



## STAFF REPORT ACTION REQUIRED

### 2012 Annual Report on Sole Source Purchasing Activity

<b>Date:</b>	April 12, 2013
<b>To:</b>	Government Management Committee
<b>From:</b>	Treasurer
<b>Wards:</b>	All
<b>Reference Number:</b>	P:\2013\Internal Services\pmmd\gm13005pmmd (AFS 16308)

#### **SUMMARY**

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This report informs the Government Management Committee of the sole source purchasing activity greater than \$3,000 for City Divisions in 2012 including sole source purchases approved by Council, sole source purchases processed by the Purchasing and Materials Management Division (PMMD), and sole source purchases processed by Divisions through Divisional Purchase Orders (DPOs).

Sole source purchasing activity for the Offices of the Auditor General, Integrity Commissioner, Lobbyist Registrar and Ombudsman are not included as part of this report. These offices are audited separately by external auditors and their sole source activity will be included in a report submitted to Audit Committee for the Auditor General's Office, and to Council for the Integrity Commissioner, Lobbyist Registrar and Ombudsman's Office respectively.

#### **RECOMMENDATIONS**

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**The Treasurer recommends that:**

1. Government Management Committee receive this report for information.

**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.

## DECISION HISTORY

At its meeting held on June 26, 27 and 28, 2001, Council in adopting Audit Committee Report 6, Clause 1, titled "Review of Department Purchase Orders" directed, among other things, that the City's purchasing procedures be amended such that a purchase limit of \$3,000 is established, whereby a minimum of three quotes must be obtained:

[http://www.toronto.ca/audit/2001/audit\\_dpo\\_review\\_final050801.pdf](http://www.toronto.ca/audit/2001/audit_dpo_review_final050801.pdf)

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 division:

- 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.

The 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 on July 20, 21 and 22, 2004, Council adopted the Procurement Processes Policy. Section 3.0 of the policy refers to the conditions for which the non-competitive procurement process (Sole Source) can be applied. The following are the links to the July 2004 decision document and the Procurement Processes Policy:

<http://www.toronto.ca/legdocs/2004/agendas/council/cc040720/adm5rpt/cl007.pdf>

[http://www.toronto.ca/citybusiness/pdf/policy\\_procurement\\_process.pdf](http://www.toronto.ca/citybusiness/pdf/policy_procurement_process.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. The 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>

## ISSUE BACKGROUND

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. This report does not include information on single source purchases authorized by Schedule A of Chapter 71.

*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.

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. As a result, staff have interpreted that purchases that fall within Schedule A are not to be included in this report.

This report provides the information requested with regard to sole source purchasing activity for 2012 for all City Divisions. This report does not include the sole source purchasing activity for the Accountability Offices (i.e. Auditor General's Office, Integrity Commissioner, Lobbyist Registrar, Ombudsman) as these offices are audited and reported separately by external auditors.

The City's purchasing policies require that purchases greater than \$3,000 be acquired through a competitive procurement process wherever possible. Purchases up to \$50,000 are administered by Divisions with a minimum of three quotes required for purchases over \$3,000. Purchases over \$50,000 are acquired through a formal bid process administered by the Purchasing and Materials Management Division. When a Division cannot obtain a particular good or service via a competitive process, the Division must follow the sole source procedures as discussed below. As per Council approved procedures, purchases under \$3,000 do not require the use of a competitive procurement process. As such, purchases under \$3,000 are not considered to fall within the sole source procedure and are not captured in this report.

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

In accordance with the City's Procurement Processes Policy approved by Council in July 2004, a sole source procurement process can only be used if one or more of the following conditions apply:

- Where the goods and services are only available from one source or one supplier by reason of a statutory or market based monopoly, scarcity of supply in the market, existence of exclusive rights (patent, copyright, or licence), need for compatibility with goods and services previously acquired and there are no reasonable alternatives, substitutes, or accommodations, need to avoid violating warranties and guarantees where service is required.
- If an attempt to purchase the required goods and services has been made in good faith using a competitive method and has failed to identify a successful supplier.
- If the goods and services are required as a result of an emergency, which would not reasonably permit the use of the other methods permitted.

