

## **2009 Annual Report on Sole Source Purchasing Activity**

<b>Date:</b>	May 26, 2010
<b>To:</b>	Government Management Committee
<b>From:</b>	Treasurer
<b>Wards:</b>	All
<b>Reference Number:</b>	P:/2010/Internal Services/pmmd/gm10022pmmd (AFS #11468)

### **SUMMARY**

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This report informs the Government Management Committee of sole source purchasing activity in 2009 including sole source purchases awarded by Council, sole source purchases processed by the Purchasing and Material Management Division (PMMD), and sole source purchases processed by Divisions through divisional purchase orders (DPO's).

#### **Financial Impact**

There are no financial implications to the City of Toronto as a result of this report.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

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### **DECISION HISTORY**

At its meeting held on April 14, 15 and 16, 2003, Council in adopting Audit Committee Report 1, Clause 8 titled "Procurement Processes Review - City of Toronto" requested the Chief Financial Officer and Treasurer to report annually to the Administration Committee outlining, by department:

- all single source purchases exceeding the Department Purchase Order limit and the reasons thereof;
- percentage of purchase orders processed through the Purchasing Division using single source as justification;
- all instances where purchase orders have been issued after the fact.

Following is the link to the April 2003 decision document:

<http://www.toronto.ca/legdocs/2003/agendas/council/cc030414/au1rpt/cl008.pdf>

At its meeting held on October 26 and 27, 2009 Council, in adopting Audit Committee Report AU11.5 "Process for Non-Competitive Procurement (Sole Sourcing) Needs Improvement", requested "the Treasurer to report annually to Government Management Committee a summary of all sole source purchases including divisional purchase orders, as well as sole source purchases reported to the Standing Committees and Council".

Following is the link to the October 2009 decision document:

<http://www.toronto.ca/legdocs/mmis/2009/au/reports/2009-10-20-au11-cr.htm#AU11.5>

This report provides the information requested with regard to sole source purchasing activity for 2009.

## **ISSUE BACKGROUND**

### **Sole Source Definition**

The terms *single* source and *sole* source are often used interchangeably; however, in procurement terminology they mean different things and the distinction is important.

*Single* source procurement is a non-competitive purchase where there is only one supplier of a product or service and as a result a competitive quotation process is simply not possible. Examples include utility purchases, TTC tokens and suppliers mandated by the Provincial government. Many of the single source situations are now covered by Schedule A of the Financial Control By-law which lists goods and services that do not have to go through the competitive bid process.

*Sole* source procurement is a non-competitive purchase where there are other suppliers of the product or service available; however, for reasons such as emergency, proprietary, matching existing equipment, health and safety concerns, time constraints, etc., the procurement is sourced to a specific vendor. Examples include software purchases; maintenance agreements for software; equipment and parts, which if not followed, voids the manufacturers' warranty.

Staff have interpreted the recommendation of the Auditor General to mean that staff should report to Committee on *sole* source purchase situations only where competition is available but for reasons explained above the purchase was sole sourced without competition.

## **Sole Source Process Checks and Balances**

In accordance with the Procurement Process Policy approved by Council in July 2004, and purchasing procedures outlined below, PMMD and City staff ensure that:

- detailed explanation is provided for the sole source purchase;
- sole sourcing is an appropriate purchasing method to obtain the needed goods and/or services;
- proper approvals are obtained before processing a sole source purchase; and
- where possible, the price is in accordance with current market conditions and prices offered to other customers.

### Sole Source Purchases over \$500,000

In accordance with the Financial Control By-law Chapter 71, sole source purchases greater than \$500,000 in value are awarded by Council. City division staff must prepare a staff report jointly with PMMD recommending the award of the sole source purchase. The staff report must provide a clear and detailed explanation as to why the purchase must be made through a sole source process. Once the report is finalized, the staff report is then signed by the Director, Purchasing & Materials Management and the Division Head and forwarded to Committee and Council for approval. PMMD will not create a formal purchasing document (i.e. Purchase Order or Blanket Contract) until Council approval is received along with a signed and authorized Requisition form and confirmation that a legal agreement has been executed, where required.

