

Appendix A

**2008 Consulting Services Expenditure - Operating Divisions and Agencies, Boards & Commission (ABCs)**

Expense Category	Division/Board	Program	Contract Date mm-dd-yr	Contract#/ PO #/ DPO #	Consultant's Name	Description of Work	Recoveries by Source	Contract/ PO Balance Dec 31/08 (Note 1) \$	2008 Budget \$	2008 Expenditure \$	2007 Expenditure \$
<b>TECHNICAL</b>											
<b>Citizen Centred Services "A"</b>											
	Economic Development, Culture & Tourism							0	0	0	1,821
	Shelter, Support & Housing Admin.							0	0	0	119,262
<b>Total Citizen Centred Services "A"</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>121,083</b>
<b>Citizen Centred Services "B"</b>											
	City Planning	Community Planning	Mar 20/07	6021969	Office for Urbanism	Bloor Visioning Study: Phase 1 - background research, consultation, analysis & design alternatives for Bloor St. West between Avenue Rd & Bathurst St. Completed.		0		8,992	
			May 12/08	6024988	Brook Mclroy Inc	Dundas Street West/Highway 427 Planning Framework Study. To be completed in 2009.		169,997		76,174	
			May 16/07	6022372	Brook Mclroy Inc	York University Secondary Plan Review. This study will update the secondary plan recognizing transit initiatives and guide future development-related land use. Completed.		0		10,000	
		Policy & Research	Oct 09/08	3383530	Goldsmith Borgal & Company Ltd	Heritage conservation and engineering assessment of proposed removal of heritage facade of Rack Houses "G" and "J" in distillery district. Completed.		0		7,435	
			Mar 20/08	3365416	Miller, Anne	Completion of Cost Benefit Analysis of the Toronto Green Development Standard. Completed.		0		7,200	
			Sep 10/07	6023215	Ontario Centres of Excellence Inc.	Feasibility study on the municipal cost benefits of Green Roofs; and cost benefit analysis of the Toronto Green Development Standards. Completed.		0		23,625	

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			Nov 14/08	6026483	Commonwealth Historic Resource	Services for the Heritage Interpretation Master Plan for "Old Town Toronto". To be completed in 2009.		88,571		10,000	
			Nov 17/08	6026510	Mackinnon, Gabriel	Services for the Heritage Lighting Master Plan for part of "Old Town Toronto" and the St. Lawrence District. To be completed in 2009.		82,635		21,945	
						Consulting expenditures were underspent due to delay in commencing several projects involving third-party funding.		341,203	1,034,502	165,371	237,920
	Solid Waste Management		May 08/08	SW391537	Kelleher Environmental	Research of other jurisdictions approaches to dealing with the in-store packaging target materials that were identified in the "Getting to 70%" report and providing comments on the proposed policy options. Completed.		0		7,500	
								0	0	7,500	0
	Technical Services							0	0	0	52,200
	Toronto Building		Dec 24/07	6024223	Halsall Associates Ltd	To provide advice on the writing of the technical document in building code language that will be used as the by-law for governing the construction of Green Roofs in Toronto.		6,453		8,547	
			Jul 17/08	3376109	Inspec-Sol Inc	Conduct study on construction related vibrations within the City of Toronto. Completed.		0		1,810	
						Consulting expenditures geared towards environmental initiatives were underspent due to shift in timeframe resulting from ongoing negotiations with the Province		6,453	160,000	10,357	66,350
	Toronto Water							0	0	0	13,022
	Transportation Services							0	10,000	0	0

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	Waterfront Secretariat		n/a	n/a	George Brown (work undertaken by Leisureplan International)	Programming Assessment for a potential George Brown College/municipal recreational facility in East Bayfront. Study was conducted by Leisureplan International who was retained by George Brown College. The costs were shared 1/3 each by the City, Waterfront Toronto and George Brown College. Completed.		0		9,827	
			Oct 31/07	6023702	Planning Alliance	To develop a Western Waterfront Master Plan that will recommend the type and location of parks, facilities and complimentary transportation and transit network for the area. To be completed in the first quarter of 2009.		6,960		265,314	
						The consulting services were not anticipated.		6,960	0	275,141	195,907
<b>Total Citizen Centred Services "B"</b>								<b>354,616</b>	<b>1,204,502</b>	<b>458,369</b>	<b>565,399</b>
<b>Internal Services</b>											
	Facilities & Real Estate		Jan 02/08	6024270	Deloitte & Touche LLP	Real Estate development advisory services with respect to Union Station Revitalization - this work specifically included the Head Lessee search process.		0		23,320	
			Feb 28/06	6019014	Cameron Hawkins & Associates	Assist City Staff in developing the Request for Proposal on City Cafeterias and in providing expert advice on the food services industry.		12,528		12,950	
			Jun 27/08	6025346	Planning Alliance	Preparation of a Community Energy Plan (CEP) as part of Revitalization Study to address the City's Climate Change commitments. The planning study will support Toronto Community Housing's process to redevelop the Lawrence-Heights social housing community.		0		38,095	
						The consulting services were not anticipated.		12,528	0	74,365	734,716

