

Appendix A: 2019 Consulting Services Expenditure - Operating

Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant's Name	Description of Work	2019 Expenditure	2018 Expenditure
City Manager	Chief Transformation Office	Mgmt. / R&D	03/30/2018	6046040	Slalom Consulting	To provide change management training and courses for the benefit of the City of Toronto.	-	15,264
City Manager	Chief Transformation Office	Mgmt. / R&D	08/22/2018	3571975	Slalom Consulting	To provide external advice & recommendations on how to further implement a successful transformation strategy.	7,937	15,976
City Manager	City Clerk's Office	Creative Communications	03/22/2018	9134267	Mindful Experience	To determine how best to electronically display City of Toronto proclamations in City Hall Rotunda.	-	142
City Manager	City Clerk's Office	Mgmt. / R&D	11/28/2018	47021835	Western Management Consultants of Ontario	To review information management services and recommend a service delivery model and organizational structure.	130,405	-
City Manager	City Clerk's Office	Mgmt. / R&D	09/11/2019	6049457	MNP LLP	To provide an organizational review of Toronto election services.	76,814	-
City Manager	City Clerk's Office	Mgmt. / R&D	11/28/2019	6049913	Procurity Group	To review the City's offset printing service.	13,992	-
City Manager	Equity, Diversity and Human Rights	Mgmt. / R&D	07/24/2019	3583215	Transformative Directions	To conduct staff interviews, and leadership development sessions and generate a report with findings.	5,076	-
City Manager	Equity, Diversity and Human Rights	Mgmt. / R&D	09/20/2018	6047552	Nbissing Consulting Inc.	Provided advice on drafting strategic framework and plans for the Indigenous Affairs Office for the City of Toronto.	-	39,992
City Manager	Strategic & Corporate Policy	Mgmt. / R&D	07/11/2014	6039599	Canadian Urban Inst.	Provided a review and recommendations on the Toronto Ward Boundary.	-	1,000
City Manager	Strategic & Corporate Policy	Technical	07/30/2019	6049252	George Brown College	To provide a review of municipally operated child care programs.	38,036	-
City Manager	Strategic Communications	Mgmt. / R&D	08/20/2019	6049322	Edelman PR Worldwide Canada	To provide an objective review of the City's communications functions.	130,215	-
City Manager Total							402,476	72,374

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Community and Social Services	Children Services	Mgmt. / R&D	01/31/2019	6048312	Gladki Planning Associates Inc.	To provide a study to consult with childcare stakeholders and develop an inclusive consultation plan for 2020-2024 Service System Plan.	77,442	-
Community and Social Services	Children Services	Mgmt. / R&D	10/10/2019	6049642	Calian Ltd.	To perform an organizational review and recommend an effective and efficient structure to upcoming Provincial Government funding and policy changes.	76,997	-
Community and Social Services	Children Services	Technical	10/11/2018	6047664	LGA Architectural Partners Ltd.	To provide research and recommend architectural design guidelines for EarlyON centres.	73,752	31,412
Community and Social Services	Children Services	Technical	12/11/2018	6048078	Barnes Management Group	To provide a study and recommend practices for LGBTQ2S inclusivity in early years settings.	32,396	64,753
Community and Social Services	Children Services	Technical	11/06/2018	6047871	Salmon, Christina	To provide a research project to conduct concept mapping and develop quality program standards for EarlyON centres.	64,475	22,998
Community and Social Services	Children Services	Technical	07/30/2019	6049252	George Brown College	To conduct an analysis on services provided by City-operated child care centres and provide recommendations.	38,036	-
Community and Social Services	Children Services	Technical	09/11/2017	6045599	Deloitte LLP	Recommended a new risk based model to conduct budget analysis on purchased child care providers.	-	91,177
Community and Social Services	Children Services	Technical	01/05/2018	6046304	MNP LLP	Recommended a Human Services Integration (HSI) governance model.	-	33,920
Community and Social Services	Court Services	Mgmt. / R&D	09/18/2019	6049499	Diab Solut Inc.	To provide an organizational change management consultant to support office move and related changes.	87,277	-
Community and Social Services	Court Services	Mgmt. / R&D	11/29/2019	6049918	MNP LLP	To review and evaluate existing organizational structure and recommended changes.	35,616	-
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	04/19/2018	3567595	Barker, Keith	Provided consulting Work - Advisory Panel Member - Indigenous Culture Program	-	2,792
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	05/03/2018	3568214	Bolduc, Denise	Provided consulting Work - Advisory Panel Member - Indigenous Culture Program	-	3,052
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	08/11/2017	6045472	Hemson Consulting Ltd	Provided a review of Imagination Manufacturing Innovation Technology (IMIT) Property Tax Incentive Program.	-	9,333
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	05/23/2018	6046938	Hemson Consulting Ltd	Assessed the potential impacts of various financial tools and other City initiatives on non-residential development patterns in Toronto.	-	7,654
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	06/11/2018	3569588	Hemson Consulting Ltd	Provided consulting services to review eight Imagination Manufacturing Innovation Technology (IMIT) applications.	-	25,190
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	04/06/2018	3567171	Loft, Angela	Provided Advisory Panel Member, Indigenous Culture Program.	-	1,840
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	03/19/2018	3566594	Morriseau, Andre	Provided Advisory Panel Member, Indigenous Culture Program.	-	2,760
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	12/13/2017	3563412	N Barry Lyon Consultings Ltd	Evaluated the development feasibility and economics of securing and expanding film studio infrastructure in the Port Lands & South of Eastern Employment Area.	-	45,000