- If the required goods and services are to be supplied by a particular vendor or supplier having special knowledge, skills, expertise or experience which cannot be provided by any other supplier.
- If the nature of the requirement is such that it would not be in the public interest to solicit competitive bids as in the case of security or confidential matters.

Procedures for processing sole source purchases are outlined below and include measures to 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 up to \$50,000

Sole source purchases greater than \$3,000 and up to \$50,000 in value (exclusive of taxes) are processed by City Divisions as Divisional Purchase Orders (DPOs). 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 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 the Division has received confirmation that a legal agreement has been executed, where required.

Quality Assurance Reviews are regularly performed by PMMD staff to assess whether divisional purchases (including sole source DPOs) were in compliance with the City's purchasing policies and procedures, and to recommend improvements where necessary.

#### Sole Source Purchases Greater than \$50,000 up to \$500,000

Sole source purchases greater than \$50,000 and up to \$500,000 in value (exclusive of taxes) are processed by PMMD in accordance with the Sole Source or Non-Competitive Procurement Procedure. Divisions may also ask PMMD to process sole sources up to \$50,000 in value (exclusive of taxes), if the Division staff feel that the sole source request is complex, or have other concerns.

Divisions requiring a sole source purchase must complete and forward to PMMD for approval and processing, a Sole Source Request Form clearly outlining the rationale for using a sole source procurement process and justification as to why the goods and/or

services cannot be procured through a competitive bid process. Each form is sent to PMMD for review and concurrence. Once the Sole Source Request Form has been reviewed and concurrence has been received from PMMD, the Sole Source Request Form is then approved by the Division Head. PMMD will not create a formal purchasing document (i.e. Purchase Order or Blanket Contract) until the signed original Sole Source Request Form is received together with a signed and authorized Purchase 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 had PMMD's review and concurrence, and the Division Head's approval, before processing the purchase.

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

Sole source purchases greater than \$500,000 in value (exclusive of taxes) are reported to and approved by Standing Committee and Council. City division staff must prepare a staff report jointly with PMMD to the appropriate Standing Committee and Council recommending the approval of the sole source purchase. The staff report must provide a clear and detailed business case explanation as to why the purchase must be made through a sole source process. 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 Purchase Requisition Form and confirmation that a legal agreement has been executed, where required.

#### Monitoring and Training

PMMD monitors, tracks and logs non-compliant 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 concurrence and Division Head approval), and follows up with senior management of the Division with a communication describing what happened, reminding the Division about the Sole Source Procedure and explaining the proper actions that must be taken in the future. There has been a significant improvement by divisions in the processing of non-compliant sole source requests. The number of non-compliant sole source requests was reduced from 41 in 2011 to 16 in 2012, resulting in a 61.0% reduction. The value of non-compliant sole source requests reduced from \$826,010 in 2011 to \$245,116 in 2012, resulting in a 70.3% reduction. This has been contributed to increased communications to divisions and training by PMMD staff about the Sole Source Non-Competitive Procedures.

PMMD also provides training courses in the Corporate Human Resources Calendar as well as ad-hoc customized training sessions for Divisional staff i.e. Sole Source Non-Competitive Procurement, in order to ensure that all City staff are trained to follow proper purchasing policies and procedures. Training is also provided for the DPO process and is a mandatory requirement prior to City staff receiving access to procure goods/services by DPOs.

