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OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

POLICIES

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OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

Background

The Ottawa Community Lands Development Corporation ("Corporation"), as approved by *Council* on October 10, 2007, is incorporated as a municipal services corporation with the *City* as the sole shareholder. The Corporation provides an implementation vehicle, controlled by and available at the discretion of *Council*, to clearly separate the *City's* land ownership and real estate development role as a corporate entity under the Corporations Act from its planning *authority* role as the Municipality under the Municipal and Planning Acts as circumstances may so warrant.

As a legally separate entity from the *City*, the Corporation can enter into subdivision and development agreements with the *City* and also enter into agreements with third parties to provide additional corporate control when selling development lands, in achieving the project objectives established by *Council*.

The Corporate Mandate and Objectives

The *Council* approved mandate of the Corporation is to ensure the commercially oriented, orderly disposition of selected surplus *City real properties* with *optimal value* to the *City's* taxpayers. In carrying out this mandate, "*optimal value*" is to be seen as pertaining to both financial and non-financial community value. The disposition of these properties will be sensitive to local neighbourhood and/or overall community objectives, as approved by *Council* in the Corporate Plan, and local real estate market conditions.

The objectives of the Corporation:

- a) To promote and undertake community improvements in the *City* by:
 - i) Planning, subdividing and developing or redeveloping sites owned or held by the Corporation for residential, industrial, commercial, institutional, public, recreational, religious, charitable and other uses;
 - ii) Constructing, operating, maintaining, owning and/or providing:
 - Facilities for amusement or for conventions and visitor's bureaus;
 - Culture and heritage systems
 - General parking facilities
 - Public transportation systems
 - iii) Acquiring, holding, selling, leasing or disposing of sites described in subparagraphs (i) and (ii) above;
 - iv) Undertaking or conducting studies, research and design work; and
 - v) Conducting public marketing and advertising for *sale* in connection with the activities set out in subparagraphs (i), (ii) and (iii) above.
- b) To improve, beautify and maintain municipally-owned land, buildings and structures in the *City* as designated and approved by the *City* for the benefit of the community.
- c) To undertake such other complementary activities non inconsistent with these objects.

Enquiries

For more information on this Policy, contact:

Secretary & Chief Operating Officer
Ottawa Community Lands Development Corporation
c/o Real Estate Partnerships and Development Office
Tel: 613-580-2424, ext. 21217

ACQUISITION OF REAL PROPERTY FROM CITY POLICY

Policy Statement

The Ottawa Community Lands Development Corporation (the "Corporation") shall, in an open and transparent manner, take control of, and purchase, *real property* from the *City* based on objectives approved by *Council* for achieving *optimal value* for the *real property*.

Purpose

To ensure that consistent, transparent and accountable transactions are followed by the Corporation in taking control of, and purchasing, *real property* from the *City* to ensure that the transactions are in the best interests of both the Corporation and the *City* based on the establishment of *Council* approved objectives for achieving *optimal value* for *real property*.

Application

This policy applies where the Corporation is taking control of, or purchasing, *real property* from the *City*.

The Corporation shall undertake the acquisition of *real property* in accordance with this policy, unless waived by *Council*.

Policy Requirements

General

1. Prior to taking control of, or purchasing, *real property* from the *City*, the Corporation shall ensure that:
 - a) *Council* has approved the transfer of control to, and the acquisition by, the Corporation ("Council Approval").
 - b) The *Council* Approval sets out, in each case, the purposes for the transfer and such specific objectives, pertaining to both financial and non-financial community value, as *Council* deems appropriate for the Corporation to achieve *optimal value* upon its disposition of the *real property*.
 - c) Approval for taking control of, or acquiring, the *real property* from the *City* is obtained by way of a resolution or motion of the Board of Directors of the Corporation ("Board Approval").

Conditions for the Acquisition of Real Property

1. Unless otherwise stated in this policy, the following conditions must be met before the Corporation takes control of, or purchases, *real property*:

- a) The *real property* shall be owned by the *City* prior to the Corporation taking control of, or acquiring it.
- b) The *real property* shall be declared surplus by *Council*.
- c) The *Council* Approval for transferring the *real property* to the Corporation, in each case, has been obtained and outlines the specific objectives with respect to the Corporation achieving *optimal value* upon disposition of the *real property* by it.
- d) The Board Approval is consistent with the *Council* Approval.
- e) The Corporation, in each case, shall first take control of the *real property* from the *City* and undertake such planning, engineering and other initiatives that, in the opinion of the Corporation, are required to achieve optimal value.
- f) The Corporation, in each case, shall acquire the *real property* from the *City* only after satisfying itself that the subsequent disposition of the property, in compliance with the Corporation's Disposal of Real Property Policy, will achieve the objectives for achieving *optimal value* as set out in the specific *Council* and Board Approvals.

