



REPORT FOR ACTION

2018 Annual Report on Non-Competitive Purchasing Activity

Date: May 8, 2019

To: General Government and Licensing Committee

From: Controller

Wards: All

SUMMARY

This report informs the General Government and Licensing Committee of the non-competitive purchasing activity valued at \$3,000 and above for City Divisions in 2018. Non-competitive 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 reported on separately.

In 2018, the value of all non-competitive purchases for the City of Toronto totalled \$115.3 million, which represents 4.3 percent (compared with 3.2 percent in 2017) of the City's total purchases of approximately \$2.7 billion. The amount of non-competitive purchases increased by 1.1 percent of total purchases over 2017 and increased by 58.4 percent in total dollar value. Non-competitive purchases for emergency and exclusive rights scenarios accounted for 73.5 percent of the total non-competitive procurement (compared with 61 percent in 2017).

RECOMMENDATIONS

The Controller recommends that:

1. The General Government and Licensing Committee receive this report for information.

FINANCIAL IMPACT

There are no financial implications as a result of this report.

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

DECISION HISTORY

At its meeting held on June 26 - 28, 2001, Council in adopting Audit Committee Report 6, Clause 1 "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 - 16, 2003, Council in adopting Audit Committee Report 1, Clause 8 "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 - 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 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 non-competitive purchases including divisional purchase orders, as well as non-competitive 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

This report provides the non-competitive purchasing activity for 2018 for all City Divisions, excluding purchases done through Schedule A of Chapter 71, Financial Control. This report does not include the non-competitive purchasing activity for the Accountability Offices (i.e. Auditor General's Office, Integrity Commissioner, Lobbyist Registrar, and Ombudsman) as these offices are audited and reported separately on their activities.

The City's purchasing policies require that purchases valued at \$3,000 and above 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 \$3,000 and above. Purchases over \$50,000 up to \$100,000 can be acquired through an Invitational Call Process conducted by PMMD. For all calls over \$100,000, a formal bid process will be administered by PMMD to the open market. When a Division cannot obtain a particular good or service via a competitive process, the Division must follow the Non-Competitive Procurement Procedures as discussed below.

Non-Competitive Purchases between \$3,000 to \$50,000

Non-competitive purchases in this range are approved by City Divisions as Divisional Purchase Orders (DPOs) in keeping with the Non-Competitive Procurement and Divisional Purchase Order Procedures. If the non-competitive request is complex, or the Divisions has other concerns, PMMD can process and approve the request. City Division staff must complete a Non-Competitive Request Form each time they wish to purchase using the non-competitive DPO process. The form must provide a clear and detailed explanation as to why the purchase must be made through this procurement process. The Non-competitive Request Form must be signed off and approved by the Division Head prior to processing the non-competitive purchase. City Division staff do not create a formal DPO until the Non-competitive Request Form is approved and the Division has received confirmation that a legal agreement has been executed, where required.

Quality Assurance Reviews are conducted by PMMD staff on a risk based approach to assess whether divisional purchases (including non-competitive DPOs) were in compliance with the City's purchasing policies and procedures, and to recommend improvements where necessary.

Non-competitive Purchases Greater than \$50,000 up to \$500,000

Non-competitive purchases in this range are processed by PMMD in accordance with the Non-Competitive Procurement Procedure. Divisions requiring a non-competitive purchase must complete and forward to PMMD for processing and approval, a Non-Competitive Request Form clearly outlining the rationale for using a non-competitive procurement process and justification as to why the goods and/or services cannot be procured through a competitive bid process. Once the Non-Competitive Request Form has been reviewed and concurrence has been received from PMMD, the Non-Competitive 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 Non-Competitive 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 non-competitive purchases have had PMMD's review and concurrence, and the Division Head's approval, before processing the purchase.