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	Office of the Treasurer							0	0	0	19,700
	Pension, Payroll & Employee Benefits		Mar 14/08	3364780	Ernst & Young	Advisory services with respect to our analysis of various tax issues surrounding the City's completion of T2200 forms for Councillors. Completed.		0		3,345	
								0	0	3,345	0
<b>Total Internal Services</b>								<b>12,528</b>	<b>0</b>	<b>77,710</b>	<b>754,416</b>
<b>Other City Program</b>											
	Legal Services							0	0	0	9,000
<b>Total Other City Program</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>

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<b>Corporate Accounts</b>											
	Corporate Finance	Non-Program						0	0	0	5,875
	Pension, Payroll & Employee Benefits	Non-Program	Dec 21/06	6021454	Mercer Human Resources	General benefits consulting advice and information with respect to the formulation of employee benefit strategies, creation of costing scenarios for benefit changes.		126,988		136,635	
								126,988	136,635	136,635	23,200
<b>Total Corporate Accounts</b>								<b>126,988</b>	<b>136,635</b>	<b>136,635</b>	<b>29,075</b>
<b>Total Technical - Divisions</b>								<b>494,132</b>	<b>1,341,137</b>	<b>672,714</b>	<b>1,478,973</b>
<b>AGENCIES, BOARDS &amp; COMMISSION</b>											
<b>TECHNICAL</b>											
	Toronto Police Services (TPS)	Occupational Health & Safety	Mar 12/08	6024666	Sonoc, Sandu	Review draft of the X-ray safety program and assist in the X-ray compliance audit. Completed.		0		6,500	
			Jun 26/08	6025332	T Harris Environmental Management Inc.	Assessment of ventilation system and gunfire emissions, indoor firing range - CO Bick College. Completed.		0		6,715	
			Nov 06/08	6026414	T Harris Environmental Management Inc.	Assessment of lead and combustion (carbon monoxide, nitrogen dioxide) for 799 Islington Ave. Completed.		0		3,000	
<b>Total Toronto Police Services (TPS)</b>								<b>0</b>	<b>19,800</b>	<b>16,215</b>	<b>87,523</b>

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	Toronto Public Library		Dec 26/08	115157	Pinchin Environmental	Testing, assessment and recommendation re safe treatment of mould at the Richview District Library. Report produced. Completed.		0		3,247	
<b>Total</b>	<b>Toronto Public Library (TPL)</b>							<b>0</b>	<b>0</b>	<b>3,247</b>	<b>0</b>
	Toronto Transit Commission	Human Resources	Feb 19/04	PC 41112	The Hay Group	Continued technical salary compensation services related to the operator/collector job evaluation arbitration hearing and award. Expected completion date: Sept 2010.		81,555		81,828	
			Jun 06/08	PC 52874	Organizational and Management Solutions	Design and deliver a comprehensive selection system for Transit Operator recruitment. Expected completion date: Dec 2009.		38,887		58,219	
		Signals/Electrical/Communications	Aug 26/08	PC0053286	MCW Consultants Ltd.	Conduct arc flash study and analysis at seven locations to identify the type of incident exposure an employee may face should equipment fail. Expected completion date: May 2009.		18,548		20,748	
		Property Development	Aug 06/06	C26PC06761	Brook McLroy	Davisville Yard Planning Study to outline a plan for redevelopment and address impediments/barriers to redevelopment, land use, location and density of built form, road and pedestrian networks. Expected completion date: Dec 2009.		125,000		50,128	
		Plant Maintenance	Nov 14/07	C31PZ07865	Daylight Cleaning Systems	Set standards for station cleanliness and appearance. Expected completion date: Apr 2010.		12,605		35,014	
		Track and Structure	Oct 31/05	C31PC05817	Centre for Surface Transportation Technology	To provide expertise in establishing a baseline for the grinding profile in the SRT system. Completed.		0		48,011	
			Dec 31/07	C31PW07907	H. Russell Jr.	Peer Review - Structure Inspection Process. Provide recommendations on the development and implementation of a plan that identifies the critical structures that require hands-on inspection. Expected completion date: Jun 2009.		16,462		17,538	

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			Dec 31/07	C31PW07905	S. Hinchberger	Peer Review - Structure Inspection Process. Provide recommendations on the development and implementation of a plan that identifies the critical structures that require hands-on inspection. Expected completion date: Jun 2009.		4,415		17,585	
			Dec 31/07	C31PW07906	C. Conte	Peer Review - Structure Inspection Process. Provide recommendations on the development and implementation of a plan that identifies the critical structures that require hands-on inspection. Expected completion date: Jun 2009.		6,750		9,250	
		Engineering	Nov 13/08	G85-212 C11PC06715	Decommissioning Consulting Services	Environmental Site Assessment, Davisville Yard. Expected completion date: Feb 2009.		8,898		7,011	
			Jul 12/07	G85-236B C11PZ07836	SNC Lavalin	Structural Load Assessment. Completed.		2,940		14,210	
			Nov 18/04	C11PW04914	Leber/Rubes	Opinion on Building Fire Code design issues. Expected completion date: Mar 2012.		5,240		5,108	
			Aug 16/07	C11PK05881	T.Harris	Designated Substance Survey - McBrien Building. Completed.		85		780	
<b>Total Toronto Transit Commission</b>						Less work carried out by consultants than anticipated.		<b>321,384</b>	<b>654,000</b>	<b>365,430</b>	<b>132,245</b>
	Toronto Zoo		Sep 22/08	PO0016682	Halcrow Yolles	Feasibility study to modify the indoor Gorilla exhibit. Completed.		0		2,250	
<b>Total Toronto Zoo</b>								<b>0</b>	<b>2,250</b>	<b>2,250</b>	<b>3,565</b>
<b>Total Technical - ABCs</b>								<b>321,384</b>	<b>676,050</b>	<b>387,142</b>	<b>223,333</b>
<b>Total Technical Divisions &amp; ABCs</b>								<b>815,516</b>	<b>2,017,187</b>	<b>1,059,856</b>	<b>1,702,306</b>