### Sole Source Purchases between \$50,000 and \$500,000

Sole source purchases between \$50,000 and \$500,000 in value are processed by PMMD in accordance with the Sole Source or Non-Competitive Procurement Procedure available at: [http://insideto.toronto.ca/purchasing/pdf/sole\\_source\\_procedure.pdf](http://insideto.toronto.ca/purchasing/pdf/sole_source_procedure.pdf)

City staff must complete a Sole Source Request Form each time they wish to purchase using this process by accessing the form at the following link:

[http://insideto.toronto.ca/purchasing/word/sole\\_source\\_dpo\\_form\\_nov09.doc](http://insideto.toronto.ca/purchasing/word/sole_source_dpo_form_nov09.doc)

The form must provide a clear and detailed explanation as to why the purchase must be made through this procurement process. Each form is sent to PMMD for review before forwarding to the Division Head for final approval. Once reviewed and concurred by PMMD, the Sole Source Request Form is then signed by the Section Head and the Division Head. PMMD will not create a formal purchase document (i.e. Purchase Order or Blanket Contract) until the signed original Sole Source form is received together with a signed and authorized Requisition form and confirmation that a legal agreement has been executed, where required. This strict adherence to the procedures ensures that sole source purchases have PMMD's and the Division Head's approval before processing the purchase.

## Sole Source Purchases under \$50,000

Sole source purchases less than \$50,000 in value are processed by City Division staff as Divisional Purchase Orders (DPO's). However, if the Division staff feel the sole source request is complex, or have other concerns, they would send the request to PMMD for processing regardless of the dollar value. City staff are required to process these sole source requests in accordance with the Sole Source or Non-Competitive Procurement Procedure available at:

[http://insideto.toronto.ca/purchasing/pdf/sole\\_source\\_procedure.pdf](http://insideto.toronto.ca/purchasing/pdf/sole_source_procedure.pdf)

and Divisional Purchase Orders Procedure available at:

[http://insideto.toronto.ca/purchasing/pdf/procedure\\_dpo\\_18nov09.pdf](http://insideto.toronto.ca/purchasing/pdf/procedure_dpo_18nov09.pdf)

City division staff must complete a Sole Source Request Form each time they wish to purchase using the sole source DPO process. The form must provide a clear and detailed explanation as to why the purchase must be made through this procurement process. The Sole Source Request Form must be signed off and approved by the Division Head prior to processing the sole source purchase. City division staff do not create a formal DPO until the Sole Source Request Form is approved and confirmation that a legal agreement has been executed, where required.

PMMD conducts random Quality Assurance Reviews for the sole source DPO process in accordance with the DPO Quality Assurance Review procedure available at:

[http://insideto.toronto.ca/purchasing/pdf/dpo\\_qualassurrev\\_nov09.pdf](http://insideto.toronto.ca/purchasing/pdf/dpo_qualassurrev_nov09.pdf)

to ensure that Divisions are following proper procedures and provides recommendations for improvement where necessary.

## Training and Monitoring

PMMD monitors inappropriate sole source activity (i.e. sole source requests that are processed after goods were received and/or work was already completed prior to receiving PMMD and Division Head approval) by maintaining a log to track these inappropriate sole source requests. Communication is sent to senior management of the Division describing the inappropriate activity and outlining the sole source procedure and the proper actions that must be taken in the future.

PMMD also provides training courses in the Corporate Human Resources Calendar as well as ad hoc customized training sessions for Divisional staff, in order to ensure that all City staff are trained to follow proper purchasing policies and procedures. Training is also provided for the \$50,000 DPO process and is a mandatory requirement prior to City staff receiving access to procure goods/services by DPO's.

Divisions are provided with statistical reports by PMMD quarterly on their Sole Source purchasing activity for their review to assist them in keeping sole source purchases to a minimum. Utilizing all the checks and balances outlined above, PMMD ensures that there is adequate justification for each Sole Source purchase and the City is obtaining the best possible price for goods/services purchased on a Sole Source basis.