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Community and Social Services	Economic Development & Culture	Mgmt. / R&D	03/16/2018	6046618	N Barry Lyon Consultings Ltd	Provided a study for film studio infrastructure in the Port Lands & South Eastern Area.	-	7,500
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	12/06/2018	3575726	Shaftesbury Associates	Provided a review and implementation plan on the Toronto International Trade.	-	3,053
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	06/19/2018	3569914	Swanson, Kerry	Provided consulting services & program coordination to support the development, implementation & evaluation of an Indigenous Culture Program.	-	50,778
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	12/20/2019	3588950	Diversio Inc.	To support on the Diversion Certification of the City of Toronto.	40,704	-
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	12/12/2018	3575914	Dragonfly Consulting Services Canada	To provide consulting services to develop an Indigenous Focused Curricula.	16,180	-
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	05/24/2019	3581266	Granata, Paolo	To provide consulting services and research regarding UNESCO Creative Cities Network for Cultural Partnerships.	2,500	-
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	02/01/2018	6046418	HR Transformations Inc.	To provide a change management & training plan for Economic Development & Culture, Business Growth Services.	3,384	25,701
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	03/13/2019	6048527	JC Williams Group Ltd	To provide studies on strategies to address the economic impacts of major construction on local businesses.	109,451	-
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	11/23/2018	6048002	John Archer And Associates	To provide a study of the current state and future of the City's retail main streets.	186,993	2,996
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	12/13/2019	Schedule A	The Middle CC Group Inc.	To provide consulting Services for the Indigenous Centre for Innovation and Entrepreneurship.	41,518	-
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	10/31/2018	6047832	NGL Nordicity Group Ltd	To develop a City wide Equity Plan Report for Economic Development & Culture.	33,047	33,047
Community and Social Services	Economic Development & Culture	Mgmt. / R&D	11/29/2019	3588016	NGL Nordicity Group Ltd	To provide consulting services to carry out a Toronto Screen Industry Workforce Study.	46,400	-
Community and Social Services	Parks, Forestry & Recreation	Creative Communications	01/01/2019	3576778	Manifest Communications Inc.	To help management brand the division through a review of the Parks, Forestry & Recreation story, interviews with key stakeholders, and preparation of a report regarding use of a consistent narrative or theme.	30,528	-
Community and Social Services	Parks, Forestry & Recreation	Creative Communications	01/01/2019	3580764	Pilot PMR	To provide advice to Parks, Forestry & Recreation on its Master Plan content, copy and design.	11,170	-
Community and Social Services	Parks, Forestry & Recreation	Mgmt. / R&D	03/01/2018	6046461	KPMG LLP	Prepared an implementation plan and change management plan through interviews with stakeholders and Policy & Strategic Planning staff.	-	166,279
Community and Social Services	Parks, Forestry & Recreation	Technical	07/27/2019	47022209	Harper, Kathleen (Plastibuff)	To evaluate the state of Toronto's waterslides, maintenance and staff training needs, and provide recommendations	488	-
Community and Social Services	Parks, Forestry & Recreation	Technical	01/01/2019	6048220	Watson & Associates Economists Ltd	To provide review and recommendations to Toronto Urban Forestry on user fees.	91,991	-

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Community and Social Services	Seniors Services and Long-Term Care	Mgmt. / R&D	10/02/2018	3573258	York University	To study various models and approaches to care and providing an evidence based report on the measures reviewed, including impacts on resident care.	24,191	-
Community and Social Services	Seniors Services and Long-Term Care	Mgmt. / R&D	09/14/2018	3572720	Faye Clack Communications Inc.	Provided an assesment on the Local Food Purchase.	-	25,440
Community and Social Services	Seniors Services and Long-Term Care	Mgmt. / R&D	09/01/2018		Janes & Nadine	Reviewed the care plan for labour relations case.	-	11,321
Community and Social Services	Shelter, Support & Housing Administration	Mgmt. / R&D	11/02/2017	3561730	Piaskowski Pat	Evaluated and provided a plan of action for restructuring of IPAC (Infection Prevention and Control) program at Seaton House.		35,857
Community and Social Services	Shelter, Support & Housing Administration	Mgmt. / R&D	09/12/2017	6045605	Strategic Retreats Inc.	Provided options and recommendations to improve community engagement and public awareness about homelessness service system.		15,188
Community and Social Services	Shelter, Support & Housing Administration	Mgmt. / R&D	06/16/2017	3556798	Joy Connelly	Provided evaluation and advisory on tenant reallocation support services.		12,284
Community and Social Services	Shelter, Support & Housing Administration	Mgmt. / R&D	09/25/2018	3573017	Joy Connelly	To provide an evaluation of the Coordinated Access to Housing Supports (CAHS) pilot, and make recommendations for moving towards a system-wide coordinated access model based on pilot outcomes.	23,473	10,176
Community and Social Services	Shelter, Support & Housing Administration	Mgmt. / R&D	08/28/2018	3572149	Beverly Wolfus Consulting	To create a strategic evaluation plan, including a logic model and performance measurement system, for the new shelter service model being implemented at five pilot sites in 2018 with recommendation for program improvement.	11,397	20,352
Community and Social Services	Shelter, Support & Housing Administration	Mgmt. / R&D	10/04/2018	3573367	Canadian Observatory of Homelessness	To create the essential criteria that define a shelter/allied service as low-barrier; identify and describe best practices; and provide service considerations and recommendations.	46,795	-
Community and Social Services	Shelter, Support & Housing Administration	Mgmt. / R&D	09/11/2019	3584732	Canadian Observatory of Homelessness	To conduct an evaluation of housing with supports programming through implementation, participation, client satisfaction, and outcomes with recommendations for future funding decisions for housing.	4,165	-
Community and Social Services	Shelter, Support & Housing Administration	Mgmt. / R&D	10/04/2018	3573352	Canadian Observatory of Homelessness	To study to identify a range of program and policy options that could be implemented to prevent family homelessness through the analysis of data in the 2018 Street Needs Assessment and Shelter Management Information System.	18,375	-
Community and Social Services	Shelter, Support & Housing Administration	Technical	06/30/2017	3557425	Straticom Planning Associates	Reviewed and evaluated Tenant Relocation Support Services (TRSS) responses to enable Shelter, Support & Housing Administration to gain a better understanding of the outcomes of these services .	-	10,734
Community and Social Services	Shelter, Support & Housing Administration	Technical	06/14/2017	3556707	Infrastructure Interior Associates Inc.	Reviewed and evaluated TRSS responses to enable Shelter, Support & Housing Administration to gain a better understanding of the outcomes of these services .	-	1,425
Community and Social Services	Shelter, Support & Housing Administration	Technical	09/06/2017	6045587	CHU Architects Inc.	Reviewed and evaluated TRSS responses to enable Shelter, Support & Housing Administration to gain a better understanding of the outcomes of these services .	-	7,174
Community and Social Services	Shelter, Support & Housing Administration	Technical	10/03/2018	6047622	Canadian Urban Institute	Provided a study on the private market rental listings in Toronto.	-	8,760