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<b>INFORMATION TECHNOLOGY</b>											
<b>Internal Services</b>											
	Information & Technology		Jul 10/08	6025418	Lemay-Yates Association	Analysis and evaluation of the broadband fibre networking environment. Focus on telecommunications and broadcast facilities design implementation and evaluation. Completed.		0		52,964	
<b>Total Internal Services</b>							The consulting service was not anticipated.	0	0	52,964	57,615
<b>Total Information Technology - Divisions</b>								0	0	52,964	57,615
<b>AGENCIES, BOARDS &amp; COMMISSION</b>											
<b>INFORMATION TECHNOLOGY</b>											
	Toronto Police Services (TPS)	Information Technology	Nov 12/07	6023829	Advanced Recruitment Consultant	Assessment to determine the framework for enterprise architecture in TPS. Completed.		0		43,422	
			Nov 12/07	6023837	Advanced Recruitment Consultant	Assessment of existing technology security policies for enhancement to latest industry policies. Completed.		0		27,983	
			Nov 15/07	6023879	Microsoft Canada Inc.	Assist with the design of the Exchange 2007 messaging environment in preparation for the implementation of a Proof of Concept (PoC) and to illustrate how to accomplish a full scale roll-out. Completed.		0		49,856	
			Mar 04/08	3363785	Planview Inc.	To assist TPS's technical staff with the production server and database migrations to Planview Enterprise 9.0.1. Completed.		0		882	

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			Sep 24/08	6025945	Planview Inc.	Configuration review of current usage, immediate feedback for improvement, and document recommended approach for TPS Board to move forward with Planview's Enterprise capabilities. Completed.		0		10,846	
			Apr 07/08	6024791	Nortel Canada	Situation assessment and network strategy report and recommendations including Radio Towers Fibre assessment. Completed.		0		17,000	
			Nov 03/08	6026357	Integrgraph Canada Ltd.	Planning and management of the Integrgraph Computer Assisted Dispatch (I/CAD) upgrade. Ongoing.		27,713		33,871	
<b>Total Toronto Police Services (TPS)</b>						More work was done in-house than contracted out to consultants.		<b>27,713</b>	<b>581,700</b>	<b>183,860</b>	<b>548,627</b>
	Toronto Transit Commission	IT Services	Jan 07/08	PC0051859	KPMG	External & Internal Internet Security assessment. Completed.		0		47,355	
			Jul 14/08	PC0053063	Cognos ULC	Assess Report Net application and provide a recommendation as to extent of application use. Completed.		3,640		6,860	
<b>Total Toronto Transit Commission</b>						Less work carried out by consultants than anticipated.		<b>3,640</b>	<b>90,500</b>	<b>54,215</b>	<b>0</b>
<b>Total Information Technology - ABCs</b>								<b>31,353</b>	<b>672,200</b>	<b>238,075</b>	<b>548,627</b>
<b>Total Information Technology - Divisions &amp; ABCs</b>								<b>31,353</b>	<b>672,200</b>	<b>291,039</b>	<b>606,242</b>

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<b>MANAGEMENT/RESEARCH &amp; DEVELOPMENT</b>											
<b>Citizen Centred Services "A"</b>											
	Children's Services							0	25,000	0	17,100
	Economic Development Culture & Tourism	Culture	Sep 10/08	AH449140	Navigator Ltd. / AuthentiCity	Research, analysis, and a recommendation report on the Creative City Policy Framework project. Completed.		0		5,570	
			Jul 25/08	3376890	Strata Consulting - Andrew M. Stewart	Recommendation report to support the nomination of Fort York as a UNESCO World Heritage Site. Report was presented in May 2008. Completed.		0		4,000	
								0	0	9,570	49,120
		Economic Development	Apr 14/08	6024835	Hunden Strategic Partners	Woodbine Live Development Proposal which includes: research, costs, benefits analysis, evaluations, and recommendation. Report was presented in July 2008.	100% recovery from 3rd Party	0		51,750	
						The consulting service was not anticipated.		0	0	51,750	151,755
	Employment & Social Services	Strategic Program Development	Nov 13/06	6020990	KPMG LLP	To develop a three to five year business plan to enhance the organization's capacity to achieve its program and service goals and objectives while meeting emerging challenges and opportunities. 90% Completed.	50% Provincial	16,992		23,601	
						Variance from budget is due to delay in the project start and implementation.		16,992	317,000	23,601	158,907