Divisions are provided with statistical reports by PMMD semi-annually 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

In 2012, the value of all sole source purchases for the City totalled \$22.5 million, which represents 1.5% of the City's total purchases of approximately \$1.5 billion. Table 1, below, provides a breakdown of the total sole source purchasing activity for 2012 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 (greater \$500,000)		Issued by PMMD (greater than \$3,000 & up to \$500,000)		Issued by Divisions (greater than \$3,000 & up to \$50,000)		TOTAL	
	No.	\$	No.	\$	No.	\$	No.	\$
Emergency	0	0	15	2,117,948	18	194,246	33	2,312,194
Proprietary/ Trademark/ Patent	29	5,050,984	14	1,945,562	99	1,514,531	142	8,511,077
Match Existing Equipment/ Service	0	0	10	861,379	27	344,575	37	1,205,954
Health & Safety Issues	0	0	1	40,000	5	56,913	6	96,913
Time Constraint	0	0	4	1,249,243	5	45,488	9	1,294,731
Bridging Contracts	0	0	1	12,000	8	168,060	9	180,060
Work Already Completed	0	0	16	245,116	0	0	16	245,116
Specialized Services	2	216,000	4	256,495	58	664,024	64	1,136,519
Confidential Matters	0	0	18	6,143,074	3	60,899	21	6,203,973
Cost Sharing	0	0	2	364,457	11	166,866	13	531,323
Ensure Warranty Maintenance	0	0	1	83,788	7	157,424	8	241,212
Other Reason	0	0	0	0	0	0	0	0
No Bids Received	0	0	1	491,985	1	5,278	2	497,263
<b>Grand Total (2012)</b>	<b>31</b>	<b>5,266,984</b>	<b>87</b>	<b>13,811,047</b>	<b>242</b>	<b>3,378,304</b>	<b>360</b>	<b>22,456,335</b>
<b>2011 Total</b>	<b>39</b>	<b>19,283,205</b>	<b>155</b>	<b>12,145,610</b>	<b>392</b>	<b>4,816,432</b>	<b>586</b>	<b>36,245,247</b>
<b>2012 vs 2011</b>	<b>(8)</b>	<b>(14,016,221)</b>	<b>(68)</b>	<b>1,665,437</b>	<b>(150)</b>	<b>(1,438,128)</b>	<b>(226)</b>	<b>(13,788,912)</b>

As Table 1 indicates, of the \$22.5 million in sole source purchases for 2012:

- 23.5% (\$5.3 million) were approved by Committee and Council;
- 61.5% (\$13.8 million) were processed by PMMD; and
- 15.0% (\$3.4 million) were processed by City Divisions.

Overall, the value of sole source purchases in 2012 decreased by approximately 38.0 % compared in 2011, and the number of sole source purchases decreased by approximately 38.6%.

#### Sole Source Divisional Purchase Orders (DPOs)

Table 2, below, summarizes the sole source Divisional Purchase Orders (DPOs) issued by City divisions in 2012 as compared to 2011. The number of sole source DPO purchases in 2012 decreased by approximately 38.3% when compared to 2011 (from 392 in 2011 to 242 in 2012). The value of sole source DPOs in 2012 also decreased by 29.9% or \$1.4 million when compared to 2011. The decrease in the number and value of sole source DPOs from 2011 to 2012 can be attributed in part to the regular, proactive review of Divisional DPO activities (including sole source DPOs) to identify areas where sole source purchasing activity could be reduced, by better planning by divisions and an increase in the training conducted by PMMD for the divisions on purchasing policies and procedures.

**Table 2 - Comparison of Sole Source Divisional Purchase Orders (DPOs)**

Service Area	Sole Source - Divisional Purchase Orders Greater than \$3,000							
	2012		2011		Change: 2012 vs 2011			
	No.	\$	No.	\$	No.	\$		
City Manager	5	82,380	11	120,300	(6)	(54.6%)	(37,920)	(31.5%)
Cluster A	91	1,170,594	127	1,768,756	(36)	(28.4%)	(598,162)	(33.8%)
Cluster B	79	1,083,411	132	1,496,266	(53)	(40.2%)	(412,855)	(27.6%)
Cluster C	50	632,051	108	1,105,690	(58)	(53.7%)	(473,639)	(42.8%)
Other Programs*	17	409,867	14	325,420	3	21.4%	84,447	26.0%
<b>Total</b>	<b>242</b>	<b>3,378,303</b>	<b>392</b>	<b>4,816,432</b>	<b>(150)</b>	<b>(38.3%)</b>	<b>(1,438,129)</b>	<b>(29.9%)</b>