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Community and Social Services	Shelter, Support & Housing Administration	Technical	03/27/2017	6044763	SHS Inc.	Provided a study which examined the reach and impact of the current housing allowance program to support policy development and homelessness service system transformation.	-	14,182
Community and Social Services	Shelter, Support & Housing Administration	Technical	03/27/2017	6044764	York University	Provided a study of client profile establishment of household at imminent risk of eviction and contributing factors to successfully maintaining housing.	-	10,362
Community and Social Services	Shelter, Support & Housing Administration	Technical	03/31/2017	3553991	Davis, Bruce	Developed a communication strategy and consultation with community leaders regarding the new shelter model.	-	10,507
Community and Social Services	Shelter, Support & Housing Administration	Technical	09/26/2018	6047576	Hilditch Architect	To design principles and best practices with providing options and recommendation for all shelter users, staff, and visitors.	139,523	-
Community and Social Services	Shelter, Support & Housing Administration	Technical	12/31/2018	6048190	LOBO Consulting Services Inc.	To evaluate the potential of utilizing occupancy tracking technology solution for the purpose of allowing accurate and automated reporting of clients, staff and visitors.	15,976	-
Community and Social Services	Social Development, Finance & Administration	Creative Communications	11/05/2018	Schedule A payment	Family Service Toronto	Provided consulting services for Toronto for All Intimate Partner Gender-Based Violence Campaign.	-	27,000
Community and Social Services	Social Development, Finance & Administration	Creative Communications	01/22/2019	Letter of Agreement Schedule A Payment	Centre for Independent Living in Toronto (CILT)	To support with co-design, development and implementation of the "2019 Toronto for All" campaign focusing on the experiences of people living with disabilities in Toronto.	24,000	-
Community and Social Services	Social Development, Finance & Administration	Mgmt. / R&D	10/29/2018	3574195	Williams, Rudi Quammie	Provided facilitation, year-end meeting and engagement plan for Partnership and Accountability Circle.	-	1,015
Community and Social Services	Social Development, Finance & Administration	Mgmt. / R&D	12/05/2018	3575602	Daniel, Dr Beverly-Jean	To provide consulting services for curriculum development for an Anti-Black Racism corporate learning program.	-	17,299
Community and Social Services	Social Development, Finance & Administration	Mgmt. / R&D	11/27/2018	Letter of Agreement Schedule A Payment	Blueprint ADE	To develop a set of Integrated workforce development tracking and reporting tools.	-	9,515
Community and Social Services	Social Development, Finance & Administration	Mgmt. / R&D	04/03/2018	Letter of Agreement Schedule A Payment	Alzheimer Society Of Toronto	To provide consulting services on preparation and delivery of the third annual Toronto Caregiver Day.	-	10,000
Community and Social Services	Social Development, Finance & Administration	Mgmt. / R&D	10/25/2018	Letter of Agreement Schedule A Payment	Yonge Street Mission	To develop a systematic approach of reducing poverty for the City.	-	79,168
Community and Social Services	Social Development, Finance & Administration	Mgmt. / R&D	04/16/2019	3579992	GVK International Inc.	To provide an independent review and assessment of the Financial Management section and Social Development, Finance & Administration, as well as to conduct both internal and external scans and making initial assessments towards standardization of financial management functions within the division.	45,792	-
Community and Social Services	Social Development, Finance & Administration	Technical	07/16/2019	3582912	Weinstein Taylor & Associates	To provide project assessment and report for the Hi-Ris financial program.	3,989	-
Community and Social Services Total							1,458,021	968,993

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Corporate Services	Corporate Real Estate Management	Legal	06/10/2008	6025203	Davies Ward Phillips & Vineburg LLP	To provide legal services in connection with the selection of the qualified potential lessees negotiation with stakeholder - Union Station.	224,632	166,924
Corporate Services	Corporate Real Estate Management	Mgmt. / R&D	09/27/2019	RE556004	Phase 5 Consulting Group	To provide analysis and market research study of opening hours for St. Lawrence Market.	2,600	-
Corporate Services	Corporate Real Estate Management	Mgmt. / R&D	12/20/2017	3563662	Transition Path Inc.	Provided a strategic tool to evaluate senior positions that are key to our business and will be eligible to be vacant in the short term.	-	7,327
Corporate Services	Corporate Real Estate Management	Mgmt. / R&D			Build Toronto Inc.	Provided a strategic direction on management and human resource related matters on the creation of the new centralized real estate agency (CreateTO).	-	73,527
Corporate Services	Corporate Real Estate Management	Mgmt. / R&D	09/13/2018	3572627	Beauleigh Retail Consultants	To provide design analysis and retail and leasing strategies.	38,500	-
Corporate Services	Corporate Real Estate Management	Mgmt. / R&D	01/18/2019	6048242	FM Insight Consulting Ltd.	To provide an operational review of Facilities Management division.	55,324	-
Corporate Services	Environment & Energy	Technical	06/21/2016	3543513	VIP Energy Services Inc.	To provide analysis of the City's position in the market place and available options to manage electricity costs and price risks.	3,816	-
Corporate Services	Information & Technology	Information Technology	09/14/2018	6047528	KPMG LLP	To assess how the City maps to cyber security best practices and provide recommendations to reach the desired target state.	254,400	152,640
Corporate Services	Information & Technology	Information Technology	11/13/2019	6049869	KPMG LLP	To assess the City's ability to defend against cyber threats and provide recommendations to ensure the City's ability to protect, detect, respond and mitigate against attacks.	96,672	-
Corporate Services Total							675,945	400,418