## COMMENTS

### Sole Source Activity

In 2009, the value of all sole source purchases for the City totalled \$94.7 million, which represents 6% of the City's total purchases of \$1.54 billion.

Table 1, below, provides a breakdown of the total sole source purchasing activity for 2009 by reason.

Table 1: Summary of Sole Source Purchase Activity by Reason

Reason for Sole Source	Sole Source Purchase Orders and Blanket Contracts:							
	Approved by Council (over \$500,000)		Issued by PMMD (over \$50,000 & up to \$500,000)		Issued by Divisions (up to \$50,000)		TOTAL	
	No.	\$	No.	\$	No.	\$	No.	\$
Emergency	2	1,150,000	64	10,154,370	355	2,396,603	421	13,700,973
Proprietary/ Trademark/ Patent	10	14,447,395	70	8,811,444	194	3,610,695	274	26,869,534
Utilities	0	0	0	0	13	56,221	13	56,221
Match Existing Equipment/ Service	1	5,719,034	24	2,127,707	126	1,208,439	151	9,055,180
Health & Safety Issues	0	0	32	2,533,771	45	614,343	77	3,148,114
Time Constraint	3	4,183,727	53	8,566,264	111	1,254,498	167	14,004,489
Other Reason	0	0	5	749,216	376	1,762,018	381	2,511,234
Bridging Contracts	0	0	31	5,552,382	54	696,043	85	6,248,425
Work Already Completed	0	0	22	1,181,507	52	355,744	74	1,537,251
Specialized Services	2	397,015	10	1,434,926	182	1,759,920	194	3,591,861
Confidential Matters	0	0	34	13,176,941	4	66,545	38	13,243,486
Cost Sharing	1	215,838	2	131,289	1	5,000	4	352,127
Ensure Warranty Maintenance	0	0	1	12,800	8	78,613	9	91,413
No Bids Received	0	0	1	254,400	6	73,459	7	327,859
<b>Grand Total</b>	<b>19</b>	<b>26,113,009</b>	<b>349</b>	<b>54,687,017</b>	<b>1,527</b>	<b>13,938,141</b>	<b>1895</b>	<b>94,738,167</b>

Examples of the type of goods and services being sole sourced include: technology (hardware and software) maintenance and support, construction services, repair and maintenance, engineering services, legal and professional services, and training services.

### Sole Source Purchases Approved by Committee and Council

Table 2 compares the sole source contracts approved by Committee and Council in 2009 to 2008. The number of sole source contracts approved by Council in 2009 decreased by 59% as compared to 2008 (from 46 in 2008 to 19 in 2009); and the dollar value of sole source contracts decreased by 61% (from \$66 million in 2008 to \$26 million in 2009).

This decrease can be attributed to PMMD's effort in providing corporate courses and training sessions on the purchasing process, providing quarterly statistical reports to Divisions for review and monitoring in an effort to keep their sole source activity to a minimum, and better planning by Divisions to avoid sole source purchases.

**Table 2 - Comparison of Council Approved Sole Source Activity 2008 vs 2009**

Service Area	Sole Source - Purchase Orders & Blanket Contracts Approved by Council							
	2009		2008		Change: 2009 vs 2008			
	No.	\$	No.	\$	No.		\$	
City Manager	0	0	1	160,258	(1)	(100%)	(160,258)	(100%)
Cluster A	2	4,794,886	9	3,009,950	(7)	(77.8%)	1,784,936	59.3%
Cluster B	10	7,745,331	15	22,260,853	(5)	(33.3%)	(14,515,522)	(65.2%)
Cluster C	7	13,572,792	20	40,292,395	(13)	(65.0%)	26,719,603	(66.3%)
Other Programs*	0	0	1	500,000	(1)	(100%)	(500,000)	(100%)
<b>Total</b>	<b>19</b>	<b>26,113,009</b>	<b>46</b>	<b>66,223,456</b>	<b>(27)</b>	<b>(59%)</b>	<b>(40,110,447)</b>	<b>(60.6%)</b>

\* Includes City Clerk's Office, Legal Services, Lobbyist Registrar, Office of the Integrity Commissioner, Office of the Ombudsman, Council, Mayor's Office

#### Sole Source Contract Processed by PMMD

Table 3 compares sole source requests processed by PMMD in 2009 to those processed in 2008. The number of sole source purchases in 2009 compares equally to 2008 (349 in 2009 compared to 348 in 2008). However, the value of sole source purchases in 2009 (\$54.7 million) represents an increase of approximately 41% when compared to the 2008. This increase can be attributed to the labour disruption, where \$15.4 million (or 28% of the total sole source value) was used to purchase such commodities as security services and tolling and transfer services as were required due to the six (6) week labour disruption.