\* Includes City Clerk's Office, Legal Services, Council, Mayor's Office

#### Sole Source Contracts Processed by PMMD

Table 3, below, compares sole source requests processed by PMMD in 2012 to those processed in 2011. The number of sole source purchases in 2012 decreased by approximately 43.9% compared to 2011 (from 155 in 2011 to 87 in 2012). The value of the sole source purchases increased, by approximately 13.7% and approximately \$1.7 million. This increase can be attributed primarily to confidential sole source requests required to support the labour negotiation process in 2012.

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

Service Area	Sole Source - Purchase Orders & Blanket Contracts Processed by PMMD Greater Than \$3,000							
	2012		2011		Change: 2012 vs 2011			
	No.	\$	No.	\$	No.		\$	
City Manager	3	362,000	3	248,388	0	0.0%	113,612	45.7%
Cluster A	15	754,240	40	1,186,031	(25)	(62.5%)	(431,791)	(36.4%)
Cluster B	49	6,119,765	92	7,794,412	(43)	(46.7%)	(1,674,647)	(21.5%)
Cluster C	17	5,999,004	18	2,361,780	(1)	(5.6%)	3,637,224	154.0%
Other Programs*	3	576,038	2	555,000	1	50.0%	21,038	3.8%
<b>Total</b>	<b>87</b>	<b>13,811,047</b>	<b>155</b>	<b>12,145,611</b>	<b>(68)</b>	<b>(43.9%)</b>	<b>(1,665,436)</b>	<b>13.7%</b>

\* Includes City Clerk's Office, Legal Services, Council, Mayor's Office

### Sole Source Purchases Approved by Committee and Council

Table 4, below, compares the sole source contracts approved by Committee and Council in 2012 to 2011. The number of sole source contracts approved by Council in 2012 decreased by approximately 20.5% as compared to 2011 (from 39 in 2011 to 31 in 2012) and the dollar value of these sole source contracts decreased by approximately 72.7% (from \$19.3 million in 2011 to \$5.3 million in 2012). The decrease in the value of sole source contracts approved by Committee and Council in 2012 can be attributed primarily to fewer large dollar value sole source purchases that were approved by Council in 2012.

**Table 4 - Comparison of Council Approved Sole Source Activity 2011 vs 2012**

Service Area	Sole Source - Purchase Orders & Blanket Contracts Approved by Council							
	2012		2011		Change: 2012 vs 2011			
	No.	\$	No.	\$	No.		\$	
City Manager	1	84,598	1	82,939	0	0.0%	1,659	2.00%
Cluster A	13	1,107,612	11	7,828,580	2	18.2%	(6,720,968)	(85.9%)
Cluster B	10	2,631,102	9	2,148,244	1	11.1%	482,858	22.5%
Cluster C	7	1,443,672	18	9,223,442	(11)	(61.1%)	(7,779,770)	(84.4%)
Other Programs*	0	0	0	0	0	0.0%	0	0.0%
<b>Total</b>	<b>31</b>	<b>5,266,984</b>	<b>39</b>	<b>19,283,205</b>	<b>(8)</b>	<b>(20.5%)</b>	<b>(14,016,221)</b>	<b>(72.7%)</b>

\* Includes City Clerk's Office, Legal Services, Council, Mayor's Office



### Sole Source Activity - Summary

Table 5 compares the sole source activity in 2012 to the City's overall purchasing activity for the year.

