



# NOMINATION FORM

## Nominee Information

Public Sector Procurement Project A Guide to Developing Procurement By-Laws  
 Team Name Procurement Guide Working Group Team Leader Larry Clay  
 Organization Ontario Ministry of Municipal Affairs and Housing  
 Team participants Please see attached.

Category of public sector Provincial and Municipal  
 Address 13<sup>th</sup> Floor, 777 Bay St. Email curry.clifford@mah.gov.on.ca  
 City Toronto Province Ont Postal code M5G 2E5  
 Telephone 416-585-7581 Fax 416-585-6161

## Nomination submitted by

Name Curry Clifford Title Manager Municipal Service Delivery  
 Organization Ontario Ministry of Municipal Affairs & Housing Email Same as above  
 Address Same as above  
 City \_\_\_\_\_ Province \_\_\_\_\_ Postal code \_\_\_\_\_  
 Telephone \_\_\_\_\_ Fax \_\_\_\_\_

## Certification

To the best of my knowledge, I certify that the information provided is accurate and true.

Signature [Signature] Date June 30, 2006

## Structure of the submission

The nomination form must be accompanied by an overview of the project you wish to profile. We provide you with the following outline to help you structure your submission. You are welcome to include additional information that you feel is pertinent but the submission should not exceed five (5) pages. If you have any questions, please contact us at [award@summitconnects.com](mailto:award@summitconnects.com).

- Project objectives
- Brief description of the project
- Summary of project experience – How did it go?
- Contribution of project to key criteria:
  - high degree of innovation – new ideas or approaches in either operational or policy settings;
  - measurable and significant benefit – savings, efficiency and effectiveness, satisfy the stated objectives of the project;
  - transferability – the central idea or approach shows some promise for being used in other areas of the public sector;
  - advancing professionalism within the community.
- The submission must include a letter of reference from a senior manager or procurement supervisor on the project – someone other than the team leader submitting the nomination.

## **2006 Summit Award – Innovation and Leadership in Public Procurement**

### **Submission**

#### **Project Objectives**

The objective of this project was to assist Ontario’s 445 municipalities to effectively implement legislative requirements (the Municipal Act, 2001) to develop policies related to the procurement of goods and services. While most municipalities had various forms of purchasing policies in place, a purchasing by-law, approved by an elected local council, had not been mandatory previously.

A multi stakeholder working group was established by Ontario’s Ministry of Municipal Affairs and Housing. It was challenged to determine how best to assist this diverse range of public sector organizations – from those with multi billion dollar budgets to those that procured less than \$100,000 in goods and services - in meeting the new requirements. It determined that the best way to assist would be to provide an advisory guide on developing procurement by-laws.

The specific objectives of the project were to assist this diverse \$25B sector by providing municipal managers with a practical guide to developing procurement by-laws that would:

- draw from the best practices in procurement
- incorporate modern public management principles, e.g., risk management
- promote high standards of ethics and accountability
- reflect the perspectives of the various players in municipal procurement – the suppliers, the council, the purchasing professional, the operating manager.

#### **Brief Description of the Project**

In the Fall of 2002, the Ministry of Municipal Affairs and Housing established a Procurement Guide Working Group to advise and help the Ministry produce a “Guide to Developing Procurement Bylaws.” Chaired and staffed by the ministry, the working group included:

Municipal Associations	Association of Municipalities of Ontario (AMO) Municipal Finance Officers Association (MFOA)
------------------------	---

Municipal Procurement Officials:	City of Mississauga City of London Simcoe County Halton Region City of Quinte West City of Toronto
----------------------------------	---

Chief Administrative	City of North Bay
----------------------	-------------------

Officers: City of Elliot Lake

Business Community: Ontario Chamber of Commerce  
Canadian Federation of Independent Business

Provincial Ministries: Management Board Secretariat

The guide was developed through working group consultations with municipal procurement experts, municipal administrators, and representatives of the business community. Ministry staff authored the guide with input from the working group.

The Guide was communicated widely to the municipal sector through presentations by staff and a municipal procurement expert at conferences and through articles in trade journals (including Summit Magazine) and day to day contact between ministry staff and their municipal clients. The ministry has five regional offices (Municipal Services Offices) which are the Ministry of Municipal Affairs and Housing's primary liaison with the municipal sector in Ontario. Training for MSO staff on the procurement guide was designed and delivered jointly by the author of the guide and a municipal representative from the working group.

### **Summary of Project Experience – How did it go?**

This project was very successful in producing a relevant and effective guide, and creating a synergistic partnership among the provincial government ministries, municipalities, associations and business organizations involved.