Non-Competitive Purchases over \$500,000

Non-competitive purchases greater than \$500,000 in value are reported to and approved by Standing Committee and Council. City division staff prepare a staff report

jointly with PMMD to the appropriate Standing Committee and Council recommending the approval of the non-competitive purchase. The staff report must provide a clear and detailed business case explanation as to why the purchase must be made through a non-competitive 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 purchases which are non-compliant with either the Divisional Purchase Order process or the Non-Competitive Procurement Procedure (i.e. requests that are processed after goods were received and/or work was already completed prior to receiving PMMD concurrence and Division Head approval and therefore must be processed as a work already completed non-competitive). These instances occur for different reasons but primarily relate to not completing the tasks required in the process or not completing the tasks in advance of when the work was required to be completed by. In these instances of work already completed, PMMD follows up with senior management of the Division with a communication describing what happened, reminding the Division about the Non-Competitive Procurement Procedure and explaining the proper actions that must be taken in the future.

There were 26 purchases coded as work already completed out of 546 non-competitive procurements processed (4.7%) and out of 13,011 purchase orders/blanket contract/divisional purchases issued in 2018 (.2%). This is an increase of 4 from 2017 (22). The majority of non-compliant purchases are categorized as follows:

- Value of purchase less than \$50K and three quotes obtained, but the Division(s) failed to complete the DPO process and create a DPO prior to commencing work/goods being ordered;
- A Divisional Non-Competitive process should have been completed prior to commencing work/goods being ordered; or
- A Non-Competitive Bridging contract should have been completed prior to commencing work/goods being ordered.

PMMD provides training courses in the Corporate Human Resources Calendar, as well as ad-hoc customized training sessions for Divisional staff on 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 Procedures and is a mandatory requirement prior to City staff receiving access to procure goods/services by DPOs. The number of staff trained on PMMD DPO Procedures over the last three years are as follows: 2015 - 64, 2016 -109, 2017 - 90 and 2018 - 48.

Further, divisions are provided with statistical reports by PMMD on their non-competitive purchasing activity for their review to assist them in keeping non-competitive purchases to a minimum. PMMD is also in the process of revising its quality assurance review process to further analyze Divisions use of non-competitive DPOs to ensure compliance. Utilizing all the checks and balances outlined above, PMMD ensures that there is adequate justification for each non-competitive purchase.

COMMENTS

Table 1, below, provides a breakdown of the total non-competitive purchasing activity for 2018 by exception reason. PMMD uses the date the purchase order or blanket contract is issued as the date the non-competitive purchasing activity occurred. As a result, it is possible that Council approved a non-competitive in 2017, and the actual purchase order or blanket contract is issued in 2018. That means the non-competitive activity would appear on the 2018 report versus the 2017 report.

In 2018, the value of all non-competitive purchases for the City totalled \$115.3 million (2017: \$72.8 million), which represents 4.3% (2017: 3.2%) of the City's total purchases of approximately \$2.7 billion. The amount of non-competitive purchases increased by 1.1% of total purchases over 2017 and increased by 58.4% in total dollar value. Non-competitive purchases for emergency and exclusive rights scenarios accounted for 73.5% of the total non-competitive procurement. (2017 - 61%).

Of the \$115.3 million of non-competitive purchases, \$6.9 million (5.9%) was approved by City Divisions, \$33.8 million (29.3%) was approved by PMMD, and \$74.7 million (64.7%) was approved by Council.

Table 1: Summary of Non-Competitive Purchase Activity by Exception

Exception for Non-Competitive	Number issued by Divisions and Value (\$3,000 & up to \$50,000)		Number issued by PMMD and value (\$3,000 & up to \$500,000)		Number Approved by Council and Value (greater than \$500,000)		TOTAL	
Emergency	33	643,192	11	8,313,758	2	8,997,814	46	17,954,764
Exclusive Rights	87	1,588,889	24	3,561,288	30	61,746,819	141	66,896,996
Compatibility	60	1,136,241	15	2,495,812	0	0	75	3,632,053
Health & Safety Issues	14	231,897	2	707,300	0	0	16	939,197
Time Constraint	39	969,929	20	3,303,551	2	1,339,942	61	5,613,423
Bridging Contracts	37	1,032,878	50	10,458,207	1	995,075	88	12,486,160
Work Already Completed	0	0	26	1,196,155	0	0	26	1,196,155
Absence of Competition	27	460,888	6	903,173	0	0	33	1,364,060