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Finance and Treasury Services	Corporate Finance	Mgmt. / R&D	05/09/2019	6048834	KPMG LLP	To conduct a revenue options study, including updates to revenue estimates for various revenue tools and qualitative discussions.	50,829	-
Finance and Treasury Services	Corporate Finance	Mgmt. / R&D	02/21/2017	6044610	Regionomics	To study the impact of the municipal land transfer tax for first time homebuyer rebate on home prices & housing affordability.	8,243	-
Finance and Treasury Services	Corporate Finance	Mgmt. / R&D	05/07/2019	9228102	KPMG LLP	To provide a study to conduct an overall reserve fund balance adequacy assessment of the City's largest reserves/reserve funds and provide recommendations to improve City's reserve management practices.	89,288	-
Finance and Treasury Services	Corporate Finance	Mgmt. / R&D	02/02/2018	6046435	Aon Hewitt Inc.	To provide strategic advice to the Toronto Investment Board.	117,023	117,025
Finance and Treasury Services	Corporate Finance	Technical	01/13/2019	Sch A Payment	Hemson Consulting Ltd.	To serve as an expert witness to support an appeal of the City's Development Charges by-law at a hearing at the Local Planning Appeal Tribunal.	5,739	-
Finance and Treasury Services	Corporate Finance	Technical	07/27/2017	6045384	Hemson Consulting Ltd	To provide consulting services on the Development Charges By-Law review.	49,165	-
Finance and Treasury Services	Finance & Administration	Mgmt. / R&D	06/19/2019	6049053	Ernst & Young LLP	To undertake and complete a value-based outcome review, including data collection and validation, and preparation of report and presentation materials.	941,280	-
Finance and Treasury Services	Finance & Administration	Mgmt. / R&D	01/09/2019	6048211	Ernst & Young LLP	To provide consulting services on budget process modernization.	276,762	-
Finance and Treasury Services	Finance & Administration	Mgmt. / R&D	05/28/2019	6048927	Ernst & Young LLP	To provide consulting services on interdivisional costs and interdivisional revenues for a blockchain proof-of-concept.	30,528	-
Finance and Treasury Services	Financial Planning	Mgmt. / R&D	10/05/2017	6045756	Ernst & Young	To undertake a cost/benefit analysis regarding alternate service delivery in Police court services and parking tag enforcement.	-	105,906
Finance and Treasury Services	Pension, Payroll & Employee Benefits	Legal	06/22/2012	6035311	Osler, Hoskin & Harcourt, LLP	To provide in-depth legal advice for five non-Ontario Municipal Employees' Retirement System (OMERS) pension plans merger with OMERS	61,667	162,152
Finance and Treasury Services	Pension, Payroll & Employee Benefits	Technical		3568371	Mercer (Canada) Ltd.	Provided an actuary assessment of Metropolitan Toronto Police pension for merger with OMERS.	-	4,591
Finance and Treasury Services	Purchasing & Materials Management	Mgmt. / R&D	07/09/2018	47021585	Ernst & Young	Professional Services for the implementation of Category Management within PMMD based on a fees-at-risk model, in which Ernst & Young assisted the City achieve \$41 million in benefits (cost avoidance or cost reduction) through specific strategic sourcing events.	2,669,450	
Finance and Treasury Services	Purchasing & Materials Management	Technical	07/09/2018	47021585	Ernst & Young	Professional Services for the implementation of Category Management within PMMD based on a fees-at-risk model, in which Ernst & Young assisted the City achieve \$41 million in benefits (cost avoidance or cost reduction) through specific strategic sourcing events.		412,271
Finance and Treasury Services Total							4,299,974	801,945

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Infrastructure and Development	City Planning	Technical	05/22/2019	3581173	Valcoustics Ltd.	To provide a peer review of a noise and vibration impact study for 1560 Brimley Road.	3,460	-
Infrastructure and Development	City Planning	Technical	09/09/2019	3584622	Jade Acoustics Inc.	To provide peer review of a noise study for 1165 O'Connor Drive.	3,189	-
Infrastructure and Development	City Planning	Technical	10/23/2019	3586319	GHD Limited	To provide a peer review of noise and vibration impact study and air quality land use compatibility study for 1744 Ellesmere Road.	2,290	-
Infrastructure and Development	City Planning	Technical	08/15/2017	3558910	Jade Acoustics Inc.	Provided a peer review of a noise and vibration study, as well as an air quality & odour assessment.	-	11,194
Infrastructure and Development	City Planning	Technical	07/23/2018	3571017	Arcadis Canada Inc.	Provided studies for noise impact and D-6 compatibility / air quality.	-	7,821
Infrastructure and Development	City Planning	Technical	07/20/2015	6041622	Mass LBP Inc.	Provided advice and support on the establishment of the Toronto Planning Advisory Committee.	-	8,519
Infrastructure and Development	City Planning	Technical	07/18/2016	6043578	Maclennan Jaunkalns Miller	Provided facility needs assessment report for the Waterfront Neighbourhood Centre.	-	17,808
Infrastructure and Development	City Planning	Technical	10/27/2016	6044098	Scott Torrance Landscape Architects	Provided coordinated streetscape and public realm plan of Bathurst Quay.	-	4,579
Infrastructure and Development	City Planning	Technical	10/04/2017	6045751	Dillon Consulting Limited	Provided unilever precinct planning study.	-	63,314
Infrastructure and Development	City Planning	Technical	10/30/2017	6045879	Mass LBP Inc.	To provide consulting services on the establishment and administration of the Second Toronto Planning Review Panel.	61,488	72,038
Infrastructure and Development	City Planning	Technical	02/01/2018	6046424	Dialog Ontario Inc.	To provide pet-friendly design guidelines for new multi-unit housing in high-density communities.	3,391	90,900
Infrastructure and Development	City Planning	Technical	10/03/2018	6047622	Canadian Urban Institute	Undertook a web-scrape to gather data on current private market rental listings in Toronto.	-	8,760
Infrastructure and Development	City Planning	Technical	10/03/2018	6047623	Lura Consulting	Conducted stakeholder and public consultations on the City Planning's draft Official Plan amendment for dwelling room protection policies.	-	37,688
Infrastructure and Development	City Planning	Technical	12/17/2019	6049984	Canadian Urban Institute	To undertake collection of data and analysis of unit types, geographic distribution and rental rates in the private housing rental market in Toronto.	27,220	-
Infrastructure and Development	City Planning	Technical		Sch A.	Downtown Yonge BIA	Completed the TOCore engagement strategy	-	13,021
Infrastructure and Development	Engineering & Construction Services	Mgmt. / R&D	07/16/2019	Schedule A	The Corporation of the City of Windsor	To provide a climate change study.	2,251	-
Infrastructure and Development	Engineering & Construction Services	Technical	01/30/2019	6048300	Osler, Hoskin & Harcourt, LLP	To provide redrafting of City of Toronto construction contract templates.	391,362	-
Infrastructure and Development	Municipal Licensing & Standards	Mgmt. / R&D	12/05/2018	6048052	Swerhun Inc.	To provide Noise by-law review public consultations	21,659	2,216
Infrastructure and Development	Municipal Licensing & Standards	Mgmt. / R&D	09/13/2019	6049469	Ipsos-Reid Ltd.	To provide public consultation for housing quality and standards.	14,653	-