**Table 5 - Comparison of 2012 Sole Source Purchases to Total Overall Purchases in the City for 2012**

	<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 2012 (includes all competitive and non-competitive processes)	17,117	\$1,465,512,664
Sole Source Activity in 2012 Greater than \$3,000		
Processed by PMMD	87 ( 0.51% of Total POs/BCs issued)	\$13,811,047 (0.94% of Total Purchases)
Processed by Divisions	242 (1.41% of Total DPO issued)	\$3,378,303 (0.23% of Total Purchases)
Approved by Council	31	\$5,266,984
Total Sole Source Activity	360 (2.1% of Total POs/BCs/DPOs issued)	\$22,456,334 (1.5% of Total Purchases)

In 2012, the City purchased \$1.5 billion in goods and services, and only a small portion of that related to sole source purchases (1.5% of the total dollar value of purchases was sole sourced, and 2.1% of total number of purchases). For sole source purchases that were non-compliant with the sole source procedures (i.e. where goods have already been received or work has already been completed) and as previously mentioned in this report under 'Monitoring and Training', significant improvement has been demonstrated in this area by the City divisions.

A survey of nine (9) other Canadian municipalities was undertaken by PMMD in 2012 to compare sole source purchasing activity. Six (6) responses were received (Peel Region, City of Edmonton, City of Ottawa, Town of Oakville, Halton Region and City of Hamilton). Of the responses received, the percentage of dollar value of sole source purchasing activity compared to their total purchasing dollar ranged from 4% to 26%. The City of Toronto was and continues to be in the lower range with 1.5% in 2012 and 3.1% in 2011.

PMMD has and 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 2011/12 Sole Source Purchases Processed by Divisional Purchase Orders Greater than \$3,000 up to \$50,000
- Attachment 2: Comparison of 2011/12 Sole Source Purchases Processed by PMMD Greater than \$3,000 up to \$500,000
- Attachment 3: Comparison of 2011/12 Sole Source Purchases Awarded by Committee and Council Greater than \$500,000

### ATTACHMENT 1

<b>Attachment 1 – Comparison of 2011/12 Sole Source Purchases processed by Divisional Purchase Orders Greater than \$3,000 up to \$50,000</b>						
<b>Service Area</b>	<b>Total No. of PO's &amp; BC's</b>	<b>Total No. of PO's and BC's</b>	<b>Change (#)</b>	<b>Total Value of PO's &amp; BC's</b>	<b>Total Value of PO's &amp; BC's</b>	<b>Change (\$)</b>
	<b>2011</b>	<b>2012</b>		<b>2011</b>	<b>2012</b>	
<b>City Manager</b>						
City Manager's Office	11	5	(6)	\$120,300	\$82,380	(\$37,920)
Human Resources	0	0	0	\$0	\$0	\$0
<b>Cluster A Divisions:</b>						
311 Toronto	2	4	2	\$51,788	\$88,377	\$36,589
Affordable Housing	0	0	0	\$0	\$0	\$0
Children's Services	6	4	(2)	\$31,143	\$35,680	\$4,537
Court Services	10	6	(4)	\$152,153	\$71,131	(\$81,022)
Economic Development & Culture	23	17	(6)	\$285,920	\$207,215	(\$78,705)
Emergency Medical Services	6	3	(3)	\$201,755	\$43,023	(\$158,732)
Employment & Social Services	4	0	(4)	\$54,940	\$0	(\$54,940)
Long-Term Care Homes & Services	2	3	1	\$28,214	\$42,767	\$14,553
Parks, Forestry & Recreation	61	43	(18)	\$728,724	\$467,301	(\$261,423)
Shelter, Support & Housing Administration	6	2	(4)	\$79,877	\$51,798	(\$28,079)
Social Development, Finance & Admin	0	0	0	\$0	\$0	\$0
Toronto Public Health	7	9	2	\$154,241	\$163,302	\$9,061
<b>Cluster B Divisions:</b>						
City Planning	2	7	5	\$80,575	\$92,663	\$12,088
Fire Services	26	20	(6)	\$557,171	\$280,081	(\$277,090)
Municipal Licensing & Standards	4	0	(4)	\$36,400	\$0	(\$36,400)
Policy, Planning, Finance & Administration	0	0	0	\$0	\$0	\$0
Solid Waste Management Services	21	9	(12)	\$194,250	\$148,406	(\$45,844)
Technical Services	6	6	0	\$72,268	\$42,582	(\$29,686)
Toronto Building	2	1	(1)	\$16,266	\$3,760	(\$12,506)