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	Shelter, Support & Housing Administration (SSHA)	Hostel Services	Aug 21/07	6023079	R.A. Malatest & Associates Ltd.	To develop, execute and analyze a satisfaction survey of Toronto Shelter users. The result of the survey was used to update Hostel Services multi-year strategic and operational plan. Completed.	50% Provincial	0		34,954	
		Housing & Homelessness	Feb 21/08	6024549	Gerry Daly & Elizabeth Greaves	To document and evaluate the planning, coordination, administration and implementation of the 2006 Toronto Street Needs Assessment. Completed.	100% Provincial	0		51,600	
								0	50,000	86,554	205,842
	Social Development, Finance & Administration	Special Projects	Feb 07/07	47012323	DPRA Inc.	Review of Emergency Medical Services and Fire Services administrative and management services including HR, IT management, financial services, budgeting, facilities, warehousing and purchasing. Completed.		0		37,308	
		Toronto Office of Partnerships	Mar 10/08	3364320	Taylor, Carolyn	Assistance on the Nathan Phillips Square revitalization project fundraising plan. Completed.		0		900	
						The consulting services were not anticipated.		0	0	38,208	64,946
<b>Total Citizen Centred Services "A"</b>								<b>16,992</b>	<b>392,000</b>	<b>209,683</b>	<b>647,670</b>
<b>Citizen Centred Services "B"</b>											
	City Planning	Head Office - City Planning	Oct 30/08	6026331	The Berkeley Consulting Group	Provide expert management and organization consultation for program review of City Planning Division. To be completed in 2009.		27,490		2,510	
								27,490	0	2,510	117,924

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	Technical Services		Jul 22/08	6025499	Price Waterhouse Coopers LLP	To review and evaluate the City of Toronto's Management and Organizational Structure for the Emergency Management Function. Report completed.		0		149,350	
						The consulting service was not anticipated.		0	0	149,350	0
	Toronto Building	Inspections	Aug 07/07	6022978	DPRA Inc	To carry out a cross-divisional study of the City's Inspection, Enforcement & Prosecutions activities as part of the City's program review initiative. Completed.		0		34,213	
						The consulting service was budgeted in the technical consulting account.		0	0	34,213	0
<b>Total Citizen Centred Services "B"</b>								<b>27,490</b>	<b>0</b>	<b>186,073</b>	<b>117,924</b>
<b>Internal Services</b>											
	Accounting Services		Mar 07/08	6024634	KPMG	Accounting Services Program Review includes: current state assessment & visioning, future state model, fit gap & implementation planning. Completed.		0		114,376	
						The consulting service was budgeted in a non-consulting expense account.		0	0	114,376	0
	Facilities & Real Estate		Apr 14/08	FA478563	Price Waterhouse Coopers	Organizational Review of the St. Lawrence Market Precinct		0		7,500	
								0	0	7,500	41,261
	Information & Technology		Sep 19/ 08	6025900	Technology Asset Management	Review to improve IT Asset Management and Contract Management mandate and organization. Two draft reports produced. Expected completion date: Apr 2009.		12,294		32,706	

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						The consulting service was not anticipated.		12,294	0	32,706	0
	Revenue Services		Apr 02/08 Oct 21/08	RS476358 6026914	Gerald Parowinchak	To assist Revenue Services staff in the development, enhancement and sustainment of systems to collect and administer a new Municipal Land Transfer Tax (MLTT). To be completed in 2009.		22,700		62,250	
						The consulting service was budgeted in a non-consulting expense account.		22,700	0	62,250	0
<b>Total Internal Services</b>								<b>34,994</b>	<b>0</b>	<b>216,832</b>	<b>41,261</b>
<b>City Manager's Office</b>											
	City Manager's Office	Human Resources	Jul 28/08 Nov 21/08	6025536 3387873	Mercer (Canada) Limited	Review of current compensation system for non-union and management staff. Completed.		0		93,084	
			Nov 06/08	3386243	Conference Board of Canada	Implementation of the Toronto Public Service People Plan. Completed.		0		17,000	
<b>Total City Manager's Office</b>								<b>0</b>	<b>0</b>	<b>110,084</b>	<b>0</b>
<b>Other City Program</b>											
	Legal Services		Nov 19/08	3387613	Knightsbridge Human Capital Management	Review the effectiveness and efficiency of the current management structure of the Legal Services Division to respond to changing and growing needs of key stakeholders. Final report due early 2009.		355		47,264	

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<b>Total</b>							The consulting service was not anticipated.	355	0	47,264	0	
<b>Other City Program</b>												
<b>Corporate Accounts</b>												
	City Manager's Office - Strategic & Corporate Policy	Non-Program	May 21/08 Jun 04/08	8338971 8341654	Organization Consulting Limited	Executive search for City of Toronto's Lobbyist Registrar. Completed.		0		2,483		
			May 29/08 Jun 04/08 Jun 27/08	8340486 8341656 8346620	Organization Consulting Limited	To assist the City with the conduct of the search and assessment of candidates for the position of the City of Toronto's Integrity Commissioner. Completed.		0		38,491		
			Dec 20/07	6024179	Randolph Group Management Consultants Inc.	Examine options for an arm's length body the City needs to move forward on the Economic Competitiveness Strategy . Completed.		0		92,248		
			Mar 17/08	6024693	Western Management Consultants	Conduct a Strength, Weakness, Opportunities, Threats (SWOT) analysis of the diversity management and community engagement functions in the City Manager's Office and provide advice and recommendations for change and improvement. To be completed in 2009.		25,500		46,500		
			Feb 19/08	6024526	Nafor Inc.	To assist the City Manager's Office in managing the process for applicants for the recruitment of seven (7) citizen board members for the Toronto Community Housing Corporation (TCHC).	100% recovery from TCHC	0		14,900		
			Jul 04/08	3374957	Nafor Inc.	To assist the City Manager's Office in managing the process for applicants for the Toronto Hydro Corporation (THC) Board of Directors.	100% recovery from THC	0		14,900		
			Jun 02/08	6025129	Kinley & Connely Inc.	Assist in the search and assessment of candidates for the position of the City of Toronto's First Ombudsman. Completed.		0		49,645		