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Infrastructure and Development	Municipal Licensing & Standards	Mgmt. / R&D	12/05/2018	6048053	The Strategic Counsel	To provide public consultation for Vehicle-for-Hire Bylaw	27,984	-
Infrastructure and Development	Municipal Licensing & Standards	Technical	07/21/2017 11/06/2018	3558111 6047874	Watson & Associates Economists Ltd	Reviewed the comprehensive user fee, and established full cost determination and confirmation that is consistent with the City's User Fee policy as well as opportunities for new user fees.	-	24,846
Infrastructure and Development	Municipal Licensing & Standards	Technical	04/11/2019	6048591	SS Wilson Associates Inc.	To provide consulting services related to the development of a revised Noise Bylaw for the City of Toronto.	2,758	-
Infrastructure and Development	Solid Waste Management	Information Technology	10/11/2018	9178084	Mindful Experience Inc.	To provide consulting services for Solid Waste Management services training facility at Ellesmere Yard to determine what additional equipment will be needed in training facility.	285	-
Infrastructure and Development	Solid Waste Management	Mgmt. / R&D	05/15/2018	6046899	Kelleher Environment	To study and research Blue Bins recycling stream and make recommendations.	2,480	48,339
Infrastructure and Development	Solid Waste Management	Mgmt. / R&D	06/08/2018	6047039	Western Management Consultants	Recommended an Information Technology (IT) organizational structure for Solid Waste Management and annual IT operating budget; and provide description of roles and responsibilities within IT.	-	45,792
Infrastructure and Development	Toronto Building	Mgmt. / R&D	06/20/2019	3582104	Splash Effect	To provide the Toronto Building Annual Report design	4,579	-
Infrastructure and Development	Toronto Water	Mgmt. / R&D	08/21/2019	Schedule A	The Corporation of the City of Windsor	To provide the climate change study (consulting fee split between TW and ECS by City of Windsor)	2,251	-
Infrastructure and Development	Toronto Water	Mgmt. / R&D	02/28/2018	DPO# 3561124	FVB Energy Inc.	Assessed the district energy rate structures and provide a cost-benefit analysis with respect to the City's involvement in Deep Lake Water Cooling.	-	17,919
Infrastructure and Development	Toronto Water	Technical	03/15/2018	3566479	Larry Moore Consulting	Provided consulting services to support the development of a Quality and Environmental Management System for Wastewater.	-	11,321
Infrastructure and Development	Toronto Water	Technical	01/11/2018	3564177	Dillon Consulting Limited	Provided consulting services for the assessment of existing subject pollutants and a review of emerging pollutants for inclusion in Toronto Municipal Code Chapter (MCC) 681 - Sewers dated December 15, 2017.	-	33,028
Infrastructure and Development	Transportation Services	Mgmt. / R&D	12/31/2017	6045115	PricewaterhouseCoopers LLP	To provide organizational review and continuous improvements.	432,480	667
Infrastructure and Development	Transportation Services	Technical	06/11/2018	3569551	Waterford Partners Inc.	Provided a written Report for the Bike Share Project.	-	18,437
Infrastructure and Development	Transportation Services	Technical	07/11/2018	3570364	Henry Kortekaas & Associates Inc.	Provided revisions to existing landscape plans to match revised road layout for Riverside Drive.	-	3,052
Infrastructure and Development	Transportation Services	Technical	10/05/2019	6048842	HDR Corporation	To provide a comprehensive review of winter maintenance services.	152,470	-
Infrastructure and Development Total							1,156,250	541,257
City Divisions Total							7,992,665	2,784,987

Appendix A: 2019 Consulting Services Expenditure - Operating

Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2019 Expenditure	2018 Expenditure
Cluster / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	Exhibition Place	Information Technology	08/20/2019	16877	Beanfield Technologies	To provide WiFi Consulting.	42,925	-
Agencies and Corporations	Exhibition Place	Information Technology	04/18/2019	16709, 16710, 16719	Beanfield Technologies	To provide WiFi Consulting.	42,000	-
Agencies and Corporations	Exhibition Place	Information Technology	07/21/2018	15832 & 15881	Dude Solutions	Provided consulting services on Asset Essentials Enterprise software for preventative maintenance program and assist staff to maximize potential of software.		6,328
Agencies and Corporations	Exhibition Place	Mgmt. / R&D	02/07/2019	16817	Werthiem Consulting Inc.	To provide a review on hot and chilled water use charges.	3,600	-
Agencies and Corporations	Exhibition Place	Mgmt. / R&D	05/01/2019	16344	Gordon Strategy	To review communications for union negotiations.	900	-
Agencies and Corporations	Exhibition Place	Mgmt. / R&D			Work Tango Inc.	To provide consulting services - focus groups survey results.	12,000	-
Agencies and Corporations	Exhibition Place	Technical	07/01/2018	4002007	RWDI	To provide recommendations on LEED Gold re-certification, to achieving Platinum.	17,375	108,169
	Exhibition Place Total						118,800	114,497