Exception for Non-Competitive	Number issued by Divisions and Value (\$3,000 & up to \$50,000)		Number issued by PMMD and value (\$3,000 & up to \$500,000)		Number Approved by Council and Value (greater than \$500,000)		TOTAL	
Public Interest(Confidential/Security)	2	26,135	5	542,950	0	0	7	569,085
Cost Sharing	4	67,866	1	53,500	0	0	5	121,366
Warranty Maintenance	5	44,861	1	74,768	0	0	6	119,628
Other Reason	0	0	0	0	3	450,000	3	450,000
Competitive Call Unsuccessful	3	123,366	4	1,146,262	0	0	7	1,269,628
Scarcity of Market Supply	10	303,114	1	60,525	0	0	11	363,639
Work of Art	1	4,400	0	0	0	0	1	4,400
Public Body Purchase	0	0	1	166,600	1	1,130,128	2	1,296,728
Design Contest	12	116,840	0	0	0	0	12	116,840
Prototype	3	110,690	3	839,705	0	0	6	950,395
Grand Total 2018	337	6,861,186	170	33,823,553	39	74,659,778	546	115,344,518
2017 Total	259	4,529,802	152	20,907,459	50	47,375,649	461	72,812,910
2018 vs 2017	78	2,331,384	18	12,916,094	(11)	27,284,129	85	42,531,608

Non-Competitive Purchases under \$50,000 (Divisional Purchase Orders (DPOs))

Table 2, below, summarizes the non-competitive DPOs issued by City divisions in 2018 as compared to 2017. The number of non-competitive DPO purchases in 2018 increased by approximately 30.1% when compared to 2017 (from 259 in 2017 to 337 in 2018). The value of non-competitive DPOs also increased in 2018 by 51.5% or \$2,331,384 when compared to 2017. Some of the reasons of the increased number of non-competitive DPOs relate to a number of Divisions requiring bridging contracts for various services as they waited until PMMD completed a procurement process for a longer term contract. A total of 37 DPO bridge contracts were put in place for approximately \$1 million.

Table 2 - Comparison of Non-Competitive Divisional Purchase Orders (DPOs) \$3,000 and above

Service Area	2018 DPO Number and Value		2017 DPO Number and Value		Change: 2018 vs 2017 Number, Percentage and Value			
City Manager	9	201,768	4	72,727	5	125%	129,041	177.4%
Community and Social Services (formerly Cluster A)	132	2,681,930	107	1,641,160	25	23.4%	1,040,769	63.4%
Infrastructure and Development Services (formerly Cluster B)	101	2,296,613	80	1,621,142	21	26.3%	675,471	41.7%
Finance and Treasury Services (formerly Financial Services)	17	262,201	21	296,916	(4)	(19%)	(34,715)	(11.7%)
Corporate Services (formerly Internal Corporate Services)	62	1,265,728	40	771,115	22	55%	494,613	64.1%
Other Programs*1	16	152,946	7	126,741	9	128.6%	26,206	20.7%
Total	337	6,861,186	259	4,529,802	78	30.1%	2,331,385	51.5%

*1 Includes City Clerk's Office, Legal Services, Councillor Offices, and Mayor's Office

Attachment 1 provides further details on 2018 non-competitive DPOs by division, with a comparison to 2017.