**Attachment 1 – Comparison of 2011/12 Sole Source Purchases processed by Divisional Purchase Orders Greater than \$3,000 up to \$50,000**

Service Area	Total No. of PO's & BC's	Total No. of PO's and BC's	Change (#)	Total Value of PO's & BC's	Total Value of PO's & BC's	Change (\$)
	2011	2012		2011	2012	
Toronto Environment Office	0	1	1	\$0	\$3,750	\$3,750
Toronto Water	58	25	(33)	\$410,854	\$303,896	(\$106,958)
Transportation Services	13	10	(3)	\$128,483	\$208,273	\$79,790
Waterfront Secretariat	0	0	0	\$0	\$0	\$0
<b>Cluster C Divisions:</b>						
Accounting Services	5	1	(4)	\$48,967	\$11,000	(\$37,967)
Corporate Finance	2	3	1	\$10,222	\$30,678	\$20,456
Facilities Management	19	9	(10)	\$279,649	\$76,702	(\$202,947)
Finance & Administration	0	0	0	\$0	\$0	\$0
Financial Planning	0	0	0	\$0	\$0	\$0
Fleet Services	59	9	(50)	\$425,001	\$109,093	(\$315,908)
Information & Technology	11	12	1	\$215,727	\$246,325	\$30,598
Pension, Payroll & Employee Benefits	3	3	0	\$47,595	\$28,385	(\$19,210)
Purchasing & Materials Management	0	0	0	\$0	\$0	\$0
Real Estate Services	1	0	(1)	\$18,300	\$0	(\$18,300)
Revenue Services	7	13	(6)	\$38,278	\$129,868	\$91,590
Special Projects	1	0	(1)	\$21,950	\$0	(\$21,950)
<b>Other Programs:</b>						
Council	1	0	(1)	\$12,000	\$0	(\$12,000)
City Clerk's Office	8	14	6	\$191,759	\$319,867	\$128,108
Legal Services	4	3	(1)	\$93,662	\$90,000	(\$3,662)
Mayor's Office	1	0	(1)	\$28,000	\$0	(\$28,000)
<b>Grand Total</b>	<b>392</b>	<b>242</b>	<b>(150)</b>	<b>\$4,816,432</b>	<b>\$3,378,303</b>	<b>(\$1,438,129)</b>

## ATTACHMENT 2

<b>Attachment 2 – Comparison of 2011/12 Sole Source Purchases processed by PMMD Greater than \$3,000 up to \$500,000</b>						
<b>Service Area</b>	<b>Total No. of PO's &amp; BC's</b>	<b>Total No. of PO's and BC's</b>	<b>Change (#)</b>	<b>Total Value of PO's &amp; BC's</b>	<b>Total Value of PO's &amp; BC's</b>	<b>Change (\$)</b>
	<b>2011</b>	<b>2012</b>		<b>2011</b>	<b>2012</b>	
<b>City Manager</b>						
City Manager's Office	1	3	2	\$48,388	\$362,000	\$313,612
Human Resources	2	0	(2)	\$200,000	\$0	(\$200,000)
<b>Cluster A Divisions:</b>						
311 Toronto	1	0	(1)	\$107,522	\$0	(\$107,522)
Affordable Housing	0	0	0	\$0	\$0	\$0
Children's Services	2	0	(2)	\$100,321	\$0	(\$100,321)
Court Services	0	0	0	\$0	\$0	\$0
Economic Development & Culture	2	3	1	\$14,660	\$215,984	\$201,324
Emergency Medical Services	1	1	0	\$113,940	\$250,000	\$136,060
Employment & Social Services	0	0	0	\$0	\$0	\$0
Long-Term Care Homes & Services	2	0	(2)	\$263,500	\$0	(\$263,500)
Parks, Forestry & Recreation	30	10	(20)	\$552,260	\$268,141	(\$284,119)
Shelter, Support & Housing Administration	2	0	(2)	\$33,829	\$0	(\$33,829)
Social Development, Finance & Admin	0	1	1	\$0	\$20,115	\$20,115
Toronto Public Health	0	0	0	\$0	\$0	\$0
<b>Cluster B Divisions:</b>						
City Planning	0	0	0	\$0	\$0	\$0
Fire Services	5	3	(2)	\$776,139	\$303,500	(\$472,639)
Municipal Licensing & Standards	0	1	1	\$0	\$3,089	\$3,089
Policy, Planning, Finance & Administration	0	0	0	\$0	\$0	\$0
Solid Waste Management Services	5	13	8	\$717,696	\$989,261	\$271,565
Technical Services	3	1	(2)	\$769,964	\$7,655	(\$762,309)
Toronto Building	0	1	1	\$0	\$66,622	\$66,622
Toronto Environment Office	0	0	0	\$0	\$0	\$0
Toronto Water	72	21	(51)	\$5,062,062	\$3,923,299	(\$1,138,763)
Transportation Services	7	9	2	\$468,551	\$826,340	\$357,789
Waterfront Secretariat	0	0	0	\$0	\$0	\$0
<b>Cluster C Divisions:</b>						
Accounting Services	1	0	(1)	\$150,000	\$0	(\$150,000)