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Agencies and Corporations	TO Live	Creative Communications	As billed		Elana Milstein	To produce the Mel Lastman Square/Uptown Int'l Children's Festival.	13,538	-
Agencies and Corporations	TO Live	Creative Communications	As billed		HC Marketing LLC	To research, analyse, propose and deliver Broadway series - Programme consultancy.	15,000	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Rempel, Neal	To provide consulting on the programming services.	8,825	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Timea Wharton-Suri	To provide consulting on the Uptown Moves.	12,825	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Timea Wharton-Suri	To consult on the discussion series.	4,425	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Emerging Methods Inc.	To consult the marketing team on the branding experience.	5,000	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Field Day Inc.	To provide project management on the branding.	115,951	-
Agencies and Corporations	TO Live	Creative Communications	As billed		HC Marketing LLC	To provide marketing & sales consulting for the SpongeBob Musical / TAJ Express/ Bend it Like Beckham.	12,000	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Murray Paterson Marketing Group	To provide support on the promotional campaign of the Kingdom of Dreams show via Isango.	10,000	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Donais Mediations and Arbitrations Inc.	To provide coaching / facilitation for the labour/management negotiations.	2,500	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Karen Carter	To provide marketing & sales consulting for Mandela Exhibition.	45,000	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Ontario Presents	To provide marketing & sales consulting for several shows.	3,288	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Vollmer Cultural Consultants Inc.	Provided marketing and branding consulting.	-	7,456
Agencies and Corporations	TO Live	Creative Communications			Gordon Strategy	Provided communication consulting services.	-	1,500
Agencies and Corporations	TO Live	Legal	As billed		Hicks Morley Hamilton Stewart Storie	To provide advice on labour relations, as to the IATSE822 Pay Equity.	5,244	-
Agencies and Corporations	TO Live	Legal	As billed		Hicks Morley Hamilton Stewart Storie	To provide advice on labour relations, as to the OMERS pension plan issues.	3,995	-
Agencies and Corporations	TO Live	Legal	As billed		Miller Thomson LLP	To provide legal advice on Board issues.	9,699	-
Agencies and Corporations	TO Live	Legal	As billed		Levitt LLP	To provide legal advice on MH settlement.	6,566	-
Agencies and Corporations	TO Live	Legal	As billed		Farber Law, LLC	To provide legal advice for programming / producing.	2,715	-
Agencies and Corporations	TO Live	Mgmt. / R&D	As billed		LEA Consulting Ltd	Provided a traffic impact study.	-	11,216

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Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	TO Live	Mgmt. / R&D	As billed		Jobchart International Inc.	To provide a pay equity review.	41,002	-
Agencies and Corporations	TO Live	Technical			Epiphany Engineering Inc.	Provided a review on the seating retrofit.	-	888
Agencies and Corporations	TO Live	Technical			Sound Space Design Limited	Provided consulting services on tangible capital assets. (sound isolation issue).	-	5,414
Agencies and Corporations	TO Live	Technical			ML Environmental Consulting Inc.	To provide a MH & STLC asbestos reassessment proposal.	1,850	-
	TO Live Total						319,423	26,474

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Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO / Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	Toronto Community Housing Corporation	Creative Communications	02/28/2019	106512	Navigator Limited	To provide issues management, comparative media analysis and support for media statements.	50,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Creative Communications	04/01/2019	127766	Navigator Limited	To provide advice on media and communications plans ,including media statement and question & answer proposed responses, narrative and talking points.	45,301	-
Agencies and Corporations	Toronto Community Housing Corporation	Creative Communications	12/16/2019	194293	Navex Global	To provide management of fraud reporting hotline and web reporting tool.	28,122	-
Agencies and Corporations	Toronto Community Housing Corporation	Creative Communications	08/21/2018	106518	Navex Global	To provide management of fraud reporting hotline and web reporting tool.	27,789	-
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology	07/12/2018	65797	iSecurity	To provide IT security assessment.	134,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology	09/18/2019	169866	Infotech Research Group	To provide IT security assessment.	3,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology	06/13/2019	145568	Froese Forensic Partners Ltd.	To provide forensic investigation on computer devices.	14,706	-
Agencies and Corporations	Toronto Community Housing Corporation	Mgmt. / R&D	08/01/2018		Altus Group Limited	To provide consulting regarding (MPAC) property tax assessment appeals.	8,268	-
Agencies and Corporations	Toronto Community Housing Corporation	Mgmt. / R&D	12/10/2018	101684	KPMG LLP	To provide consulting on corporation's internal audit function and delivery options.	6,420	-
Agencies and Corporations	Toronto Community Housing Corporation	Mgmt. / R&D	10/07/2019	174908	PricewaterhouseCoopers LLP	To provide advice on the workplace benefits e-forms and memo regarding US withholding tax issues.	5,500	-
Agencies and Corporations	Toronto Community Housing Corporation	Mgmt. / R&D	10/29/2018	90260	PricewaterhouseCoopers LLP	To provide review on the GST/HST filing positions.	2,625	-
Agencies and Corporations	Toronto Community Housing Corporation	Mgmt. / R&D	06/13/2019	178128	Sara Luther	To provide coaching / training services for an employee following a workplace investigation.	5,526	-
Agencies and Corporations	Toronto Community Housing Corporation	Technical	06/06/2018	58889	Ipsos Limited	To provide advice on developing tenant surveys.	20,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Technical	03/29/2019	127770	Zerem Electrical Services Ltd.	To provide advice on lighting retrofit and project scope for Request For Proposal.	6,775	-
Agencies and Corporations	Toronto Community Housing Corporation	Technical	07/23/2019	154210	Watershed Technologies Inc.	To provide consultation on water aberrations in portfolio and energy reduction strategies.	2,600	-
Agencies and Corporations	Toronto Community Housing Corporation	Technical	04/05/2019	129369	Watershed Technologies Inc.	To provide review of utility metering between TCHC and commercial tenants and propose solutions on how to track consumption.	5,900	-
Toronto Community Housing Corporation Total							366,532	-