Non-Competitive Contracts Processed by PMMD

Table 3 compares non-competitive requests processed by PMMD in 2018 to those processed in 2017. The number of non-competitive purchases increased in 2018 by approximately 11.8% compared to 2017 (from 152 in 2017 to 170 in 2018). The value of the non-competitive purchases, increased by approximately 61.8% and approximately \$12.9 million when compared to 2017. Some of the reasons for the increase in dollar value of non-competitive procurements processed by PMMD include additional requirements related to SSHA responding to the refugee crisis and a number

of bridging contracts put into place while a competitive process was being completed in PMMD.

Table 3 - Comparison of Non-Competitive Purchase Orders and Blanket Contracts Processed by PMMD \$3,000 and above

Service Area	2018 Number and Value		2017 Number and Value		Change: 2018 vs 2017 Number, Percentage and Value			
City Manager	7	570,128	10	1,607,987	(3)	(30%)	(1,037,859)	(64.5%)
Community and Social Services (formerly Cluster A)	48	13,426,000	43	5,489,988	5	11.6%	7,936,012	114.6%
Infrastructure and Development Services (formerly Cluster B)	48	7,395,431	54	8,584,209	(6)	(11.1%)	(1,188,778)	(13.8)%
Finance and Treasury Services (formerly Financial Services)	5	504,059	8	1,150,721	(3)	(37.5%)	(646,662)	(56.2%)
Corporate Services (formerly Internal Corporate Services)	54	10,654,178	27	3,394,870	27	100%	7,259,308	213.8%
Other Programs *1	8	1,273,758	10	679,685	(2)	(20%)	594,073	87.4%
Total	170	33,823,533	152	20,907,459	18	11.8%	12,916,095	61.8%

*1 Includes City Clerk's Office, Legal Services, Councillor Offices, and Mayor's Office

Attachment 2 provides further details on non-competitive purchases processed by PMMD in 2018, with a comparison to 2017.

Non-Competitive Purchases Approved by Committee and Council

Table 4 compares the non-competitive contracts approved by Committee and Council in 2018 to 2017. The number of non-competitive contracts approved by Council in 2018 decreased by approximately (22%) as compared to 2017 (from 50 in 2017 to 39 in 2018), however the dollar value of these non-competitive contracts increased by approximately 57.6% (from \$47.4 million in 2017 to \$74.7 million in 2018).

The dollar value increase is primarily attributed to a blanket contract issued to Rehrig Pacific Company for the supply of new bins and maintenance of the existing recycling and garbage bins which was approved by Council in 2017, with the final blanket contract being cut in early 2018 after the negotiation and execution of the agreement. The value of the contract with Rehrig Pacific Company was approximately \$48 million over a ten year period.

Attachment 3 provides further details on non-competitive purchases approved by Committee and Council in 2018 with a comparison to 2017.

Table 4 - Comparison of Council Approved Non-competitive Purchase Orders and Blanket Contracts

Service Area	2018 Number and Value		2017 Number and Value		Change: 2018 vs 2017 Number, Percentage and Value			
City Manager	0	0	1	10,000	(1)	(100 %)	(10,000)	(100%)
Community and Social Services (formerly Cluster A)	11	12,303,225	9	26,695,989	2	22.2%	(14,392,764)	(53.9%)
Infrastructure and Development Services (formerly Cluster B)	12	48,034,955	25	8,708,249	(13)	(52 %)	39,326,706	451.6%
Finance and Treasury Services (formerly Financial Services)	3	968,836	2	43,483	1	50%	925,353	2128.1%
Corporate Services (formerly Internal Corporate Services)	10	10,501,737	8	9,662,331	2	25%	839,406	8.7%
Other Programs*1	3	2,851,025	5	2,255,596	(2)	(40%)	595,428	26.4%
Total	39	74,659,778	50	47,375,649	(11)	(22%)	27,284,130	57.6%

*1 Includes City Clerk's Office, Legal Services, Councillor Offices, and Mayor's Office

Non-Competitive Activity - Summary

Table 5 compares the non-competitive activity in 2018 to the City's overall purchasing activity for the year.