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			Sep 25/08	3381911	The Centre for Public Management	To provide a joint Canada-Toronto program evaluation of the Federal Gas Tax fund and the Public Transit Fund as conducted by the City of Toronto 2005-2008. To be completed in Jan 2009.	\$17,800 will be recovered from Infrastructure Canada in 2009	5,600		30,000	
			Dec 11/08	3390186	Nafor Inc.	Assist the City Manager's Office in managing the process for applicants in the recruitment of citizen board members for Build Toronto and for Invest Toronto. To be completed in 2009.		19,867		9,933	
								50,967	340,022	299,100	200,054
	Corporate Finance	Non-Program	Oct 25/07	6023639	Price Waterhouse Coopers	Valuation analysis of City ownership in Enwave. Completed.		0		4,875	
		Non-Program	Jul 31/08	3377002	CIBC World Markets Inc.	Financial advisory services re sale of Toronto Hydro Telecom. Completed.		0		50,000	
								0	55,000	54,875	100,522
<b>Total Corporate Accounts</b>								50,967	395,022	353,975	300,576
<b>Total Management/Research &amp; Development - Divisions</b>								<b>130,798</b>	<b>787,022</b>	<b>1,123,911</b>	<b>1,107,431</b>

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**2008 Consulting Services Expenditure - Operating Divisions and Agencies, Boards & Commission (ABCs)**

Expense Category	Division/Board	Program	Contract Date mm-dd-yr	Contract#/ PO #/ DPO #	Consultant's Name	Description of Work	Recoveries by Source	Contract/ PO Balance Dec 31/08 (Note 1) \$	2008 Budget \$	2008 Expenditure \$	2007 Expenditure \$
<b>AGENCIES, BOARDS &amp; COMMISSION</b>											
<b>MANAGEMENT/RESEARCH &amp; DEVELOPMENT</b>											
	Sony Centre for the Performing Arts		Jul/08	As billed	Steve Haviaras	Marketing consultant - provided advice with respect to the preparation of a 5-year strategic business plan. Completed.		0		13,054	
			Aug/08	As billed	Leslie-Ann Kirijian	Sponsorship and development consultant - provided advice with respect to the preparation of a 5-year strategic business plan. Completed.		0		3,500	
			Aug/08	As billed	Genovese Vanderhoof Assoc.	Management consultant - provided advice with respect to the preparation of a 5-year strategic business plan. Completed.		0		17,828	
			Apr/08	As billed	JobChart International	Pay Equity plan consultation. Ongoing.		0		6,000	
			Apr/08	As billed	Dover Hospitality	Provide professional advice on liquor license application related to "stadium endorsement" which grant permission to the centre to allow patrons to consume alcoholic beverages in the auditorium. Completed.		0		750	
<b>Total Sony Centre for the Performing Arts</b>						The consulting services for strategic planning were not anticipated.		<b>0</b>	<b>5,000</b>	<b>41,132</b>	<b>0</b>
	St Lawrence Centre for the Arts		Oct 14/08		Sponsorship Marketing Group	Review naming rights potential for the Centre and provide recommendations for packaging and pricing; approach to funding; marketing benefits; and allocation of resources. Expected completion date: May 31, 2009.		15,000		5,000	
<b>Total St Lawrence Centre for the Arts</b>						Consulting service was not anticipated.		<b>15,000</b>	<b>0</b>	<b>5,000</b>	<b>0</b>
<b>Total Toronto Centre for the Arts</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>11,250</b>

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**2008 Consulting Services Expenditure - Operating Divisions and Agencies, Boards & Commission (ABCs)**