Enabling factors for the success of this initiative included:

- creating a process that included: (1) gaining clarity about expected outcomes for the project and product, (2) developing a clear understanding of the current reality for the client group to be served by the product, and (3) putting action steps in place to close the gap between the outcomes and the current reality;
- strong research including transfer of knowledge from one discipline to another (risk assessment to procurement);
- strong stakeholder relations management, including managing competing stakeholder interests;
- a rapid analysis of lessons from controversies that were highly relevant to the subject that were arising as the product was being developed and incorporation of the lessons into the product (the procurement guide), e.g., inquiry into Union Station renovation, Hamilton audit of street sweepers, Toronto audit of computer purchases;
- strong project management that kept the project on time and on budget

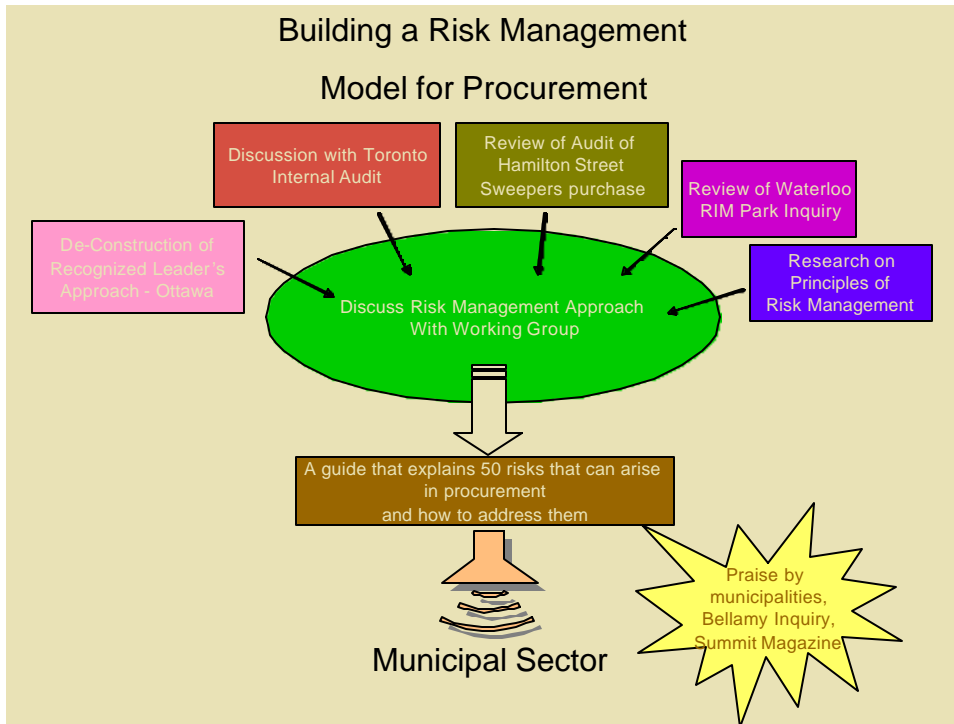
## **Contribution of Project to Key Criteria:**

### **High degree of innovation – new ideas or approaches in either operational or policy settings**

The project was innovative in several respects:

- The consultative process for developing the product: the project brought together new external stakeholder groups not normally consulted by the Ministry - in particular, the working group was comprised of members from both the public and private sectors on a topic (procurement) where there were clear differences in opinions and official positions. Reaching consensus on a final product was a significant and commendable achievement. As a consequence of this collaborative approach, the final product is seen as a true provincial-municipal-private sector partnership, designed to support municipalities while being sensitive to the needs of small business.
- The rapid analysis of lessons from highly relevant controversies that were arising as the product was being developed (e.g. inquiry into Union Station renovation, Hamilton audit of street sweepers, Toronto audit of computer purchases)
- The incorporation of risk management lessons from these controversies and other research were incorporated into the product.

Each of these innovative elements are illustrated in the diagram below:



### Measurable and significant benefit

The project surpassed its stated objectives:

- The guide has been referenced by the Toronto Computer Leasing Inquiry, which highlighted excerpts from it, noting that it contains much useful advice. The Inquiry also noted that the guide's focus on risk management is consistent with the best practices in many jurisdictions.
- It has been cited by commentators as a valuable way of promoting high standards of ethics and accountability
- Feedback from Ontario's 445 municipalities on the Guide has been extremely positive. Municipalities have indicated that the guide is straight-forward, well-written, and very relevant to the needs of municipal staff in developing their bylaws.
- The Guide was being prepared during a period of intense media scrutiny of municipal procurement practices (eg. MFP computer leasing and Union Station in Toronto, Hamilton street sweepers, Waterloo RIM park probe) and proved to be highly relevant to topical issues.
- Since its release, the Ministry has also received enquiries from staff in other jurisdictions (Canadian provinces, US. municipalities) on the guide.
- The process used by the ministry to develop the guide won praise from the various players in municipal procurement and helped the ministry's relationships with a range of sectors