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Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO / Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	Toronto Police Service	Creative Communications	11/21/2016	47020296	Sandra Buckler	Provided advice on the strategic communications, regarding both internal and public communications, media interactions and strategies related to police modernization process.	-	219,846
Agencies and Corporations	Toronto Police Service	Creative Communications	10/01/2018	6047554	Deloitte LLP	To develop and design customized individual talent sourcing strategies, marketing strategies, and branding for recruitment initiatives.	119,613	171,974
Agencies and Corporations	Toronto Police Service	Creative Communications	10/01/2018	6048023	Edelman PR Worldwide Canada Inc.	Developed strategic communication plan for the internal and external release of the Organizational Culture report.	-	26,488
Agencies and Corporations	Toronto Police Service	Information Technology	06/13/2017	47020734; 9077813, 9208282	Gartner Canada J. McGrath	To facilitate the development of the 2017-2019 Information Technology Strategic and Business Plan.	228,960	239,136
Agencies and Corporations	Toronto Police Service	Information Technology	05/07/2018	6046856	Andy Hunter Consultants Inc.	Created a report to assist in streamlining the Audio and Data 911 Disclosure process.	-	2,035
Agencies and Corporations	Toronto Police Service	Information Technology	06/24/2019	47022226; 9237411	Teramach Technologies Inc.	To provide technical advice and research for solutions related to the Next Generation 9 -1-1Project.	41,144	-
Agencies and Corporations	Toronto Police Service	Legal	07/10/2018	3570589 3573014	Henein, Hutchison LLP	Provided consultation for a high profile homicide case.	-	7,742
Agencies and Corporations	Toronto Police Service	Legal	03/21/2018	3566678 3566851	McLaren, James A, LL B	Provided consultation for the Intelligence Unit seeking legal advice for confidential informants.	-	2,102
Agencies and Corporations	Toronto Police Service	Legal	03/27/2018	3566865	Fenton, Smith Barristers	Provided consultation for legal matters related to solicitor-client privileged materials.	-	987
Agencies and Corporations	Toronto Police Service	Legal	08/03/2018	3571446 3571539	McLaren, James A, LL B	Provide consultation for legal matters related to solicitor-client privileged materials.	-	1,521
Agencies and Corporations	Toronto Police Service	Legal	09/10/2018	3573941 6047483	Johnstone & Cowling LLP	Provided consultation for Intelligence Unit seeking legal advice for confidential informants.	-	4,325
Agencies and Corporations	Toronto Police Service	Legal	04/10/2018	6046733 6048723	Ceyssens & Bauchman	To provide advice to TPS members regarding Police Services Act issues.	4,070	10,176
Agencies and Corporations	Toronto Police Service	Legal	04/09/2019	3579787	Henein, Hutchison LLP	To provide consultation for a high profile homicide ongoing case based on an Ontario Human Rights Commission inquiry.	5,617	-
Agencies and Corporations	Toronto Police Service	Legal	04/09/2019	3579793	Henein, Hutchison LLP	To provide consultation for a high profile homicide ongoing case based on an Ontario Human Rights Commission inquiry.	19,338	-
Agencies and Corporations	Toronto Police Service	Legal	04/16/2019	6048724	Miller Thomson LLP	To provide consultation for legal matter involving members and use of memorial wall.	3,152	-
Agencies and Corporations	Toronto Police Service	Legal	09/27/2019	6049568	Lesage, Patrick	To provide recommendations regarding a conflict of interest arising from Toronto Police Services Board questionnaire.	18,032	-
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	09/21/2018	6047556	Deloitte LLP	Developed a Human Resources Professional Services Delivery Model, and an organizational strategy for the next 3-5 years.	-	269,664

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Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	06/07/2016	47019970; 9119446, 9224609	Mercer (Canada) Ltd	To develop employee benefits strategies and recommendations on the employee health program.	23,437	9,305
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	05/09/2018	6046868	Edelman PR Worldwide Canada Inc.	Conducted a review of existing communication strategy and propose a new strategy, organizational structure and reporting relationships in line with the principles of the Toronto Police Service Modernization initiatives.	-	87,778
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	02/16/2017	47020475; 3568807	Korn Ferry Hay Group Limited	To develop a competency framework required to support Human Resources modernization project.	391,663	285,104
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	09/11/2015	47021192; 9125642, 9216325, 9208084	Mercer (Canada) Ltd	To develop a review of existing Job Evaluation process and reporting of recommendations for efficiencies.	69,813	41,766
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	11/09/2017	6045940	MNP LLP	Conducted a comprehensive organizational culture assessment to provide in-depth understanding of the current organizational culture.	-	334,282
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	11/01/2017	6045886	Lansdowne Technologies Inc.	Assisted the Toronto Police Service in developing, recommending and preparing crime prevention materials.	-	78,514
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	08/02/2018	6047358	Goodwin Consulting Service Inc.	To develop the culture change plan and build the road map for the future.	50,832	39,843
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	07/22/2019	47022301; 9251472	Diabsolut Inc.	To assess and analyze strategies used in the development of Change Management Plans, and integrate them into various project plans.	110,167	-
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	10/18/2019	6049690	Galabuzi, Grace-Edward	To assist the Toronto Police Service in developing curriculum for the delivery of race-based data collection training, and conduct an assessment and evaluation of Anti-Black Racism training.	13,941	-
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	05/01/2019	47022245; 9239406, 9265248, 9281078,	Edelman PR Worldwide Canada Inc.	To develop and deliver strategic communication plans for the Culture Change Program.	399,751	-
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	06/06/2019	47022202; 9234891	Gallagher McDowall Associates	To review and evaluate submissions for new and existing civilian positions and make recommendations.	12,090	-
Agencies and Corporations	Toronto Police Service	Mgmt. / R&D	08/02/2019	6049279	Deloitte LLP	To provide an assessment of policies, procedures, and programs in relation to harassment and discrimination.	20,352	-
Agencies and Corporations	Toronto Police Service	Technical	11/21/2017	6046615	Teramach Technologies	To translate the business systems requirements into a physical systems design to guide master data management.	-	42,839
Agencies and Corporations	Toronto Police Service	Technical	03/29/2018	6046700	Environics Analytics Group Ltd	Developed new models and tools to utilize in workload modelling, demographic forecasting, and data planning activities.	-	67,467
Agencies and Corporations	Toronto Police Service	Technical	03/19/2018	6046628	Michael Cizmar & Associates	To provide guidance and recommend solutions for architecture and systems planning activities.	234,048	122,112
Agencies and Corporations	Toronto Police Service	Technical	03/29/2018	6046699	ESRI Canada Ltd	Conducted analysis and provided high level conceptual design for the development of an Intel Led Policing Portal.	-	112,517
	Toronto Police Service Total						1,766,020	2,177,523

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Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	Toronto Police Services Board	Legal	01/01/2017	47020535	Hicks Morley Hamilton Stewart	To provide expert advice/legal opinion on general employment and labour relations issues.	65,387	40,897
Agencies and Corporations	Toronto Police Services Board	Mgmt. / R&D	01/01/2018	47021249	Jen Finan	To assist in the development of Transgender inclusive policies, procedures, orders and forms.	1,018	4,383
Agencies and Corporations	Toronto Police Services Board	Mgmt. / R&D	08/12/2019	47022282	Ty Smith	To assist in the development and evaluation of transgender inclusive policies, procedures, orders and forms and training.	15,000	-
Agencies and Corporations	Toronto Police Services Board	Mgmt. / R&D	02/10/2017	47021170	Ryan Dyck	Assisted with the development of Transgender inclusive policies, procedures, orders and forms.	-	3,500
Agencies and Corporations	Toronto Police Services Board	Mgmt. / R&D	02/10/2017	3574471	Scott Reid	Assisted with developing corporate communication messaging.	-	1,526
Toronto Police Services Board Total							81,405	50,306