Expense Category	Division/Board	Program	Contract Date mm-dd-yr	Contract#/ PO #/ DPO #	Consultant's Name	Description of Work	Recoveries by Source	Contract/ PO Balance Dec 31/08 (Note 1) \$	2008 Budget \$	2008 Expenditure \$	2007 Expenditure \$
	Toronto Police Services (TPS)	Finance & Administration	Nov 27/07	6023989	PSTG Consulting Inc.	Management review of Facilities Management Unit to develop a Customer Service Process and refine the organization structure. Phase II. Completed. Report produced.		0		10,603	
		Staff Planning and Development	May 29/08	6025107	Urban dimensions Group Inc.	Employment systems review of TPS's Human Resources policies, practices, processes, procedures and issues. Phase III.		0		65,100	
		Compensation & Benefits	Feb 04/08	6024439	Mercer (Canada) Limited	Review the administration of TPS benefit program, including insurance benefits; preparation of tendering accounts, benefits counselling, and preparation work for contract negotiations. Ongoing.		5,305		44,695	
			Oct 24/05	Per Board Minute #244	St. Stephen's Community House	Conflict resolution services in response to audit recommendation "Review of the Investigation of Sexual Assaults - Toronto Police Service".		0		1,440	
		Human Resources	Aug 27/07	6023114	Gibson, William C.	Providing advice regarding collective agreement. Completed.		0		9,524	
		Occupational Health & Safety	Apr 24/08 Jun 02/08	3368605 6025140	Connex Health Consultants	Assist TPS set up a measurement database for wellness; report on the SANOFI project and facilitate the National Quality Institute awards of excellence - Level 2. Presentation to Major City Chiefs on Wellness. Completed.		0		86,114	
		Information Technology	Jun 13/08	6025224	Fujitsu Consulting	Provide a roadmap for improvement within the organizational structure and administration of the Information & Technology Units; and recommendations on improvements to the physical environment. Completed.		0		215,057	
<b>Total</b>	<b>Toronto Police Services (TPS)</b>					The consulting service provided by Fujitsu Consulting was budgeted in the IT consulting account.		<b>5,305</b>	<b>355,300</b>	<b>432,533</b>	<b>270,987</b>
	Toronto Transit Commission	Human Resources	Jul 07/05	PC 45035	Mercer Human Resources Consulting	Perform audit of the attendance management program to identify process and organizational improvements. Completed.		19,079		80,922	
		Materials & Procurement	Nov 07/08	PC0053761	Five Winds International Inc.	Assist Commission staff in the development of an environmental "Green" Purchasing Policy and in implementation methodology for same. Expected completion date: Jun 2009.		339,564		114,414	

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**2008 Consulting Services Expenditure - Operating Divisions and Agencies, Boards & Commission (ABCs)**

Expense Category	Division/Board	Program	Contract Date mm-dd-yr	Contract# PO #/ DPO #	Consultant's Name	Description of Work	Recoveries by Source	Contract/ PO Balance Dec 31/08 (Note 1) \$	2008 Budget \$	2008 Expenditure \$	2007 Expenditure \$
		Special Constable Services	Apr 17/08	C24PI08714	Centre For Security Training & Management Inc.	Evaluate activities currently carried out by Transit Special Constables and the officer safety controls currently in place to determine if any additional measures are required to reduce officer safety risks to an acceptable level. Expected completion date: Jun 2009.		47,949		280,751	
		Safety	Dec 07/07	C23PC07807	Behavioural Science Technology (BST)	Sustainable Safety Culture to develop and implement comprehensive strategy aimed at reversing a long term upward trend in occupational injury rates. Expected completion date: Dec 2010.		4,530,289		2,778,528	
<b>Total Toronto Transit Commission</b>						Less work carried out by consultants than anticipated.		<b>4,936,881</b>	<b>3,844,000</b>	<b>3,254,615</b>	<b>469,943</b>
<b>Total Toronto Zoo</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>24,000</b>
<b>Total Management/Research &amp; Development - ABCs</b>								<b>4,957,186</b>	<b>4,204,300</b>	<b>3,733,280</b>	<b>776,180</b>
<b>Total Management/Research &amp; Development - Divisions &amp; ABCs</b>								<b>5,087,984</b>	<b>4,991,322</b>	<b>4,857,191</b>	<b>1,883,611</b>

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**2008 Consulting Services Expenditure - Operating Divisions and Agencies, Boards & Commission (ABCs)**

Expense Category	Division/Board	Program	Contract Date mm-dd-yr	Contract#/ PO #/ DPO #	Consultant's Name	Description of Work	Recoveries by Source	Contract/ PO Balance Dec 31/08 (Note 1) \$	2008 Budget \$	2008 Expenditure \$	2007 Expenditure \$
<b>EXTERNAL LAWYERS &amp; PLANNERS</b>											
<b>Citizen Centred Services "B"</b>											
	City Planning							0	0	0	0
	Technical Services							0	2,000	0	0
<b>Total Citizen Centred Services "B"</b>								<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>
<b>City Manager's Office</b>											
	City Manager Office	Human Resources	Aug 15/08	3378592	Hicks Morley Hamilton Stewart	Legal advice regarding grievances. Outside counsel was retained on this file as the matter involves a former legal services staff member. Ongoing.	n/a	9,321		203	
<b>Total City Manager's Office</b>								<b>9,321</b>	<b>0</b>	<b>203</b>	<b>0</b>
<b>Other City Program</b>											
	City Council							0	0	0	5,000
	Legal Services		Jan 28/08	47013195	WeirFoulds LLP	Legal advice and a written opinion regarding the City's ability to provide confidential information to councillors. Completed.		0		150,487	
			Jan 28/08	47013196	Aird & Berlis	Legal advice and a written opinion regarding the City's ability to provide confidential information to councillors. Completed.		2,340		7,660	

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**2008 Consulting Services Expenditure - Operating Divisions and Agencies, Boards & Commission (ABCs)**

