



**STAFF REPORT
ACTION REQUIRED**

2013 Annual Report on Sole Source Purchasing Activity

Date:	March 21, 2014
To:	Government Management Committee
From:	Treasurer
Wards:	All
Reference Number:	P:\2014\Internal Services\pmmd\gm14004pmmd (AFS18673)

SUMMARY

This report informs the Government Management Committee of the sole source purchasing activity greater than \$3,000 for City Divisions in 2013 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). This report does not include the emergency contracts related to the Ice Storm debris clean up as those contracts were entered into in 2014 and are discussed in a separate report.

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

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

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

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. Both are a subset of the overarching term, non-competitive procurement.

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 but not all 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.

This report provides the information requested with regard to sole source purchasing activity for 2013 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 (i.e. gross amount exclusive of taxes, not the net costs after deductions, refunds or credits) 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 (i.e. gross amount exclusive of taxes, not the net costs after deductions, refunds or credits) 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 (i.e. gross amount exclusive of taxes, not the net costs after deductions, refunds or credits) 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). PMMD then 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 16 in 2012 to 13 in 2013, resulting in a 18.8% reduction. The value of non-compliant sole source requests increased from \$245,116 in 2012 to \$337,550 in 2013, resulting in a 37.7% increase. This increase is mainly due to a purchase order issued for \$101,000 for services rendered on the Web Revitalization Project. Had this purchase order not been issued then there would have been a 3.5% decrease in the issuance of purchase orders for work already completed.

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 2013, the value of all sole source purchases for the City totalled \$51.1 million, which represents 3.1% of the City's total purchases of approximately \$1.7 billion. Table 1, below, provides a breakdown of the total sole source purchasing activity for 2013 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	13	2,354,743	30	347,994	43	2,702,737
Proprietary/ Trademark/ Patent	11	26,449,879	8	1,211,093	77	1,333,977	96	28,994,949
Match Existing Equipment/ Service	3	10,317,026	6	1,025,490	39	648,827	48	11,991,343
Health & Safety Issues	0	0	3	503,104	5	89,991	8	593,095
Time Constraint	0	0	7	1,085,284	12	176,567	19	1,261,850
Bridging Contracts	0	0	5	2,054,925	5	85,941	10	2,140,866
Work Already Completed	0	0	13	337,550	0	0	13	337,550
Specialized Services	11	1,432,570	4	757,432	49	625,967	64	2,815,969
Confidential Matters	0	0	0	0	1	24,375	1	24,375
Cost Sharing	0	0	1	35,000	4	25,970	5	60,970
Ensure Warranty Maintenance	0	0	0	0	9	146,314	9	146,314
Other Reason	1	37,005	0	0	0	0	1	37,005
No Bids Received	0	0	0	0	2	16,943	2	16,943
Grand Total (2013)	26	38,236,481	60	9,364,620	233	3,522,865	319	51,123,966
2012 Total	31	5,266,984	87	13,811,047	242	3,378,304	360	22,456,335
2013 vs 2012	(5)	32,969,497	(27)	(4,446,427)	(9)	144,562	(41)	28,667,631

As Table 1 indicates, of the \$51.1 million in sole source purchases for 2013:

- 74.8% (\$38.2 million) were approved by Committee and Council;
- 18.3% (\$9.4 million) were processed by PMMD; and
- 6.9% (\$3.5 million) were processed by City Divisions.

Overall, the value of sole source purchases in 2013 increased by approximately 127.7% compared in 2012, and the number of sole source purchases decreased by approximately 11.4%. The increase in dollar value from 2012 to 2013 is due to two large purchases approved by Council:

1. Support and maintenance of Oracle Licences for a 5 year period for approximately \$24.3 million, and
2. Construction management and administration of work in regards to the reconfiguration of Front Street West between Bay Street and York Street for approximately 8.8 million.

Sole Source Divisional Purchase Orders (DPOs)

Table 2, below, summarizes the sole source Divisional Purchase Orders (DPOs) issued by City divisions in 2013 as compared to 2012. The number of sole source DPO purchases in 2013 decreased by approximately 3.7% when compared to 2012 (from 242 in 2012 to 233 in 2013). The value of sole source DPOs in 2013 increased by 4.3% or \$144,562 when compared to 2012. Some of this increase is due to the increased activity from Client Divisions that did not have any activity in 2012.