Other Considerations

1. Either the *Council* or the Board of Directors of the Corporation may initiate a request to transfer *real property* from the *City* to the Corporation.
2. In instances where the Corporation has obtained control of the *real property* from the *City* and the Corporation, in its opinion, determines that the purchase of additional property owned by a third party may be necessary to achieve *optimal value*, the Corporation shall request the *City* to purchase the third party property and, if purchased by the *City*, transfer this property to the Corporation in accordance with the Conditions for the Acquisition of Real Property as set out above in this Policy.

Responsibilities

City Council approval is required for the Corporation to take control of, or acquire, *real property*.

Currently the Office of the City Clerk and Solicitor is responsible for providing legal services and advice on *real property* transactions, the Corporation shall reserve the right to procure external legal services to advice on legal matters.

Monitoring/Contraventions

OCLDC staff members shall monitor the application of this Policy to ensure that all policy requirements are met.

DISPOSAL OF REAL PROPERTY POLICY

Policy Statement

The Ottawa Community Lands Development Corporation (the “Corporation”) shall dispose of *surplus real property* in an open and transparent manner based on *Council* approved objectives to achieve *optimal value*.

Purpose

To ensure that consistent, transparent and accountable transactions are followed in the disposal of all lands in the ownership, or control, of the Corporation and to ensure that returns are fair, reasonable and in the best interests of the Corporation and the *City* taking into account the *Council* approved objectives to achieve *optimal value*; and the Corporation determines the type of development which would be beneficial to the *City* and the community.

Section 270(2) of the *Municipal Act, 2001* requires a local board to adopt and maintain a policy with respect to the *sale* and other disposition of *real property*.

Application

This policy applies where *real property* is disposed of by the Corporation.

The Corporation shall undertake the disposal of *real property* in accordance with this policy, unless waived by *Council*.

Policy Requirements

General

1. Subject to any other provisions contained in the *Municipal Act, 2001*, prior to the *sale* of *real property* the Corporation shall ensure that:
 - a) All *real property* is disposed of at current *market value*.
 - b) Approval for the *sale* of *real property* is obtained by way of a resolution or motion of the Board of Directors. All purchase prices are confidential and cannot be released to the public until the *sale* has been completed.

Conditions for the Disposal of Real Property

1. Unless otherwise stated in this policy, the following conditions must be met before the *sale* of any *real property*:
 - a) The *real property* shall be declared surplus by *Council*.
 - b) Conditions established by the Corporation for the *sale* of the *real property* shall be in keeping with the objectives approved by *Council* in transferring control of the *real property* to the Corporation to achieve *optimal value*.

- c) Obtain at least one *appraisal*, from an independent appraiser, estimating the current *market value* of the land to be sold or conveyed taking into account the conditions established by the Corporation for the *sale* of the *real property*. Appraisal reports shall remain confidential until the disposal is completed.
- d) Notice is given to the public of the proposed *sale* of *real property*.
- e) The Corporation may, at its discretion and acting in good faith, upon compliance with section 1 of this Policy, advertise to request sealed tenders or *bids* for the *sale* of *real property* or utilize an alternative method of *sale* or disposal of *real property* to be determined by the Corporation.

Notice of Proposed Sale

- 1. Prior to the disposal of any property, notice of the proposed disposal shall be provided to the public by one or more of the following methods:
 - a) Posting a sign on the property for a period of not less than ten (10) days.
 - b) In addition to the methods of providing notice described above, notice of the proposed *sale* of *real property* may include advertising on Ottawa.ca or other methods.

Achieving Optimal Value

- 1. The Corporation's acceptance of any offer shall be based on achieving *optimal value*. Subject to achieving current *market value*, price is not the sole determinant and is only a criterion in determining *optimal value*. In determining *optimal value*, the Corporation will take into consideration:
 - a) The price and term of the offer, provided that the offer is at, or exceeds, current *market value*;
 - b) Support of the Corporation's objectives and mandate; and
 - c) Any other direct or indirect benefits which could accrue to the Corporation and/or the community.