<b>Attachment 2 – Comparison of 2011/12 Sole Source Purchases processed by PMMD Greater than \$3,000 up to \$500,000</b>						
<b>Service Area</b>	<b>Total No. of PO's &amp; BC's</b>	<b>Total No. of PO's and BC's</b>	<b>Change (#)</b>	<b>Total Value of PO's &amp; BC's</b>	<b>Total Value of PO's &amp; BC's</b>	<b>Change (\$)</b>
	<b>2011</b>	<b>2012</b>		<b>2011</b>	<b>2012</b>	
Corporate Finance	1	2	1	\$54,112	\$197,920	\$143,808
Facilities Management	5	11	6	\$857,567	\$5,311,774	\$4,454,207
Finance & Administration	0	0	0	\$0	\$0	\$0
Financial Planning	0	0	0	\$0	\$0	\$0
Fleet Services	0	0	0	\$0	\$0	\$0
Information & Technology	8	3	(5)	\$802,563	\$464,865	(\$337,698)
Pension, Payroll & Employee Benefits	0	0	0	\$0	\$0	\$0
Purchasing & Materials Management	1	0	(1)	\$3,240	\$0	(\$3,240)
Real Estate Services	0	1	1	\$0	\$24,445	\$24,445
Revenue Services	2	0	(2)	\$494,298	\$0	(\$494,298)
Special Projects	0	0	0	\$0	\$0	\$0
<b>Other Programs:</b>			0			
Council	0	0	0	\$0	\$0	\$0
City Clerk's Office	0	0	0	\$0	\$0	\$0
Legal Services	2	3	1	\$555,000	\$576,038	\$21,038
Mayor's Office	0	0	0	\$0	\$0	\$0
<b>Grand Total</b>	<b>155</b>	<b>87</b>	<b>(68)</b>	<b>\$12,145,611</b>	<b>\$13,811,047</b>	<b>(\$1,665,436)</b>

