the events, addressed to the Purchasing Officer.
- b. Upon receiving the appeal request, a meeting will take place with the CEO/Chief Librarian, the Purchasing Officer, and any Library and/or City staff member involved in the procurement process and up to 2 representatives of the Vendor.
- c. The Purchasing Officer shall convene the meeting between the parties within fourteen (14) days of the receipt of the appeal request. The meeting will be structured so as to provide the Vendor the opportunity to explain and support the deficiencies that have occurred and request the Library to reconsider cancellation of the contract.
- d. In the event that the CEO/Chief Librarian supports the cancellation of the contract and/or the exclusion of the Vendor from participation in future bid solicitations, the Vendor shall pursue the matter through the City Solicitor. The appeal claim shall then be handled by the City Solicitor or his designate.

SCHEDULE 1 EXEMPTIONS

In acquiring the following goods and services, the library shall not be required to follow the procedures and methods described in this Policy:

1. Transaction specific exceptions approved by Library Board

Transaction-specific exceptions approved by the Library Board from time to time through resolution, it being the intention that any new exceptions of general or continuing application will be approved by resolution as additions to this Schedule.

2. Training and Education

- a. Conferences, conventions, workshops, courses and seminars
- b. Magazines, subscriptions, books and periodicals,
- c. Memberships
- d. Staff development

3. Refundable Employee Expenses

- a. Advances
- b. Meal Allowances
- c. Travel and Entertainment

4. Employer's General Expenses

- a. Reimbursed Employee expenses
- b. Payroll and honoraria remittances
- c. Medical exams,
- d. Government licence fees
- e. Grants and levies payable to outside agencies
- f. Grants pursuant to community improvement plans and other similar initiatives
- g. Damage and insurance deductible claims
- i. Petty cash replenishment
- j. Tax remittances
- k. Refunds/overpayments of taxes/fees
- l. Payments pursuant to agreements approved by the Library Board
- m. Payment for employment
- n. Bank charges and services payable to the Library Board/City Council-approved banker
- o. Purchases of Investments where done pursuant to the approved investment and Financial Policies of the Board.
- p. Temporary staffing agencies and services
- q. Maintenance fees for software and computer hardware for information systems previously acquired or acquired through a bid solicitation

5. Professional and Special Services

- a. Special tax, accounting and audit services and advice from the Library Board/Council-approved auditor.
- b. Outside Legal Services
- c. Witness fees
- d. Real Estate Appraisals
- e. Arbitration Fees
- f. Counselling fees
- g. Advertising
- h. Entertainers for programs and special events
- i. Medical fees

6. Utilities

- a. Water
- b. Sewer
- c. Natural Gas
- d. Electricity
- e. Postage
- f. Television charges

7. Real Property Interests

- a. All real estate transactions

8. Acquisitions from the City of Brantford

Except for in-house bids, this shall continue to be governed by this policy (particularly section 2.10), acquisitions of goods and services

History

Supersedes: Not applicable

Background documents, related policies: Not applicable

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Author: Corporate Services Administrator

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