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

Service Area	Sole Source - Divisional Purchase Orders Greater than \$3,000							
	2013		2012		Change: 2013 vs 2012			
	No.	\$	No.	\$	No.		\$	
City Manager	2	28,500	5	82,380	(3)	(60.0%)	(53,880)	(65.4%)
Cluster A	87	1,015,597	91	1,170,594	(4)	(4.4%)	(154,997)	(13.2%)
Cluster B	79	1,257,529	79	1,083,411	0	0.0%	174,118	16.1%
Cluster C	49	795,717	50	632,051	(1)	(2.0%)	163,666	25.9%
Other Programs*	16	425,522	17	409,867	(1)	(5.9%)	15,655	3.8%
Total	233	3,522,865	242	3,378,303	(9)	(3.7%)	144,562	4.3%

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

Attachment 1 provides further details on 2013 sole source DPOs by division, with a comparison to 2012.

Sole Source Contracts Processed by PMMD

Table 3, below, compares sole source requests processed by PMMD in 2013 to those processed in 2012. The number of sole source purchases in 2013 decreased by approximately 31.0% compared to 2012 (from 87 in 2012 to 60 in 2013). The value of the sole source purchases decreased, by approximately 32.2% and approximately \$4.4 million. This decrease can be attributed, in part, to increased communications to divisions and training by PMMD staff about the Sole Source Non-Competitive Procedures, as well as changes in purchasing activities by the Divisions.

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							
	2013		2012		Change: 2013 vs 2012			
	No.	\$	No.	\$	No.		\$	
City Manager	0	0	3	362,000	(3)	(100.0%)	(362,000)	(100.0%)
Cluster A	11	2,373,287	15	754,240	(4)	(26.7%)	1,619,047	214.7%
Cluster B	37	4,596,936	49	6,119,765	(12)	(24.5%)	(1,522,829)	(24.9%)
Cluster C	11	2,312,384	17	5,999,004	(6)	(35.3%)	(3,686,620)	(61.5%)
Other Programs*	1	82,013	3	576,038	(2)	(66.7%)	(494,025)	(85.8%)
Total	60	9,364,620	87	13,811,047	(27)	(31.0%)	(4,446,427)	(32.2%)

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

Attachment 2 provides further details on sole source purchases processed by PMMD in 2013, with a comparison to 2012.

Sole Source Purchases Approved by Committee and Council

Table 4, below, compares the sole source contracts approved by Committee and Council in 2013 to 2012. The number of sole source contracts approved by Council in 2013 decreased by approximately 16.1% as compared to 2012 (from 31 in 2012 to 26 in 2013) and the dollar value of these sole source contracts increased by approximately 626.0% (from \$5.3 million in 2012 to \$38.2 million in 2013). The increase in the value of sole source contracts approved by Committee and Council in 2013 can be attributed primarily to large dollar value sole source purchases such as the provision of support and maintenance of existing Oracle licences and purchase of new licences for a 5 year period for approximately \$24.3 million which was required because of proprietary reasons, and to provide construction management and administration of work in regards to the reconfiguration of Front Street West between Bay Street and York Street for approximately \$8.8 million.

Table 4 - Comparison of Council Approved Sole Source Activity

Service Area	Sole Source - Purchase Orders & Blanket Contracts Approved by Council							
	2013		2012		Change: 2013 vs 2012			
	No.	\$	No.	\$	No.		\$	
City Manager	0	0	1	84,598	(1)	(100.0%)	(84,598)	(100.0%)
Cluster A	4	578,585	13	1,107,612	(9)	(69.2%)	(529,027)	(47.8%)
Cluster B	14	11,410,192	10	2,631,102	4	40.0%	8,779,090	333.7%
Cluster C	8	26,247,704	7	1,443,672	1	14.3%	24,804,032	1718.1%
Other Programs*	0	0	0	0	0	0.0	0	0.0%
Total	26	38,236,481	31	5,266,984	(5)	(16.1%)	32,969,497	626.0%

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

Attachment 3 provides further details on sole source purchases approved by Committee and Council in 2013, with a comparison to 2012.

Sole Source Activity - Summary

Table 5 compares the sole source activity in 2013 to the City's overall purchasing activity for the year.