Table 5 - Comparison of 2018 Non-competitive Purchases to Total Overall Purchases in the City for 2018

	# of Purchase Orders, Blanket Contracts, Divisional Purchase Orders	\$ Value of Purchase Orders, Blanket Contracts, Divisional Purchase Orders
Total Purchasing Activity in 2018 (includes all competitive and non-competitive processes)	13,011	\$2,690,236,158
Non-competitive Activity in 2018 \$3,000 and above		
Processed by Divisions	337 (2.6% of Total POs/BCs/DPO issued)	\$6,861,186 (0.3% of Total Purchases)
Processed by PMMD	170 (1.3% of Total POs/BCs/DPO issued)	\$33,823,553 (1.3% of Total Purchases)
Approved by Council	39 (0.3% of Total POs/BCs/DPO issued)	\$74,659,778 (2.8% of Total Purchases)
Total Non-competitive Activity	546 (4.2% of Total POs/BCs/DPOs issued)	\$115,344,518 (4.3% of Total Purchases)

In 2018, the City purchased approximately \$2.7 billion in goods and services, and only a small portion of that related to non-competitive purchases (4.3% of the total dollar value of purchases was non-competitive, and 4.2% of total number of purchases).

PMMD continues to work with division staff and provide training where necessary to keep non-competitive purchases to a minimum and where possible use a competitive process to avoid purchasing through non-competitive. In 2018, PMMD continued to work with representatives of the Purchasing Working Group to address non-compliance in the processing of DPOs and non-competitive purchases as issues arose for discussion at meetings. In addition, PMMD will continue to conduct quality assurance reviews using criteria resulting from an AG Audit on DPO Quality Assurance Reviews.

CONTACT

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SIGNATURE

Andrew Flynn
Controller

ATTACHMENTS

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| Attachment 1: | Comparison of 2017/18 Non-Competitive Purchases Processed by Divisional Purchase Orders (DPO) \$3,000 up to \$50,000 |
| Attachment 2: | Comparison of 2017/18 Non Competitive Purchases Processed by PMMD \$3,000 up to \$500,000 |
| Attachment 3: | Comparison of 2017/18 Non-Competitive Purchases Awarded by Committee and Council Greater than \$500,000 |

ATTACHMENT 1

Comparison of 2017/18 Non-Competitive Purchases processed by Divisional Purchase Orders (DPO) \$3,000 up to \$50,000

Service Area	Total No. of DPO's	Total No. of DPO's	Change (#)	Total Value of DPO's	Total Value of DPO's	Change (\$)
	2017	2018		2017	2018	
City Manager:						
City Manager's Office	1	0	(1)	\$12,095	\$0	(\$12,095)
Executive Management	0	1	1	\$0	\$10,000	\$10,000
People, Equity & Human Rights (2017 Human Resources Purchasing activity)	2	4	2	\$39,576	\$93,358	\$53,782
Transformation Office	0	4	4	\$0	\$98,410	\$98,410
Community and Social Services (formerly Cluster A):						
Affordable Housing	2	1	(1)	\$28,500	\$28,000	(\$500)
Children's Services	1	4	3	\$28,688	\$20,458	(\$8,230)
Court Services	3	5	2	\$33,239	\$42,302	\$9,063
Economic Development & Culture	21	23	2	\$368,772	\$387,311	\$18,539
Employment & Social Services	1	1	0	\$49,999	\$50,000	\$1
Long-Term Care Homes & Services	4	4	0	\$43,161	\$82,390	\$39,228
Parks, Forestry & Recreation	31	40	9	\$351,220	\$739,379	\$388,159
Shelter, Support & Housing Administration	5	18	13	\$114,254	\$486,606	\$372,352
Social Development, Finance & Admin	2	1	(1)	\$28,500	\$17,700	(\$10,800)
Toronto Paramedic Services	0	5	5	\$0	\$123,306	\$123,306
Toronto Public Health	37	30	(7)	\$594,827	\$704,479	\$109,651