**Table 3 - Comparison of Sole Source Contracts Processed by PMMD**

Service Area	Sole Source - Purchase Orders & Blanket Contracts Processed by PMMD							
	2009		2008		Change: 2009 vs 2008			
	No.	\$	No.	\$	No.		\$	
City Manager	7	1,042,906	13	864,291	(6)	(46.2%)	178,615	20.7%
Cluster A	58	10,115,807	97	9,930,897	(39)	(40.2%)	184,910	1.9%
Cluster B	219	28,383,475	179	19,013,048	40	22.3%	9,370,427	49.3%
Cluster C	61	14,789,829	52	8,633,807	9	17.3%	6,156,022	71.3%
Other Programs*	4	355,000	7	412,524	(3)	(42.9%)	(57,524)	(13.9%)
<b>Total</b>	<b>349</b>	<b>54,687,017</b>	<b>348</b>	<b>38,854,567</b>	<b>1</b>	<b>0.3%</b>	<b>15,832,450</b>	<b>40.7%</b>

\* Includes City Clerk's Office, Legal Services, Lobbyist Registrar, Office of the Integrity Commissioner, Office of the Ombudsman, Council, Mayor's Office

### Sole Source Divisional Purchase Orders (DPOs)

Table 4 summarizes the sole source Divisional Purchase Orders (DPO's) issued by City divisions in 2009 as compared to 2008. The number of sole source DPO purchases in 2009 decreased by approximately 30% when compared to the 2008. However, the value of sole source DPOs in 2009 increased by approximately 11.8% when compared to the 2008.

The decrease in the number of sole source DPO's issued by divisions can be attributed to the amalgamation of requirements for common use items/services and the increase of the DPO limit from \$7,500 to \$50,000 which resulted in fewer DPO's processed by Divisions. The increase in the value of sole source DPO's can also be attributed to the further roll out of the \$50,000 DPO process in 2009. With the further roll out, Sole Source purchases up to \$50,000 DPO limit that were previously processed by PMMD were processed by Divisions through DPO's. Although there was an increase in \$1.65 million in sole source DPO's issued by Divisions, there was a corresponding decrease of \$1.3 million in DPO's up to \$50,000 in value processed by PMMD. The net increase was \$0.35 million.

**Table 4 - Comparison of Sole Source Divisional Purchase Orders (DPOs)**

Service Area	Sole Source - Divisional Purchase Orders							
	2009		2008		Change: 2009 vs 2008			
	No.	\$	No.	\$	No.		\$	
City Manager	35	462,058	41	468,273	(6)	(14.6%)	(6,214)	(1.3%)
Cluster A	279	6,078,868	789	5,820,255	(510)	(64.6%)	258,614	4.4%
Cluster B	661	4,235,790	586	3,412,339	75	12.8%	823,451	24.1%
Cluster C	229	2,052,060	198	1,841,015	31	15.7%	211,045	11.5%
Other Programs*	323	1,109,365	365	745,817	(42)	(13.0%)	363,548	32.8%
<b>Total</b>	<b>1,527</b>	<b>13,938,141</b>	<b>1,979</b>	<b>12,287,699</b>	<b>(452)</b>	<b>(29.6%)</b>	<b>1,650,442</b>	<b>11.8%</b>

\* Includes City Clerk's Office, Legal Services, Lobbyist Registrar, Office of the Integrity Commissioner, Office of the Ombudsman, Council, Mayor's Office

### Sole Source Activity - Summary

Table 5 compares the sole source activity in 2009 to the City's overall purchasing activity for the year.