Expense Category	Division/Board	Program	Contract Date mm-dd-yr	Contract#/ PO #/ DPO #	Consultant's Name	Description of Work	Recoveries by Source	Contract/ PO Balance Dec 31/08 (Note 1) \$	2008 Budget \$	2008 Expenditure \$	2007 Expenditure \$
			Nov 21/07	47013030	Iler Campbell LLP	Legal advice to the City Solicitor in the matter of the Toronto Port Authority. Reported to the February Council meeting on whether to appeal a decision of a Superior Court Judge to the Court of Appeal. Matter will be completed in early, 2009.		0		130,301	
			Apr 12/06	47011844	Paliare Roland	Legal advice provided to the City Solicitor to defend an action brought by McLean & Kerr to recover additional costs by reason of their representing a party at Toronto Computer Leasing Inquiry & Toronto External Contracts Inquiry. To be completed by the end of 2009.		63,222		10,484	
			Aug 15/08	3378592	Hicks Morley Hamilton Stewart	Outside counsel was retained on this file as the matter involves a former Legal Services staff member re grievance issues. Case is still ongoing.		9,321		203	
						The consulting services were budgeted in a non-consulting expense account.		74,883	0	299,135	55,344
<b>Total Other City Program</b>								<b>74,883</b>	<b>0</b>	<b>299,135</b>	<b>60,344</b>
<b>Corporate Accounts</b>											
	Legal Services	Non-Program	various	various	Blake, Cassels & Graydon	Legal advice re reporting to Canada Revenue Agency on the voluntary disclosure of the GST on property taxes, payable by the commercial tenants in City owned real properties. Ongoing.		0		114,818	
	City Manager's Office - Strategic & Corporate Policy	Non-Program	Jan 15/09 (Agreement dated Sep 18/08)	6066929	Borden Ladner Gervais	Legal advice on corporate structures, financing options, land ownership issues in relation to the creation of, and implementation of, the new governance structures for the City arm's length corporation(s) to achieve the City's economic competitiveness objectives and to enable the City to maximize the value of its real estate holdings. To be completed in 2009	\$53,650 will be recovered from TEDCO in 2009.	198,359		201,641	

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**2008 Consulting Services Expenditure - Operating Divisions and Agencies, Boards & Commission (ABCs)**

Expense Category	Division/Board	Program	Contract Date mm-dd-yr	Contract#/ PO #/ DPO #	Consultant's Name	Description of Work	Recoveries by Source	Contract/ PO Balance Dec 31/08 (Note 1) \$	2008 Budget \$	2008 Expenditure \$	2007 Expenditure \$
	Accounting Services	Non-Program	Aug 27/08	3379539	Millar Kreklewetz	Legal advice on PST assessment of internal telecommunication services. Completed.		0		800	
<b>Total Corporate Accounts</b>								<b>198,359</b>	<b>201,641</b>	<b>317,259</b>	<b>0</b>
<b>Total External Lawyers &amp; Planners - Divisions</b>								<b>282,563</b>	<b>203,641</b>	<b>616,597</b>	<b>60,344</b>
<b>AGENCIES, BOARDS &amp; COMMISSION</b>											
<b>EXTERNAL LAWYERS &amp; PLANNERS</b>											
	Sony Centre for the Performing Arts		Mar/08	As billed	Miller Thomson	Advice on fair market value of gift. Completed.		0		4,077	
			Jun/08	As billed	Blake Cassels Graydon	Advice on copyright issues. Completed.		0		2,080	
<b>Total Sony Centre for the Performing Arts</b>								<b>0</b>	<b>0</b>	<b>6,157</b>	<b>0</b>
	Toronto Police Services (TPS)	Legal Services	Aug 08/08 Oct 16/08	3377932 6026138	Bellmore & Moore	Legal advice in the matter involving the Toronto Police Association (TPA).		0		23,872	
<b>Total Toronto Police Services</b>								<b>0</b>	<b>95,400</b>	<b>23,872</b>	<b>120,067</b>

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**2008 Consulting Services Expenditure - Operating Divisions and Agencies, Boards & Commission (ABCs)**

Expense Category	Division/Board	Program	Contract Date mm-dd-yr	Contract#/ PO #/ DPO #	Consultant's Name	Description of Work	Recoveries by Source	Contract/ PO Balance Dec 31/08 (Note 1) \$	2008 Budget \$	2008 Expenditure \$	2007 Expenditure \$
	Toronto Police Services Board (TPSB)		Dec 01/08	3388956	Borden Ladner Gervais LLP	Assisting in the Supreme Court of Canada appeal. Completed.		0		2,566	
			Oct 29/08 Dec 19/08	6026305 6026815	Lenczner Slaght Royce Smith	Legal counsel with respect to a submission made by Toronto Police Association (TPA) to the Ontario Civilian Commission on Police Services (OCCPS).		0		14,596	
			12/31/2008	8310303	Hicks Morley Hamilton Stewart	Various Legal Services including representation, legal opinions, WSIB issues, job evaluation, etc (Board Minute P290/07 - renewed until Sept 30, 2012)		0		555,416	
<b>Total</b>	<b>Toronto Police Services Board</b>							<b>0</b>	<b>694,870</b>	<b>572,578</b>	<b>359,222</b>
	Toronto Public Library		Mar 28/08 Apr 24/08	1824010 1832925	Miller Thomson	Legal advice regarding employment issues. Completed.		0		6,781	
			Sep 02/08	1871760	Miller Thomson	Legal advice regarding employment contract for a senior management position. Completed.		0		853	
			Feb 29/08	2008-2	Wanda M. Noel	Legal advice about exhibit rights on artist's books. Completed.		0		600	
			Nov 27/08	2008-22	Wanda M. Noel	Legal advice about copyright on self-serve digital copying. Completed.		0		3,479	
<b>Total</b>	<b>Toronto Public Library</b>					Legal issues were resolved at an early stage resulting in savings and budget underspent.		<b>0</b>	<b>30,000</b>	<b>11,713</b>	<b>11,069</b>
	Toronto Transit Commission	Legal & Claims	May 18/07	PC50322	Blake Cassels & Graydon	Legal service re: Wheelchair Accessible Taxi RFP. Completed.		0		135	
			Jun 11/08	PC51806	Barb Butler Consultants	Develop and make recommendations with respect to the Drug and Alcohol Policy. Expected completion date: Jun 2009.		9,048		29,000	
<b>Total</b>	<b>Toronto Transit Commission</b>					Consulting services were not anticipated.		<b>9,048</b>	<b>0</b>	<b>29,135</b>	<b>33,713</b>