Service Area	Total No. of DPO's	Total No. of DPO's	Change (#)	Total Value of DPO's	Total Value of DPO's	Change (\$)
	2017	2018		2017	2017	
Infrastructure and Development Services (formerly Cluster B):						
City Planning	11	5	(6)	\$127,913	\$147,835	\$19,922
Engineering & Construction Services	0	1	1	\$0	\$5,000	\$5,000
Fire Services	7	11	4	\$121,485	\$220,475	\$98,990
Major Capital Infrastructure Coordination Office	0	0	0	\$0	\$0	\$0
Municipal Licensing & Standards	4	10	6	\$74,505	\$215,533	\$141,028
Office of Emergency Management	0	0	0	\$0	\$0	\$0
Policy, Planning, Finance & Administration	2	0	(2)	\$41,181	\$0	(\$41,181)
Solid Waste Management Services	16	8	(8)	\$318,064	\$268,082	(\$49,983)
Toronto Building	2	2	0	\$27,995	\$23,795	(\$4,200)
Toronto Water	28	39	11	\$660,828	\$1,037,980	\$377,152
Transportation Services	9	25	16	\$241,171	\$377,914	\$136,742
Waterfront Secretariat	1	0	(1)	\$8,001	\$0	(\$8,001)
Finance and Treasury Services (formerly Financial Services)						
Corporate Finance	3	1	(2)	\$86,549	\$29,960	(\$56,589)
Finance & Administration	0	0	0	\$0	\$0	\$0
Financial Planning	0	1	1	\$0	\$4,400	\$4,400
Internal Audit	1	1	0	\$21,056	\$12,544	(\$8,512)
Office of the Controller	0	1	1	\$0	\$20,000	\$20,000
Accounting Services	2	2	0	\$17,500	\$11,800	(\$5,700)

Service Area	Total No. of DPO's	Total No. of DPO's	Change (#)	Total Value of DPO's	Total Value of DPO's	Change (\$)
	2017	2018		2017	2018	
Pension, Payroll & Employee Benefits	5	4	(1)	\$35,901	\$48,953	\$13,052
Purchasing & Materials Management	0	1	1	\$0	\$5,000	\$5,000
Revenue Services	11	6	(5)	\$156,967	\$129,544	(\$27,423)
Corporate Services (formerly Internal Corporate Services):						
311 Toronto	0	2	2	\$0	\$64,480	\$64,480
Environment & Energy Office	3	9	6	\$36,737	\$141,231	\$104,494
Facilities Management	26	39	13	\$439,041	\$771,255	\$332,214
Fleet Services	1	3	2	\$3,600	\$81,435	\$77,835
Information & Technology	8	6	(2)	\$209,171	\$138,295	(\$70,876)
Real Estate Services	2	3	1	\$82,567	\$69,032	(\$13,535)
Other Programs:						
Council	0	1	1	\$0	\$8,000	\$8,000
City Clerk's Office	5	13	8	\$109,214	\$115,466	\$6,252
Legal Services	2	2	0	\$17,526	\$29,480	\$11,953
Mayor's Office	0	0	0	\$0	\$0	\$0
Grand Total	259	337	78	\$4,529,802	\$6,861,186	\$2,331,385