**Table 5 -Comparison of 2009 Sole Source Purchases to Total Overall Purchases in the City for 2009**

	<b># of Purchase Orders, Blanket Contracts, Divisional Purchase Orders</b>	<b>\$ Value of Purchase Orders, Blanket Contracts, Divisional Purchase Orders</b>
Total Purchasing Activity in 2009	42,216	\$1,539,294,960
<b>Sole Source Activity in 2009:</b>		
Processed by PMMD & Divisions	1,876 ( 4.4% of Total Purchases)	\$68,625,158 (4.5% of Total Purchases)
Approved by Council	19	\$26,113,009
<b>TOTAL Sole Source Activity</b>	1,895 (4.5% of Total Purchases)	\$94,738,167 (6.2% of Total Purchases)
Instances where goods or services were received and a purchase order or blanket contract had to be issued after the fact	74 (0.18% of Total Purchases)	\$1,537,251 (0.10% of Total Purchases)

In 2009, the City purchased over \$1.5 billion in goods and services, and only a small portion of that related to sole source purchases (6% of the total dollar value of purchases was sole sourced, and 4.4% of total number of purchases). From the total value of sole source purchases, \$1,537,251 or 0.10% was for sole source purchases where goods have already been received or work has already been completed.

A survey of 20 other Canadian municipalities and the Province of Ontario was undertaken by PMMD to compare sole source purchasing activity. Only four (4) responses were received (Peel Region, City of Edmonton, City of Ottawa and City of Winnipeg). Of the responses received, the percentage of dollar value of sole source purchasing activity compared to their total purchasing dollar ranged from 5% to 35%. The City of Toronto is in the lower range with 6.2% in 2009.



PMMD will continue to work with division staff and provide training where necessary to keep Sole Source purchases to a minimum and where possible use a competitive process to avoid purchasing through Sole Source.

## **CONTACT**

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## **SIGNATURE**

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Giuliana Carbone  
Treasurer

## **ATTACHMENTS:**

Attachment 1: Comparison of 2008/2009 Sole Source Purchases Awarded by  
Committee and Council

Attachment 2: Comparison of 2008/2009 Sole Source Purchases Processed by PMMD

Attachment 3: Comparison of 2008/09 Sole Source Purchases Processed by Divisional  
Purchase Orders

## Attachment 1

Attachment 1: Comparison of 2008/2009 Sole Source Purchases Awarded by Committee and Council						
	No. of Purchase Orders & Blanket Contracts			Value of Purchase Orders & Blanket Contracts		
	2008	2009	2009 vs 2008	2008	2009	2009 vs 2008
<b>City Manager:</b>						
City Manager's Office	1	0	-1	\$160,258	\$0	-\$160,258
Human Resources	0	0	0	\$0	\$0	\$0
<b>Cluster A Divisions:</b>						
311 Project Office	0	0	0	\$0	\$0	\$0
Affordable Housing	0	0	0	\$0	\$0	\$0
Children's Services	0	0	0	\$0	\$0	\$0
Court Services	0	0	0	\$0	\$0	\$0
Employment & Social Services	0	0	0	\$0	\$0	\$0
Economic Development, Culture & Tourism	0	0	0	\$0	\$0	\$0
Emergency Medical Services	4	1	-3	\$1,740,000	\$1,333,077	-\$406,923
Long-Term Care Homes & Services	1	0	-1	\$465,000	\$0	-\$465,000
Parks, Forestry & Recreation	2	1	-1	\$226,889	\$3,461,809	\$3,234,920
Public Health	0	0	0	\$0	\$0	\$0
Shelter, Support & Housing Admin.	1	0	-1	\$159,139	\$0	-\$159,139
Social Development, Finance & Admin	1	0	-1	\$418,922	\$0	-\$418,922
<b>Cluster B Divisions:</b>						
City Planning	1	0	-1	\$40,000	\$0	-\$40,000
Fire Services	1	2	1	\$259,155	\$1,496,123	\$1,236,968
Municipal Licensing & Standards	0	0	0	\$0	\$0	\$0
Policy, Planning, Finance & Admin.	1	0	-1	\$252,618	\$0	-\$252,618
Solid Waste Management	3	0	-3	\$11,279,167	\$0	-\$11,279,167
Technical Services	0	0	0	\$0	\$0	\$0
Toronto Building	0	0	0	\$0	\$0	\$0