**ATTACHMENT 3**

<b>Attachment 3 – Comparison of 2011/12 Sole Source Purchases Awarded by Committee and Council Greater than \$500,000</b>						
<b>Service Area</b>	<b>Total No. of PO's &amp; BC's</b>	<b>Total No. of PO's and BC's</b>	<b>Change (#)</b>	<b>Total Value of PO's &amp; BC's</b>	<b>Total Value of PO's &amp; BC's</b>	<b>Change (\$)</b>
	<b>2011</b>	<b>2012</b>		<b>2011</b>	<b>2012</b>	
<b>City Manager</b>						
City Manager's Office	1	1	0	\$82,939	\$84,598	\$1,659
Human Resources	0	0	0	\$0	\$0	\$0
<b>Cluster A Divisions:</b>						
311 Toronto	0	0	0	\$0	\$0	\$0
Affordable Housing	0	0	0	\$0	\$0	\$0
Children's Services	0	1	1	\$0	\$23,022	\$23,022
Court Services	0	0	0	\$0	\$0	\$0
Economic Development & Culture	0	0	0	\$0	\$0	\$0
Emergency Medical Services	5	3	(2)	\$923,890	\$144,448	(\$779,442)
Employment & Social Services	0	0	0	\$0	\$0	\$0
Long-Term Care Homes & Services	3	1	(2)	\$4,477,474	\$109,867	(\$4,367,607)
Parks, Forestry & Recreation	1	1	0	\$2,053,729	\$563,000	(\$1,490,729)
Shelter, Support & Housing Administration	1	0	(1)	\$41,584	\$0	(\$41,584)
Social Development, Finance & Admin	0	1	1	\$0	\$62,901	\$62,901
Toronto Public Health	1	6	5	\$331,903	\$204,375	(\$127,528)
<b>Cluster B Divisions:</b>						
City Planning	0	0	0	\$0	\$0	\$0
Fire Services	1	2	1	\$352,170	\$229,180	(\$122,990)
Municipal Licensing & Standards	0	0	0	\$0	\$0	\$0
Policy, Planning, Finance & Administration	0	0	0	\$0	\$0	\$0
Solid Waste Management	2	0	(2)	\$747,291	\$0	(\$747,291)
Technical Services	0	5	5	\$0	\$2,152,343	\$2,152,343
Toronto Building	0	0	0	\$0	\$0	\$0
Toronto Environment Office	0	0	0	\$0	\$0	\$0
Toronto Water	5	3	(2)	\$984,581	\$249,580	(\$735,001)

**Attachment 3 – Comparison of 2011/12 Sole Source Purchases Awarded by Committee and Council  
Greater than \$500,000**

<b>Service Area</b>	<b>Total No. of PO's &amp; BC's</b>	<b>Total No. of PO's and BC's</b>	<b>Change (#)</b>	<b>Total Value of PO's &amp; BC's</b>	<b>Total Value of PO's &amp; BC's</b>	<b>Change (\$)</b>
	<b>2011</b>	<b>2012</b>		<b>2011</b>	<b>2012</b>	
Transportation Services	1	0	(1)	\$64,202	\$0	(\$64,202)
Waterfront Secretariat	0	0	0	\$0	\$0	\$0
<b>Cluster C Divisions:</b>						
Accounting Services	0	0	0	\$0	\$0	\$0
Corporate Finance	5	2	(3)	\$474,023	\$216,000	(\$258,023)
Facilities & Real Estate	0	0	0	\$0	\$0	\$0
Finance & Administration	0	0	0	\$0	\$0	\$0
Financial Planning	0	0	0	\$0	\$0	\$0
Fleet Services	3	2	(1)	\$556,858	\$500,000	(\$56,858)
Information & Technology	9	3	(6)	\$7,970,542	\$727,672	(\$7,242,870)
Pension, Payroll & Employee Benefits	1	0	(1)	\$222,019	\$0	(\$222,019)
Purchasing & Materials Management	0	0	0	\$0	\$0	\$0
Revenue Services	0	0	0	\$0	\$0	\$0
Special Projects	0	0	0	\$0	\$0	\$0
<b>Other Programs:</b>			0			
Council	0	0	0	\$0	\$0	\$0
City Clerk's Office	0	0	0	\$0	\$0	\$0
Legal Services	0	0	0	\$0	\$0	\$0
Mayor's Office	0	0	0	\$0	\$0	\$0
<b>Grand Total</b>	<b>39</b>	<b>31</b>	<b>(8)</b>	<b>\$19,283,205</b>	<b>\$5,266,984</b>	<b>(\$14,016,221)</b>