ATTACHMENT 2

Comparison of 2017/18 Non-Competitive Purchases processed by PMMD \$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 (\$)
	2017	2018		2017	2018	
City Manager:						
City Manager's Office	0	0	0	\$0	\$0	\$0
Executive Management	0	2	2	\$0	\$171,950	\$171,950
People, Equity & Human Rights (2017 Human Resources Purchasing activity)	9	4	(5)	\$1,426,487	\$328,178	(\$1,098,309)
Transformation Office	0	1	1	\$0	\$70,000	\$70,000
Community and Social Services (formerly Cluster A):						
Affordable Housing	0	0	0	\$0	\$0	\$0
Children's Services	0	3	3	\$0	\$814,193	\$814,193
Court Services	0	8	8	\$0	\$844,164	\$844,164
Economic Development & Culture	8	4	(4)	\$428,065	\$84,836	(\$343,229)
Employment & Social Services	0	1	1	\$0	\$15,322	\$15,322
Long-Term Care Homes & Services	3	3	0	\$881,641	\$480,641	(\$401,000)
Parks, Forestry & Recreation	18	15	(3)	\$2,285,698	\$3,185,079	\$899,380
Shelter, Support & Housing Administration	6	10	4	\$778,799	\$7,563,460	\$6,784,660
Social Development, Finance & Admin	0	1	1	\$0	\$72,100	\$72,100
Toronto Paramedic Services	4	1	(3)	\$858,784	\$98,170	(\$760,614)
Toronto Public Health	4	2	(2)	\$256,999	\$268,035	\$11,036

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 (\$)
	2017	2018		2017	2018	
Infrastructure and Development Services (formerly Cluster B):						
City Planning	5	6	1	\$501,210	\$536,181	\$34,971
Engineering & Construction Services	1	0	(1)	\$35,000	\$0	(\$35,000)
Fire Services	6	3	(3)	\$1,046,865	\$644,651	(\$402,214)
Major Capital Infrastructure Coordination Office	0	0	0	\$0	\$0	\$0
Municipal Licensing & Standards	8	6	(2)	\$179,188	\$300,370	\$121,182
Office of Emergency Management	0	2	2	\$0	\$487,207	\$487,207
Policy, Planning, Finance & Administration	1	0	(1)	\$14,300	\$0	(\$14,300)
Solid Waste Management Services	5	7	2	\$634,672	\$349,464	(\$285,208)
Toronto Building	2	0	(2)	\$116,500	\$0	(\$116,500)
Toronto Water	15	13	(2)	\$3,715,877	\$2,816,276	(\$899,602)
Transportation Services	11	11	0	\$2,340,597	\$2,261,283	(\$79,314)
Waterfront Secretariat	0	0	0	\$0	\$0	\$0
Finance and Treasury Services (formerly Financial Services):						
Corporate Finance	2	0	(2)	\$140,100	\$0	(\$140,100)
Finance & Administration	0	0	0	\$0	\$0	\$0
Financial Planning	2	0	(2)	\$54,806	\$0	(\$54,806)
Internal Audit	1	0	(1)	\$181,500	\$0	(\$181,500)
Office of the Controller	2	0	(2)	\$637,065	\$0	(\$637,065)

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 (\$)
	2017	2018		2017	2018	
Accounting Services	2	1	(1)	\$318,750	\$14,500	(\$304,250)
Pension, Payroll & Employee Benefits	0	1	1	\$0	\$72,150	\$72,150
Purchasing & Materials Management	0	2	2	\$0	\$337,800	\$337,800
Revenue Services	0	1	1	\$0	\$79,609	\$79,609
Corporate Services (formerly Internal Corporate Services):						
311 Toronto	2	0	(2)	\$240,140	\$0	(\$240,140)
Environment & Energy Office	0	2	2	\$0	\$134,155	\$134,155
Facilities Management	9	27	18	\$1,457,741	\$5,577,701	\$4,119,960
Fleet Services	2	9	7	\$212,427	\$2,350,166	\$2,137,739
Information & Technology	14	14	0	\$1,484,562	\$2,484,755	\$1,000,193
Real Estate Services	0	2	2	\$0	\$107,400	\$107,400
Other Programs:						
Council	0	2	2	\$0	\$565,029	\$565,029
City Clerk's Office	0	4	4	\$0	\$563,729	\$563,729
Legal Services	10	2	(8)	\$679,685	\$145,000	(\$534,685)
Mayor's Office	0	0	0	\$0	\$0	\$0
Grand Total	152	170	18	\$20,907,459	\$33,823,553	\$12,916,095