<b>Attachment 1: Comparison of 2008/2009 Sole Source Purchases Awarded by Committee and Council</b>						
	<b>No. of Purchase Orders &amp; Blanket Contracts</b>			<b>Value of Purchase Orders &amp; Blanket Contracts</b>		
	<b>2008</b>	<b>2009</b>	<b>2009 vs 2008</b>	<b>2008</b>	<b>2009</b>	<b>2009 vs 2008</b>
Toronto Environment Office	1	0	-1	\$51,466	\$0	-\$51,466
Toronto Water	6	7	1	\$7,499,527	\$6,033,370	-\$1,466,157
Transportation Services	2	1	-1	\$2,878,921	\$215,838	-\$2,663,083
Waterfront Secretariat	0	0	0	\$0	\$0	\$0
<b>Cluster C Divisions:</b>						
Accounting Services	0	0	0	\$0	\$0	\$0
Facilities & Real Estate	2	0	-2	\$3,421,655	\$0	-\$3,421,655
Fleet Services	2	2	0	\$500,000	\$500,000	\$0
Finance & Administration	0	0	0	\$0	\$0	\$0
Financial Planning	0	0	0	\$0	\$0	\$0
Information & Technology	12	4	-8	\$22,600,781	\$7,353,758	-\$15,247,023
Pension, Payroll & Employee Benefits	1	0	-1	\$100,000	\$0	-\$100,000
Purchasing & Materials Mgmt.	1	0	-1	\$1,541,720	\$0	-\$1,541,720
Revenue Services	1	0	-1	\$12,000,000	\$0	-\$12,000,000
Special Projects	0	0	0	\$0	\$0	\$0
<b>Other Divisions / Offices:</b>						
City Clerk's Office	0	0	0	\$0	\$0	\$0
Legal Services	1	0	-1	\$500,000	\$0	-\$500,000
Council	0	0	0	\$0	\$0	\$0
Lobbyist Registrar's Office	0	0	0	\$0	\$0	\$0
Mayor's Office	0	0	0	\$0	\$0	\$0
Office of the Integrity Commissioner	0	0	0	\$0	\$0	\$0
Office of the Ombudsman	0	0	0	\$0	\$0	\$0
<b>Grand Total</b>	<b>46</b>	<b>19</b>	<b>-27</b>	<b>\$66,223,456</b>	<b>\$26,113,009</b>	<b>-\$40,110,447</b>

## Attachment 2

Attachment 2: Comparison of 2008/2009 Sole Source Purchases Processed by PMMD						
	No. of Purchase Orders & Blanket Contracts			Value of Purchase Orders & Blanket Contracts		
	2008	2009	2009 vs 2008	2008	2009	2009 vs 2008
<b>City Manager:</b>						
City Manager's Office	9	6	-3	\$500,739	\$897,903	\$397,164
Human Resources	4	1	-3	\$363,554	\$145,000	-\$258,554
<b>Cluster A Division:</b>						
311 Project Office	3	0	-3	\$153,247	\$0	-\$153,247
Affordable Housing	5	1	-4	\$183,400	\$57,000	-\$126,400
Children's Services	6	2	-4	\$442,924	\$60,000	-\$382,924
Court Services	0	0	0	\$0	\$0	\$0
Economic Development, Culture & Tourism	9	4	-5	\$518,036	\$217,884	-\$300,152
Emergency Medical Services	21	10	-11	\$1,930,627	\$1,401,350	-\$529,277
Employment & Social Services	1	0	-1	\$120,000	\$0	-\$120,000
Long-Term Care Homes & Services	25	11	-14	\$1,881,676	\$1,336,873	-\$544,803
Parks, Forestry & Recreation	16	14	-2	\$3,514,026	\$3,975,670	\$461,644
Public Health	10	12	2	\$1,046,960	\$2,472,617	\$1,425,657
Shelter, Support & Housing Admin.	1	3	2	\$140,000	\$444,414	\$304,414
Social Development, Finance & Admin.	0	1	1	\$0	\$150,000	\$150,000
<b>Cluster B Divisions:</b>						
City Planning	2	6	4	\$125,200	\$137,285	\$12,085
Fire Services	7	9	2	\$1,239,438	\$1,223,497	-\$15,941
Municipal Licensing & Standards	3	2	-1	\$78,202	\$112,100	\$33,898
Policy, Planning, Finance & Admin.	0	0	0	\$0	\$0	\$0
Solid Waste Management	21	53	32	\$2,522,415	\$10,990,567	\$8,468,152
Technical Services	24	13	-11	\$2,760,871	\$406,865	-\$2,354,006
Toronto Building	3	4	1	\$269,590	\$123,571	-\$146,019