**Transferability – the central idea or approach shows some promise for being used in other areas of the public sector**

- The procurement principles included in the guide have proven to be very relevant outside of Ontario. Since its release, the Ministry has also received enquiries from staff in other jurisdictions (Canadian provinces, US. municipalities) on the guide.
- The risk management approach is seen as a transferable concept, highly relevant to other areas of public management. It is also viewed as a persuasive approach among senior managers in presenting issues to political leaders.
- The multi-stakeholder consultation process is highly transferable to most areas of public policy development. How the project was able to find a middle ground – by focusing on principles of public administration principles - is an interesting model.

**Advancing professionalism within the community**

- **The product has been widely used by the procurement professionals community based on feedback the ministry has received**
- **The deliberate approach to addressing ethical and accountability issues has especially assisted procurement managers**
- **The risk management approach has assisted the profession in discussing the need for certain policies with senior administrators and political leaders.**

**Attached is a letter of reference** from a procurement manager who served on the working group for the development of the Guide.

**Procurement Contact List**

<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Phone Number</b>
Marlene Knight	Senior Advisor to Mayor McCallion	City of Mississauga	905-896-50
Lou Pagano	Director of Purchasing	City of Toronto	416-392-73
Andrea Mindenhall	Manager, Purchasing	Regional Municipality of Halton	905-825-60 Ext. 7037
Janet Powers	Purchasing Clerk	City of Quinte West	613-966-83 Ext. 233
Dawn Hipwell	Corp. Manager Purchasing Fleet & Property	County of Simcoe	705-726-93 Ext. 204

<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Phone Number</b>
Troy Speck	Chief Administrative Officer	City of Elliot Lake	705-461-72
Melody Couvillon	Manager, Purchasing	City of London	519-661-47
Tim Sheffield	Chief Administrative Officer	City of North Bay	705-474-06 Ext. 513
Minali Prem	Policy Analyst	Canadian Federation of Independent Business	416-222-80 Ext. 287
Atul Sharma	Vice President - Policy Development	Ontario Chamber of Commerce	416-482-52 Ext. 235
Diane Sirois	Senior Policy Adviser	Management Board Secretariat	416-327-35

John Bech-Hansen	Executive Director	Municipal Finance Officers Association of Ontario	416-362-90 Ext. 223
Jeff Fisher	Senior Policy Advisor	Association of Municipalities of Ontario	416-971-98 Ext 316
Larry Clay	Director	Ministry of Municipal Affairs & Housing	416-585-72
Rosalind Lerman	Manager	Ministry of Municipal Affairs & Housing	416-585-68
William Tumaszc	Senior Economist	Ministry of Municipal Affairs & Housing	416-585-42
Joe Racz	Senior Policy Advisor	Ministry of Municipal Affairs & Housing	416-585-76
Sidonia Loiacono	Policy Advisor	Ministry of Municipal Affairs & Housing	416-585-60
Sean Henry	Policy Advisor	Ministry of Municipal Affairs & Housing	416-585-61
Curry Clifford	Policy	Ministry of Municipal Affairs & Housing	416-585-61

Updated: November 7, 2002

THE REGIONAL MUNICIPALITY OF HALTON  
1151 BRONTE ROAD  
OAKVILLE, ONTARIO, CANADA L6M 3L1

CORPORATE SERVICES DEPARTMENT  
FINANCIAL & PURCHASING SERVICES  
Tel: 905-825-6000 Fax: 905-825-3463  
Toll free: 1-866-4HALTON (1-866-442-5866)



June 30, 2006

Dear Ms. Phillips,

**Re:** Re: Ontario Ministry of Municipal Affairs and Housing's Submission for the 2006 Summit Award

---

I am delighted to endorse the Ontario Ministry of Municipal Affairs and Housing's submission to the 2006 Summit Award for Leadership in Public Procurement, for the publication "A Guide to Developing Procurement Bylaws." I thoroughly enjoyed participating on the working group for the guide, where strong leadership, organization and stakeholder involvement all helped to make the process effective.

As a municipal purchasing manager I find the guide relevant, thorough and useful. It effectively educates municipalities on the important steps in developing procurement policies and the risk management principles involved.

Sincerely,

A handwritten signature in cursive script that reads "Andrea Mindenhall".

Andrea Mindenhall  
Purchasing Manager  
Regional Municipality of Halton