Other Considerations

- 1. The Corporation may consider the following in their acceptance of any offer:
 - a) The experience;
 - b) The reputation;
 - c) Financial capacity and credit worthiness of the purchaser;
 - d) Product quality;
 - e) References or,
 - f) Any other defined criteria related to the specific property.
- 2. Where the Corporation has established conditions for the *sale* of the *real property*, in keeping with the objectives to achieve *optimal value* as approved by *Council* in transferring control of the *real property* to the Corporation and the best offer, as determined by the Corporation, is below *market value*, or is not fully in keeping with the Corporation's conditions for the *sale*, the Corporation shall not complete the *sale* without first obtaining a further approval from *Council*.

Responsibilities

City Council authority for the Corporation to dispose of *real property* is required and is based on the Corporation meeting *Council's* stated objectives for achieving *optimal value* as established when *Council* approves transferring control of the property in accordance with the Corporation's Acquisition Policy.

Currently the Office of the City Clerk and Solicitor is responsible for providing legal services and advice on *real property* transactions, the Corporation shall reserve the right to procure external legal services to advice on legal matters.

Monitoring/Contraventions

OCLDC staff members shall monitor the application of this Policy to ensure that all policy requirements are met.

STAFFING POLICY

Policy Statement

The Ottawa Community Land Development Corporation (the “Corporation”) was created in accordance with the *Council* Report ACS2007-BTS-RPM-0008 of October 10, 2007. Resource for the Corporation, unless otherwise authorized by its Board of Directors of the Corporation, will be purchased from the *City* on a cost recovery basis with the prime resource being an independent unit of Real Estate Partnership & Development Office with capability and responsibility to implement strategic real estate development projects (“OCLDC staff”) as per Document 4 of the Report.

Services provided by the *City* to the Corporation will be in accordance with approved *City* policies and procedures except where otherwise authorized by *Council* and the Board of Directors of the Corporation.

Currently the Corporation utilizes staff resources of the *City* Real Estate Partnership & Development Office (“OCLDC staff”) and staff are hired in accordance with the City of Ottawa Recruitment and Staffing Policy.

PROCUREMENT OF GOODS AND SERVICES POLICY

Policy Statement

The Ottawa Community Lands Development Corporation (“Corporation”) is committed to procuring *goods, services and construction* at the *best value* while also ensuring a clear, transparent and equitable procurement process accessible to all bidders/suppliers allowing the Corporation to meet its objective/mandate.

Purpose

The purchase of this Policy is to provide policies for the procurement of *goods* and services as required by Section 270 (2) of the *Municipal Act 2001*, as amended.

Application

This policy applies to the Corporation, members of the board of directors, and OCLDC staff involved in the procurement of *goods* or services on behalf of the Corporation.

Policy Requirements

Goals and Objectives

1. The goals and objectives of this Procurement of Goods and Services Policy and each of the methods of purchasing authorized herein (Appendix A – Procurement Procedures) are intended:
 - a) To use competitive process wherever appropriate.
 - b) To provide the appropriate conventions to ensure that the Corporation obtains the *best value* for *goods* and services while operating within available funding.
 - c) To ensure open and transparent administration of the purchasing function.
 - d) To keep adequate records of the selection process and, upon request, provide feedback to unsuccessful bidder/supplier.

General

1. The Corporation reserve the following rights to be exercised in its sole, absolute and unfettered discretion, without any liability whatsoever to any potential bidder/supplier:
 - a) To cancel any procurement at any time up to *contract award*.
 - b) To reissue any cancelled procurement at any time for any reason.
 - c) To seek clarification in writing or by way of a meeting(s) of the contents of any submission, or to require a bidder/supplier to submit further documentation for clarification.
 - d) If only one submission is received, the Corporation has the right to accept if it is deemed to be reasonable.

- e) To accept or reject any or all tenders received, should it be deemed in the best interest of the Corporation.
 - f) To not accept any submissions.
 - g) To consider and apply any other evaluative criteria as the Corporation may see fit, and if required, alter the procurement schedule, procurement process procedures or objectives.
 - h) To reject any submission if the supplier or any officer or director of the bidder/supplier, either directly or indirectly through a corporation or personally, is engaged in a legal action against the Board or the City of Ottawa.
2. All submissions to the Corporation will become the property of the Corporation and will not be returned.