<b>Attachment 2: Comparison of 2008/2009 Sole Source Purchases Processed by PMMD</b>						
	<b>No. of Purchase Orders &amp; Blanket Contracts</b>			<b>Value of Purchase Orders &amp; Blanket Contracts</b>		
	<b>2008</b>	<b>2009</b>	<b>2009 vs 2008</b>	<b>2008</b>	<b>2009</b>	<b>2009 vs 2008</b>
Toronto Environment Office	1	7	6	\$18,000	\$240,571	\$222,571
Toronto Water	84	101	17	\$9,964,022	\$13,419,377	\$3,455,355
Transportation Services	34	23	-11	\$2,035,309	\$1,714,743	-\$320,566
Waterfront Secretariat	0	1	1	\$0	\$14,900	\$14,900
<b>Cluster C Division:</b>						
Accounting Services	2	0	-2	\$38,500	\$0	-\$38,500
Corporate Finance	2	1	-1	\$92,254	\$132,600	\$40,346
Facilities & Real Estate	12	32	20	\$2,796,378	\$9,256,780	\$6,460,402
Finance & Administration	0	0	0	\$0	\$0	\$0
Financial Planning	0	0	0	\$0	\$0	\$0
Fleet Services	6	8	2	\$934,188	\$993,434	\$59,246
Information & Technology	21	11	-10	\$3,801,637	\$2,885,917	-\$915,720
Pension, Payroll & Employee Benefits	1	0	-1	\$17,000	\$0	-\$17,000
Purchasing & Materials Mgmt.	6	7	1	\$688,850	\$1,186,099	\$497,249
Revenue Services	1	2	1	\$100,000	\$335,000	\$235,000
Special Projects	1	0	-1	\$165,000	\$0	-\$165,000
<b>Other Divisions / Offices:</b>						
City Clerk's Office	2	1	-1	\$94,000	\$100,000	\$6,000
Legal Services	5	3	-2	\$318,524	\$255,000	-\$63,524
Council	0	0	0	\$0	\$0	\$0
Lobbyist Registrar's Office	0	0	0	\$0	\$0	\$0
Mayor's Office	0	0	0	\$0	\$0	\$0
Office of the Integrity Commissioner	0	0	0	\$0	\$0	\$0
Office of the Ombudsman	0	0	0	\$0	\$0	\$0
<b>Grand Total</b>	<b>348</b>	<b>349</b>	<b>1</b>	<b>\$38,854,567</b>	<b>\$54,687,017</b>	<b>\$15,832,450</b>