Table 5 - Comparison of 2013 Sole Source Purchases to Total Overall Purchases in the City for 2013

	# of Purchase Orders, Blanket Contracts, Divisional Purchase Orders	\$ Value of Purchase Orders, Blanket Contracts, Divisional Purchase Orders
Total Purchasing Activity in 2013 (includes all competitive and non-competitive processes)	16,601	\$1,653,277,073
Sole Source Activity in 2013 Greater than \$3,000		
Processed by PMMD	60 (0.4% of Total POs/BCs issued)	\$9,364,620 (0.6% of Total Purchases)
Processed by Divisions	233 (1.4% of Total DPO issued)	\$3,522,865 (0.2% of Total Purchases)
Approved by Council	26	\$38,236,481
Total Sole Source Activity	319 (1.9% of Total POs/BCs/DPOs issued)	\$51,123,966 (3.1% of Total Purchases)

In 2013, the City purchased approximately \$1.7 billion in goods and services, and only a small portion of that related to sole source purchases (3.1% of the total dollar value of purchases was sole sourced, and 1.9% of total number of purchases). As previously mentioned under the 'Monitoring and Training' section of this report, significant improvement has been demonstrated by City divisions with respect to reducing the number of sole source purchases that were non-compliant with the City's sole source procedures (i.e. where goods have already been received or work has already been completed) by over 18% in 2013 as compared to 2012 (from 16 in 2012 to 13 in 2013).

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 3.1% in 2013 and 1.5% in 2012.

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

Victor Tryl, Acting Director, Purchasing and Materials Management Division
Tel: (416) 392-7312, Fax: (416) 392-1262, Email: vtryl@toronto.ca

SIGNATURE

Giuliana Carbone
Treasurer

ATTACHMENTS:

- Attachment 1: Comparison of 2012/13 Sole Source Purchases Processed by Divisional Purchase Orders Greater than \$3,000 up to \$50,000
- Attachment 2: Comparison of 2012/13 Sole Source Purchases Processed by PMMD Greater than \$3,000 up to \$500,000
- Attachment 3: Comparison of 2012/13 Sole Source Purchases Awarded by Committee and Council Greater than \$500,000

ATTACHMENT 1

Attachment 1 – Comparison of 2012/2013 Sole Source Purchases processed by Divisional Purchase Orders Greater than \$3,000 up to \$50,000						
Service Area	Total No. DPO's	Total No. of DPO's	Change (#)	Total Value of DPO's	Total Value of DPO's	Change (\$)
	2012	2013		2012	2013	
City Manager						
City Manager's Office	5	1	(4)	\$82,380	\$3,500	(\$78,880)
Executive Management	0	1	1	\$0	\$25,000	\$25,000
Human Resources	0	0	0	\$0	\$0	\$0
Cluster A Divisions:						
Affordable Housing	0	0	0	\$0	\$0	\$0
Children's Services	4	3	(1)	\$35,680	\$55,504	\$19,824
Court Services	6	2	(4)	\$71,131	\$25,272	(\$45,859)
Economic Development & Culture	17	17	0	\$207,215	\$187,842	(\$19,373)
Emergency Medical Services	3	1	(2)	\$43,023	\$10,250	(\$32,773)
Employment & Social Services	0	0	0	\$0	\$0	\$0
Long-Term Care Homes & Services	3	5	2	\$42,767	\$73,288	\$30,521
Parks, Forestry & Recreation	43	38	(5)	\$467,301	\$375,419	(\$91,883)
Shelter, Support & Housing Administration	2	5	3	\$51,798	\$88,267	\$36,469
Social Development, Finance & Admin	0	4	4	\$0	\$53,146	\$53,146
Toronto Public Health	9	12	3	\$163,302	\$146,609	(\$16,693)
Cluster B Divisions:						
City Planning	7	14	7	\$92,663	\$290,244	\$197,581
Engineering & Construction Services	6	2	(4)	\$42,582	\$20,459	(\$22,123)
Fire Services	20	11	(9)	\$280,081	\$212,691	(\$67,390)
Municipal Licensing & Standards	0	5	5	\$0	\$91,970	\$91,970
Policy, Planning, Finance & Administration	0	0	0	\$0	\$0	\$0
Solid Waste Management Services	9	8	(1)	\$148,406	\$157,383	\$8,977
Toronto Building	1	2	1	\$3,760	\$26,910	\$23,150
Toronto Water	25	27	2	\$303,896	\$316,273	\$12,377
Transportation Services	10	10	0	\$208,273	\$141,599	(\$66,673)
Waterfront Secretariat	0	0	0	\$0	\$0	\$0