Responsibilities and Authorities

1. The Corporation has the *authority to award contracts* in the circumstances specified in this policy.
2. The Corporation may be required to provide evidence that the *contract pricing* represents *fair market value*.
3. The Corporation has *authority* to cancel a bid solicitation at any time up to a *contract award*.
4. The Corporation shall not *award a contract* that could result in the establishment of an *employee – employer relationship*.
5. The Corporation shall ensure that the confidentiality of any *bid* submitted is maintained in accordance with Municipal Freedom of Information and Protection of Privacy Act, as amended.

APPENDIX A

PROCUREMENT PROCEDURES

PROCEDURES

The following are authorized as the acceptable procedures for the procurement of *goods*, services and *construction* by the Corporation. In all cases, procurement practices shall be governed by the values, policies, and strategic mandate and objectives of the Corporation.

(1) Sole Sourcing/Non-Competitive

The Corporation may *sole source* for the procurement of *goods*, services or *construction* in the following circumstances:

- i) *Goods* or services ensures compatibility with existing products, maintains exclusive rights such as patents or copyrights or maintains specialized products;
- ii) When it is a unique product or service where only one supplier can produce it and there are no other substitutes;
- iii) There is a statutory monopoly;
- iv) Service to be provided can only be performed by the supplier (i.e. software code changes, work on a leased building);
- v) When there is an extraordinary circumstance of urgency and the *goods* or services cannot be obtained on a timely basis through an open procurement process;
- vi) When *goods* or services are of a confidential nature and an open competitive process would compromise intellectual property or the safety of the Corporation or its employees;
- vii) Where it can be demonstrated that significantly higher costs would be incurred unless *sole sourced* (i.e. completing a second phase of a study);
- viii) The value of the *contract* is too small to support a competitive process:
 - a. *Goods* and Services up to \$2,500; or
 - b. *Professional services* up to \$50,000;
- ix) Where there is an absence of proposals in response to a procurement process;
- x) Where a partner offers a cost effective advantage (i.e. subcontractor) or owns interests (real estate or otherwise) that would provide a cost effective solution;
- xi) The compatibility of a *purchase* with existing equipment, facilities or service is a paramount consideration and the *purchase* must be made from a *sole source*;
- xii) *Goods* are *purchased* for testing or trial use up to a maximum of \$10,000.00;
- xiii) The Corporation has a rental *contract* with a *purchase* option and such *purchase* option provides *best value* to the Corporation ; or
- xiv) For matters involving security or confidential issues, a *purchase* may be made in a manner that protects the confidentiality of the contractor or the Corporation.

The relevant details surrounding such a *sole source purchase* shall be reported to the Corporation at the next possible meeting following the *award*.

(2) Request for Standing Offer (Up to \$150,000)

The Corporation may issue a *Request for Standing Offer* if none currently exists with the *City Supply Management* for goods, services or *construction* under any of the following conditions:

- i) Where it is important that the Corporation be guaranteed a continuous supply of *goods, services or construction*;
- ii) A need is anticipated for a range for *goods, services and construction* for a specific purpose but the actual demand is not known at the outset and deliver is to be made when a requirement arises;
- iii) The volume of *goods, services and construction* over the course of a year is high;
- iv) Economies of scale can be achieved by eliminating multiple low-value bids; or
- v) The use of *goods, services or construction* required is repetitive in nature.

Where *Requests for Standing Offer* are in place with the *City Supply Management*, they may be used for the *purchase of goods, services or construction* required by the Corporation.

All conditions stipulated in the *Request for Standing Offers* must be met by the Board.

(3) Request for Quotation (Less Than \$100,000)

The Corporation may conduct a *Request for Quotation* for any good, service or *construction* less than \$100,000.00.

The *Request for Quotation* is a *bid solicitation* where at least three (3) written *quotes* are obtained from suppliers without formal advertising or receipt of sealed bids. Three quotations shall be solicited, either by telephone or in writing. In all cases, the request and any quotations received shall be documented appropriately. Notwithstanding the requirement to solicit a minimum of three (3) quotations, the Corporation shall not be precluded from *awarding the contract* to a qualified bidder in the event that three quotations are not received.