### Attachment 3

Attachment 3: Comparison of 2008/2009 Sole Source Purchases Processed by Divisional Purchase Orders						
	No. of Divisional Purchase Orders			Value of Divisional Purchase Orders		
	2008	2009	2009 vs 2008	2008	2009	2009 vs 2008
<b>City Manager:</b>						
City Manager's Office	41	35	-6	\$468,270	\$462,058	-\$6,212
<b>Cluster A Divisions:</b>						
311 Project Office	0	2	2	\$0	\$43,795	\$43,795
Affordable Housing	2	3	1	\$32,085	\$70,990	\$38,905
Children's Services	0	5	5	\$0	\$111,709	\$111,709
Court Services	3	0	-3	\$25,572	\$0	-\$25,572
Economic Development, Culture & Tourism	68	54	-14	\$918,598	\$1,012,859	\$94,261
Emergency Medical Services	31	32	1	\$588,744	\$973,632	\$384,888
Employment & Social Services	11	10	-1	\$194,980	\$197,256	\$2,276
Long Term Care Homes & Services	50	17	-33	\$611,477	\$370,123	-\$241,354
Parks, Forestry & Recreation	573	89	-484	\$2,229,038	\$1,721,380	-\$507,658
Public Health	25	34	9	\$439,635	\$813,914	\$374,279
Shelter, Support & Housing Admin.	8	22	14	\$180,618	\$502,448	\$321,830
Social Development, Finance & Admin	18	11	-7	\$599,509	\$260,762	-\$338,747
<b>Cluster B Divisions:</b>						
City Planning	8	6	-2	\$46,198	\$36,179	-\$10,019
Fire Services	34	33	-1	\$752,385	\$972,782	\$220,397
Municipal Licensing & Standards	5	7	2	\$36,195	\$56,174	\$19,979
Policy, Planning, Finance & Admin.	3	0	-3	\$15,189	\$0	-\$15,189
Solid Waste Management	57	37	-20	\$293,923	\$184,825	-\$109,098
Technical Services	60	59	-1	\$121,668	\$116,483	-\$5,185
Toronto Building	2	3	1	\$6,330	\$11,769	\$5,439
Toronto Environment Office	3	6	3	\$15,370	\$78,225	\$62,855
Toronto Water	372	455	83	\$1,925,324	\$2,362,913	\$437,589
Transportation Services	42	53	11	\$199,757	\$406,232	\$206,475
Waterfront Secretariat	0	2	2	\$0	\$10,208	\$10,208

<b>Attachment 3: Comparison of 2008/2009 Sole Source Purchases Processed by Divisional Purchase Orders</b>						
	<b>No. of Divisional Purchase Orders</b>			<b>Value of Divisional Purchase Orders</b>		
	<b>2008</b>	<b>2009</b>	<b>2009 vs 2008</b>	<b>2008</b>	<b>2009</b>	<b>2009 vs 2008</b>
<b>Cluster C Division:</b>						
Accounting Services	3	6	3	\$47,870	\$83,726	\$35,856
Corporate Finance	3	0	-3	\$65,032	\$0	-\$65,032
Facilities & Real Estate	45	47	2	\$479,671	\$648,250	\$168,579
Finance & Administration	3	2	-1	\$73,500	\$49,819	-\$23,681
Financial Planning	1	0	-1	\$6,650	\$0	-\$6,650
Fleet Services	47	68	21	\$258,150	\$412,652	\$154,502
Information & Technology	59	78	19	\$569,394	\$618,140	\$48,746
Pension, Payroll & Employee Benefits	8	9	1	\$91,620	\$118,672	\$27,052
Purchasing & Materials Mgmt.	2	0	-2	\$13,589	\$0	-\$13,589
Revenue Services	26	19	-7	\$223,540	\$120,801	-\$102,739
Special Projects	1	0	-1	\$12,000	\$0	-\$12,000
<b>Other Programs</b>						
City Clerk's Office	5	9	4	\$98,613	\$208,755	\$110,142
Council	61	70	9	\$180,247	\$195,242	\$14,995
Legal Services	288	212	-76	\$339,168	\$318,643	-\$20,525
Mayor's Office	1	0	-1	\$12,750	\$0	-\$12,750
Lobbyist Registrar	0	3	3	\$0	\$32,115	\$32,115
Office of the Integrity Commissioner	3	0	-3	\$46,479	\$0	-\$46,479
Office of the Ombudsman	7	29	22	\$68,650	\$354,610	\$285,960
<b>Grand Total</b>	<b>1,979</b>	<b>1527</b>	<b>452</b>	<b>\$12,287,698</b>	<b>\$13,938,141</b>	<b>\$1,650,443</b>