**Attachment 1 – Comparison of 2012/2013 Sole Source Purchases processed by Divisional Purchase Orders
Greater than \$3,000 up to \$50,000**

Service Area	Total No. DPO's	Total No. of DPO's	Change (#)	Total Value of DPO's	Total Value of DPO's	Change (\$)
	2012	2013		2012	2013	
Cluster C Divisions:						
311 Toronto	4	2	(2)	\$88,377	\$27,108	(\$61,269)
Accounting Services	1	0	(1)	\$11,000	\$0	(\$11,000)
Corporate Finance	3	2	(1)	\$30,678	\$52,100	\$21,422
Environment & Energy Office	1	0	(1)	\$3,750	\$0	(\$3,750)
Facilities Management	9	18	9	\$76,702	\$206,096	\$129,394
Finance & Administration	0	0	0	\$0	\$0	\$0
Financial Planning	0	1	1	\$0	\$36,290	\$36,290
Fleet Services	9	3	(6)	\$109,093	\$57,253	(\$51,840)
Information & Technology	12	14	2	\$246,325	\$320,972	\$74,647
Pension, Payroll & Employee Benefits	3	0	(3)	\$28,385	\$0	(\$28,385)
Purchasing & Materials Management	0	0	0	\$0	\$0	\$0
Real Estate Services	0	1	1	\$0	\$10,000	\$10,000
Revenue Services	13	8	(5)	\$129,868	\$85,899	(\$43,969)
Special Projects	0	0	0	\$0	\$0	\$0
Other Programs:						
Council	0	1	1	\$0	\$10,980	\$10,980
City Clerk's Office	14	11	(3)	\$319,867	\$315,391	(\$4,475)
Legal Services	3	4	1	\$90,000	\$99,151	\$9,151
Mayor's Office	0	0	0	\$0	\$0	\$0
Grand Total	242	233	(9)	\$3,378,303	\$3,522,865	\$144,562

ATTACHMENT 2

Attachment 2 – Comparison of 2012/13 Sole Source Purchases processed by PMMD Greater than \$3,000 up to \$500,000						
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 (\$)
	2012	2013		2012	2013	
City Manager						
City Manager's Office	3	0	(3)	\$362,000	\$0	(\$362,000)
Executive Management	0	0	0	\$0	\$0	\$0
Human Resources	0	0	0	\$0	\$0	\$0
Cluster A Divisions:						
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
Economic Development & Culture	3	2	(1)	\$215,984	\$154,900	(\$61,084)
Emergency Medical Services	1	3	2	\$250,000	\$620,000	\$370,000
Employment & Social Services	0	0	0	\$0	\$0	\$0
Long-Term Care Homes & Services	0	2	2	\$0	\$450,000	\$450,000
Parks, Forestry & Recreation	10	3	(7)	\$268,141	\$948,387	\$680,246
Shelter, Support & Housing Administration	0	1	1	\$0	\$200,000	\$200,000
Social Development, Finance & Admin	1	0	(1)	\$20,115	\$0	(\$20,115)
Toronto Public Health	0	0	0	\$0	\$0	\$0
Cluster B Divisions:						
City Planning	0	4	4	\$0	\$166,160	\$166,160
Engineering & Construction Services	1	0	(1)	\$7,655	\$0	(\$7,655)
Fire Services	3	0	(3)	\$303,500	\$0	(\$303,500)
Municipal Licensing & Standards	1	1	0	\$3,089	\$11,000	\$7,911
Policy, Planning, Finance & Administration	0	0	0	\$0	\$0	\$0
Solid Waste Management Services	13	9	(4)	\$989,261	\$1,348,040	\$358,779
Toronto Building	1	2	1	\$66,622	\$24,809	(\$41,813)
Toronto Water	21	14	(7)	\$3,923,299	\$1,968,892	(\$1,954,407)
Transportation Services	9	7	(2)	\$826,340	\$1,078,036	\$251,696
Waterfront Secretariat	0	0	0	\$0	\$0	\$0
Cluster C Divisions:						
311 Toronto	0	1	1	\$0	\$265,487	\$265,487
Accounting Services	0	1	1	\$0	\$22,000	\$22,000
Corporate Finance	2	2	0	\$197,920	\$167,867	(\$30,053)
Environment & Energy Office	0	0	0	\$0	\$0	\$0