(4) Request for Tender (Greater Than \$100,000)

The Corporation may conduct a *Request for Tender* for any good, service or *construction* having a *contract* value of one hundred thousand dollars (\$100,000) or more. Any request shall include detailed requirements such as specifications, drawings or a scope of work. These requirements will be defined by staff or consultants with appropriate technical and subject matter expertise. Notice of the *Request for Tender* shall be given by formal advertising and/or on-line tendering may be utilized. Notice shall also be given to all Bidders who were required to be Pre-qualified.

Request for Tender shall be used where all of the following criteria apply:

- Two or more sources are considered capable of supplying the *goods, service or construction*;

- The *goods, service or construction* is adequately defined to permit the evaluation of tenders against clearly stated criteria;
- The market conditions are such that tenders can be submitted on a common pricing basis; and
- It is intended to accept the lowest-priced responsive tender without negotiations.

Sealed Tenders but no public opening is required.

(5) Request for Proposal (Greater Than \$100,000)

The Corporation may conduct a *Request for Proposal* for any *goods, service or construction* having a *contract* value of one hundred thousand dollars (\$100,000) or more. Any request shall include detailed requirements such as specifications, drawings or a scope of work. These requirements will be defined by staff or consultants with appropriate technical and subject matter expertise. Notice of the *Request for proposal* shall be given by formal advertising and/or on-line tendering may be utilized and/or notice shall also be given to all Bidders who were required to be Pre-qualified and to all Bidders.

Request for Proposal shall be used where, after applying the following criteria, it is determined that the *Request for Proposal* is the most appropriate form of procurement:

- The procurement is required as a result of a peculiar problem, requirement or objective;
- Selection of the supplier depends more upon the effectiveness of the proposed solution, than the price alone;
- One or more of the criteria for issuing a Tender cannot be met;
- Negotiation with one or more Bidders may be required with respect to any aspect of the *Contract*;
- The precise *goods, service or construction*, or the specifications therefore are not known or are not definable and it is expected that Bidders will further define them.

Sealed Proposals but no public opening is required.

(6) Negotiated

Negotiation may be used for the procurement of *goods, services or construction* for *contracts* of any contract value when any of the following criteria apply:

- Where bids are received in response to a *bid solicitation* but exceed budget, are not responsive to the requirement or do not represent *fair market value*, a revised solicitation shall be issued in an effort to obtain an acceptable bid unless;
- The Corporation waives the need for a revised *bid solicitation* and enter negotiations with the lowest responsive bidder or the highest responsive bidder for a revenue-driven selection emanating from a *bid solicitation* under the following circumstances:
 - The total cost of the lowest responsive bid is in excess of the funds appropriated by the Board for the project or the divisional highest responsible bid revenue is less than

that made in appropriate accounts in the Corporation approved division estimates, and

- The Corporation agrees that the changes required to achieve an acceptable bid will not change the general nature of the requirement described in the *bid solicitation*.
- If two equal bids are received, a means for breaking the tie consistent with the provisions of the solicitation shall be employed. Factors to be considered in breaking the tie include:
 - Prompt payment discount,
 - When delivery is an important factor, the bidder offering the best delivery date be given preference,
 - A bidder in a position to better after sales service, with a good record in this regard, be given preference,
 - A bidder with an overall satisfactory performance record be given preference over a bidder known to have an unsatisfactory performance record,
 - A local bidder be given preference over a non-local bidder.
- Market conditions result in restrictions or shortages of *goods* and services;
- Competition is precluded due to the existence of patent rights, copyright, technical secret or control of raw materials or other resources;
- There is only one source of the *goods, services or construction*;
- Where *Extraordinary Circumstances* exist;
- Where authorized by the Board.

The relevant details surrounding a negotiated contract *award* shall be reported to the Corporation at the next possible meeting following the *award*.

(7) Debriefing Process

Any unsuccessful bidder/supplier may submit a written request to the COO for a debriefing. This request must note the details of their concern and the procurement which they are lodging a request.

The COO will then review the details of the request and may schedule a meeting/teleconference with the bidder/supplier to review the Procurement of Goods and Services Policy.

GLOSSARY

Appraisal - a written estimate of current market value prepared by qualified staff of the City or an independent qualified appraiser.

Award means authorization to proceed with the purchase of goods, services and construction from a chosen bidder/supplier;

Authority means the Ottawa Community Lands Development Corporation' authority.

Best Value means the optimal balance of performance and cost determined in accordance with a pre-defined evaluation plan.