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**2008 Consulting Services Expenditure - Operating Divisions and Agencies, Boards & Commission (ABCs)**

Expense Category	Division/Board	Program	Contract Date mm-dd-yr	Contract#/ PO #/ DPO #	Consultant's Name	Description of Work	Recoveries by Source	Contract/ PO Balance Dec 31/08 (Note 1) \$	2008 Budget \$	2008 Expenditure \$	2007 Expenditure \$
	Toronto Zoo		Jul 28/06	Various (6 contracts)	Carters Professional Corporation	Legal and consultation services related to the wind-up and transfer of operations from the Toronto Zoo Foundation to the Toronto Zoo. Expected completion date: May 31, 2009.		3,714		60,282	
			Sep 30/08	PO0017101, PO0018302	Strategy Corporation	Public relations and consultation advice in relation to review of press releases. Completed.		0		14,063	
<b>Total Toronto Zoo</b>						Legal consulting services were not anticipated.		<b>3,714</b>	<b>0</b>	<b>74,345</b>	<b>55,793</b>
<b>Total External Lawyers &amp; Planners - ABCs</b>								<b>12,762</b>	<b>820,270</b>	<b>717,800</b>	<b>579,864</b>
<b>Total External Lawyers &amp; Planners - Divisions &amp; ABCs</b>								<b>295,325</b>	<b>1,023,911</b>	<b>1,334,397</b>	<b>640,208</b>

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**2008 Consulting Services Expenditure - Operating  
Divisions and Agencies, Boards & Commission (ABCs)**

Expense Category	Division/Board	Program	Contract Date mm-dd-yr	Contract#/ PO #/ DPO #	Consultant's Name	Description of Work	Recoveries by Source	Contract/ PO Balance Dec 31/08 (Note 1) \$	2008 Budget \$	2008 Expenditure \$	2007 Expenditure \$
<b>CREATIVE COMMUNICATIONS</b>								0	0	0	0
<b>Total Creative Communications - Divisions</b>								0	0	0	0
<b>AGENCIES, BOARDS &amp; COMMISSION</b>											
<b>CREATIVE COMMUNICATIONS</b>											
<b>Total Board of Governors of Exhibition Place</b>								0	0	0	2,500
	Toronto Parking Authority		Jan 25/08	32695	Roundtable Advertising	Advice in developing and implementing Toronto Parking Authority's annual marketing plan. Contract is for one calendar year at a time.		0		71,000	
<b>Total Toronto Parking Authority</b>								0	71,000	71,000	70,000
	Toronto Police Services	Community Mobilization	Oct 14/08	3383743	Canadian Centre for Threat Assessment	To provide advice in the production of booklets/pamphlets for the Safe schools project. Completed.		0		1,863	
<b>Total Toronto Police Services</b>								0	2,000	1,863	753

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**2008 Consulting Services Expenditure - Operating  
Divisions and Agencies, Boards & Commission (ABCs)**

Expense Category	Division/Board	Program	Contract Date mm-dd-yr	Contract#/ PO #/ DPO #	Consultant's Name	Description of Work	Recoveries by Source	Contract/ PO Balance Dec 31/08 (Note 1) \$	2008 Budget \$	2008 Expenditure \$	2007 Expenditure \$
	Toronto Public Library		Jun 23/08	TPL0002	Lift Communications Inc.	Advice on social networking for the Library's web site development. Completed.		0		2,500	
			Nov 04/08	DC-081031	Environics Analytics	Advice on market research for specific population: older adults. Completed.		0		143	
<b>Total Toronto Public Library</b>								<b>0</b>	<b>0</b>	<b>2,643</b>	<b>1,175</b>
<b>Total Toronto Zoo</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>
<b>Total Creative Communications - ABCs</b>								<b>0</b>	<b>73,000</b>	<b>75,506</b>	<b>79,428</b>
<b>Total Creative Communications Divisions &amp; ABCs</b>								<b>0</b>	<b>73,000</b>	<b>75,506</b>	<b>79,428</b>
<b>GRAND TOTAL</b>								<b>6,230,178</b>	<b>8,777,620</b>	<b>7,617,989</b>	<b>4,911,795</b>
Note 1:	The contract value reported is the unspent value as at December 31, 2008. It is the amount expected to be spent in future year(s) and is not comparable to the current year expenditure amount.										