Attachment 2 – Comparison of 2012/13 Sole Source Purchases processed by PMMD Greater than \$3,000 up to \$500,000

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 (\$)
	2012	2013		2012	2013	
Facilities Management	11	1	(10)	\$5,311,774	\$350,000	(\$4,961,774)
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	3	5	2	\$464,865	\$1,437,030	\$972,165
Pension, Payroll & Employee Benefits	0	0	0	\$0	\$0	\$0
Purchasing & Materials Management	0	0	0	\$0	\$0	\$0
Real Estate Services	1	0	(1)	\$24,445	\$0	(\$24,445)
Revenue Services	0	1	1	\$0	\$70,000	\$70,000
Special Projects	0	0	0	\$0	\$0	\$0
Other Programs:						
Council	0	0	0	\$0	\$0	\$0
City Clerk's Office	0	0	0	\$0	\$0	\$0
Legal Services	3	1	(2)	\$576,038	\$82,013	(\$494,025)
Mayor's Office	0	0	0	\$0	\$0	\$0
Grand Total	87	60	(27)	\$13,811,047	\$9,364,620	(\$4,446,427)

ATTACHMENT 3

Attachment 3 – Comparison of 2012/13 Sole Source Purchases Awarded by Committee and Council Greater than \$500,000						
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 (\$)
	2012	2013		2012	2013	
City Manager						
City Manager's Office	1	0	(1)	\$84,598	\$0	(\$84,598)
Executive Management	0	0	0	\$0	\$0	\$0
Human Resources	0	0	0	\$0	\$0	\$0
Cluster A Divisions:						
Affordable Housing	0	0	0	\$0	\$0	\$0
Children's Services	1	0	(1)	\$23,022	\$0	(\$23,022)
Court Services	0	0	0	\$0	\$0	\$0
Economic Development & Culture	0	0	0	\$0	\$0	\$0
Emergency Medical Services	3	1	(2)	\$144,448	\$50,000	(\$94,448)
Employment & Social Services	0	0	0	\$0	\$0	\$0
Long-Term Care Homes & Services	1	0	(1)	\$109,867	\$0	(\$109,867)
Parks, Forestry & Recreation	1	2	1	\$563,000	\$448,125	(\$114,875)
Shelter, Support & Housing Administration	0	0	0	\$0	\$0	\$0
Social Development, Finance & Admin	1	1	0	\$62,901	\$80,460	\$17,559
Toronto Public Health	6	0	(6)	\$204,375	\$0	(\$204,375)
Cluster B Divisions:						
City Planning	0	8	8	\$0	\$788,868	\$788,868
Engineering & Construction Services	5	0	(5)	\$2,152,343	\$0	(\$2,152,343)
Fire Services	2	1	(1)	\$229,180	\$77,120	(\$152,060)
Municipal Licensing & Standards	0	0	0	\$0	\$0	\$0
Policy, Planning, Finance & Administration	0	0	0	\$0	\$0	\$0
Solid Waste Management	0	0	0	\$0	\$0	\$0
Toronto Building	0	0	0	\$0	\$0	\$0
Toronto Water	3	4	1	\$249,580	\$1,694,647	\$1,445,067
Transportation Services	0	1	1	\$0	\$8,849,558	\$8,849,558
Waterfront Secretariat	0	0	0	\$0	\$0	\$0
Cluster C Divisions:						
311 Toronto	0	0	0	\$0	\$0	\$0
Accounting Services	0	0	0	\$0	\$0	\$0

Attachment 3 – Comparison of 2012/13 Sole Source Purchases Awarded by Committee and Council Greater than \$500,000						
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 (\$)
	2012	2013		2012	2013	
Corporate Finance	2	1	(1)	\$216,000	\$71,400	(\$144,600)
Environment & Energy Office	0	0	0	\$0	\$0	\$0
Facilities Management	0	1	1	\$0	\$47,181	\$47,181
Finance & Administration	0	0	0	\$0	\$0	\$0
Financial Planning	0	0	0	\$0	\$0	\$0
Fleet Services	2	2	0	\$500,000	\$500,000	\$0
Information & Technology	3	3	0	\$727,672	\$25,137,281	\$24,409,608
Pension, Payroll & Employee Benefits	0	1	1	\$0	\$491,842	\$491,842
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
Other Programs:						
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
Grand Total	31	26	(5)	\$5,266,984	\$38,236,481	\$32,969,497