Bid means a binding offer from a bidder/supplier in response to a bid solicitation;

Bid Solicitation means a formal request for bids that may be in the form of a *Request for quotation*, *Request for Qualifications*, *Request for tender*, *Request for proposal* or *Request for Standing Offer*;

City means the City of Ottawa;

Construction means a construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, soil investigation, the supply of products and materials and the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering design or architectural work, but does not include professional services related to the construction contract unless they are included in the specifications for the procurement.

Contract means a binding agreement by way of a Purchase Order or Purchase Order incorporating a formal agreement or a formal agreement between two or more parties that creates an obligation to do or not to do a particular thing.

Council means the Council of the City.

Employee-Employer Relationship means a relationship that exists where persons for pay or other consideration enter into the service of others and devote their personal labour for any given period and the other person has the power or right to control or direct the person in the material details of how the work is to be performed.

Extraordinary Circumstance means an event or circumstance where the immediate purchase of goods or services or the entering into of a Contract is essential or necessary to prevent or alleviate serious delay, a threat to public health, safety or welfare, the disruption of essential services or damage to Corporation property or any expenditure that is necessary to respond to any emergency of the Corporation.

Fair Market Value means the price that would be agreed to in an open and unrestricted market between knowledgeable and willing parties dealing at arm's length who are fully informed and not under any compulsion to transact.

Goods means moveable property including,

- a. the costs of installing, operating, maintaining or manufacturing such moveable property, and
- b. raw materials, products, equipment and other physical objects of every kind and description whether in solid, liquid, gaseous or electronic form, unless they are procured as part of a construction contract.

Market value - the highest price a willing buyer would pay and a willing seller would accept, both parties being fully informed, and the real property being marketed for a reasonable period of time.

Optimal value means the value to be obtained by the Corporation upon its disposal of real property taking into account, in each case, the specific objectives established by Council pertaining to both financial and non-financial value in granting approval for the transfer of *City* owned real property to the Corporation.

Professional Services means services requiring the skills of professionals for a defined service requirement or for a specific project related deliverable including but not limited to the areas of engineering, architecture, design, planning, information technology, financial auditing and fairness commissioners.

Purchase means to acquire goods, services or construction by purchase, rental, lease or trade.

Purchase Order means a written offer to a bidder/supplier formally stating all terms and conditions for the purchase of goods, services or construction or a written acceptance of an offer received in accordance with this policy.

Quote means a bid submitted in response to a Request for Quotation.

Real property - land and/or buildings and all improvements thereon and for which a building permit can be granted

Request for Proposal is a process to obtain proposals for goods and services from qualified bidders/suppliers where the needs of the Corporation can be met by different methods. Proposals are evaluated against pre-determined criteria and the selection process may include discussion and negotiation with bidder/suppliers. A Request for Proposal may or may not result in an award by Corporation or a contractual obligation between the parties.

Request for Quotation is a process to obtain goods and services where the requirements or the scope of work can be clearly defined in the request such that price is the sole differentiation between qualified bids.

Request for Standing Offer is a process to obtain goods and services means an offer from a supplier that allows the Corporation to purchase frequently ordered goods, services or construction from suppliers at prearranged prices, under set terms and conditions, when and if these are requested but no contract exists until the Corporation places an order against the Standing Offer.

Request for Tender is a process to obtain goods or services where bidders/suppliers must meet requirements such as capacity, experience, capability and other conditions, in addition to pricing. These conditions are evaluated and scored on both qualitative and quantitative criteria, some of which may be mandatory, in order to secure best value to the Corporation.

Sale the disposal-or exchange for other real property of any of the City's real property that has been declared surplus, but does not include the leasing of City-owned property or the granting of an easement or right-of-way.

Sole Source means the purchase of a good, service or construction where there is only one available supplier of that good, service or construction that meets the needs or requirements of the Corporation.

Surplus Real Property - real property that is not required to meet the current or future program or operational requirements of the City and that has been declared to be surplus by Council or its delegated authority.

LEGISLATIVE AND ADMINISTRATIVE AUTHORITIES

Municipal Act, 2001

Expropriation Act

Ontario Heritage Act

Planning Act

Housing First Policy

Agreement on Internal Trade (www.ait-aci.ca)

Competition Act (<http://laws-lois.justice.gc.ca/eng/acts/c-34/>)

Criminal Code of Canada (<http://laws-lois.justice.gc.ca/eng/acts/C-46/>)

Lobbying Act (<http://laws-lois.justice.gc.ca/eng/acts/L-12.4/>)