ATTACHMENT 3

Comparison of 2017/18 Non-Competitive 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 (\$)
	2017	2018		2017	2018	
City Manager:						
City Manager's Office	1	0	(1)	\$10,000	\$0	(\$10,000)
Executive Management	0	0	0	\$0	\$0	\$0
People, Equity & Human Rights	0	0	0	\$0	\$0	\$0
Transformation Office	0	0	0	\$0	\$0	\$0
Community and Social Services (formerly Cluster A):						
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	0	1	1	\$0	\$7,500	\$7,500
Employment & Social Services	0	0	0	\$0	\$0	\$0
Long-Term Care Homes & Services	0	0	0	\$0	\$0	\$0
Parks, Forestry & Recreation	1	3	2	\$146,000	\$338,779	\$192,779
Shelter, Support & Housing Administration	5	3	(2)	\$26,364,906	\$9,899,936	(\$16,464,970)
Social Development, Finance & Admin	1	0	(1)	\$100,575	\$0	(\$100,575)
Toronto Paramedic Services	1	0	(1)	\$44,908	\$0	(\$44,908)
Toronto Public Health	1	4	3	\$39,600	\$2,057,010	\$2,017,410

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 (\$)
	2017	2018		2017	2018	
Infrastructure and Development Services (formerly Cluster B):						
City Planning	3	0	(3)	\$36,970	\$0	(\$36,970)
Engineering & Construction Services	0	1	1	\$0	\$5,860	\$5,860
Fire Services	2	0	(2)	\$50,753	\$0	(\$50,753)
Major Capital Infrastructure Coordination Office	0	0	0	\$0	\$0	\$0
Municipal Licensing & Standards	0	0	0	\$0	\$0	\$0
Office of Emergency Management	0	0	0	\$0	\$0	\$0
Policy, Planning, Finance & Administration	1	0	(1)	\$33,716	\$0	(\$33,716)
Solid Waste Management	1	1	0	\$3,600	\$47,149,413	\$47,145,813
Toronto Building	0	0	0	\$0	\$0	\$0
Toronto Water	8	9	1	\$4,942,348	\$861,093	(\$4,081,255)
Transportation Services	10	1	(9)	\$3,640,862	\$18,589	(\$3,622,273)
Waterfront Secretariat	0	0	0	\$0	\$0	\$0
Finance and Treasury Services (formerly Financial Services):						
Corporate Finance	0	2	2	\$0	\$177,920	\$177,920
Finance & Administration	0	0	0	\$0	\$0	\$0
Financial Planning	0	0	0	\$0	\$0	\$0
Internal Audit	0	0	0	\$0	\$0	\$0

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 (\$)
	2017	2018		2017	2018	
Finance and Treasury Services (formerly Financial Services):						
Office of the Controller	0	0	0	\$0	\$0	\$0
Accounting Services	0	0	0	\$0	\$0	\$0
Pension, Payroll & Employee Benefits	0	0	0	\$0	\$0	\$0
Purchasing & Materials Management	0	1	1	\$0	\$790,916	\$790,916
Revenue Services	2	0	(2)	\$43,483	\$0	(\$43,483)
Corporate Services (formerly Internal Corporate Services):						
311 Toronto	1	0	(1)	\$24,720	\$0	(\$24,720)
Environment & Energy Office	0	0	0	\$0	\$0	\$0
Facilities Management	0	5	5	\$0	\$1,882,895	\$1,882,895
Fleet Services	0	0	0	\$0	\$0	\$0
Information & Technology	7	5	(2)	\$9,637,611	\$8,618,842	(\$1,018,769)
Real Estate Services	0	0	0	\$0	\$0	\$0
Other Programs:						
City Clerk's Office	4	3	(1)	\$2,100,596	\$2,851,025	\$750,428
Legal Services	1	0	(1)	\$155,000	\$0	(\$155,000)
Grand Total	50	39	(11)	\$47,375,649	\$74,659,778	\$27,284,130