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Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO / Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	Toronto Public Health	Information Technology	11/22/2019	3587667	Laryssa Landale	To provide support with data organization system .	773	-
Agencies and Corporations	Toronto Public Health	Legal	07/10/2018	3570573	David L Mowat	To provide report on "Directions for Epidemiology at Toronto Public Health" for Medical Officer of Health.	13,738	-
Agencies and Corporations	Toronto Public Health	Mgmt. / R&D	04/18/2018	6046779	MNP LLP	Conducted Phase 1 of the Organizational Review	-	356,160
Agencies and Corporations	Toronto Public Health	Mgmt. / R&D	12/12/2018	3575939	MNP LLP	To provide the review of communication plan.	9,158	12,720
Agencies and Corporations	Toronto Public Health	Mgmt. / R&D	09/13/2018	3572635	Human Agency Incorp.	To provide reports and briefing notes on Healthy Public Policy.	20,539	-
Agencies and Corporations	Toronto Public Health	Mgmt. / R&D	10/01/2018	3573206	Barnes Management Group	To provide a review on the preschool speech & language business process.	17,704	-
Agencies and Corporations	Toronto Public Health	Mgmt. / R&D	03/28/2019	3579343	SN Management Inc.	To provide a Service Delivery Model Redesign of the Healthy Babies Healthy Children and Family Home Visitors programs.	35,616	-
Agencies and Corporations	Toronto Public Health	Mgmt. / R&D	12/21/2018	6048149	Lough Barnes Consulting Group Inc.	To provide an assessment and a Community Engagement Framework	58,003	91,584
Agencies and Corporations	Toronto Public Health	Mgmt. / R&D	02/27/2019	3578302	Optimus SBR Inc.	To support with the Healthy Environment Strategic Plan Roll-Out Implementation.	9,260	40,704
	Toronto Public Health Total						164,792	501,168

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Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	Toronto Public Library Board	Creative Communications	06/24/2019	PO0029207	Trajectory Brands Inc.	To re-brand the Toronto Public Library.	50,657	88,913
Agencies and Corporations	Toronto Public Library Board	Information Technology			BDO Canada LLP	To provide Fairness Commissioner Services for three IT related competitive procurements.	13,432	-
Agencies and Corporations	Toronto Public Library Board	Mgmt. / R&D	09/12/2019	PO0029388	MNP LLP	To provide a review of Incident Response Tactical Package Retainer and cyber security services.	17,572	-
Agencies and Corporations	Toronto Public Library Board	Mgmt. / R&D	07/19/2018	PO0028314	CYR & Associates Inc.	To provide a job evaluation project for 22 positions and ranking.	5,495	509
Agencies and Corporations	Toronto Public Library Board	Mgmt. / R&D	09/05/2019	PO0029346	Strategic Counsel	To provide Toronto Public Library market research services.	32,563	-
Agencies and Corporations	Toronto Public Library Board	Mgmt. / R&D	03/08/2019	PO0028960	Western Management Consultants	To assist the Toronto Public Library in developing an Enhanced Accountability Framework.	77,846	-
Agencies and Corporations	Toronto Public Library Board	Mgmt. / R&D	09/30/2019	PO0029434	NGL Nordicity Group LTD	To provide a data analysis report on the bridge technology impact for the public libraries across Ontario.	9,464	-
Agencies and Corporations	Toronto Public Library Board	Mgmt. / R&D	01/16/2019	PO0028854	Met-Scan Canada Ltd.	To provide advice on the security services.	2,900	36,181
Toronto Public Library Board Total							209,929	125,602

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Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant's Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	Toronto Transit Commission	Mgmt. / R&D	08/08/2019	PU433883	Scot Wortley Consulting	To provide a Racial Equity Impact Assessment (REIA) of the TTC and Transit Enforcement Unit.	10,151	-
Agencies and Corporations	Toronto Transit Commission	Mgmt. / R&D	10/22/2019	PU441432	Akwasi Owusu-Bempah	To provide a Racial Equity Impact Assessment (REIA) of the TTC and Transit Enforcement Unit.	5,164	-
Agencies and Corporations	Toronto Transit Commission	Mgmt. / R&D	04/23/2019	C03PH19806	Optimus SBR Inc.	To provide a process review and recommendations on strategic workforce planning.	92,850	-
Agencies and Corporations	Toronto Transit Commission	Mgmt. / R&D	04/05/2017	C01PW17777	Bridgeable - Cooler Solutions Inc	Developed a new 5-Year Corporate Plan that puts plans in motion to deliver on strategies that continue to modernize the TTC.	-	128,033
Agencies and Corporations	Toronto Transit Commission	Mgmt. / R&D	05/01/2019	C01PH18916	Optimus SBR Inc.	To provide a Project & Rapid Innovation Engagement Plan.	36,681	-
Agencies and Corporations	Toronto Transit Commission	Mgmt. / R&D	12/06/2018	C32PY17727	KPMG LLP	To provide an organizational review of the Customer Experience & Strategy Group.	84,461	-
Agencies and Corporations	Toronto Transit Commission	Mgmt. / R&D	01/22/2019	C32PE19733	WSP Canada Inc.	To provide consulting for the Light Rail Transit (LRT) Operations Department.	101,638	-
Agencies and Corporations	Toronto Transit Commission	Mgmt. / R&D	01/22/2019	C32PE19734	Stantec Consultants Inc	To provide a business case development, project support and execution, proof of concept and full roll out for the Corporate Camera Strategy & Delivery project.	282,033	-
Agencies and Corporations	Toronto Transit Commission	Mgmt. / R&D	01/22/2019	C32PE19735	CH2M Hill Canada Ltd	To provide a review on the Fare Collection Business Case and Strategy and Innovation Functions.	1,123,186	-
Agencies and Corporations	Toronto Transit Commission	Mgmt. / R&D	01/01/2018	PU302092	Portland Analytics	Provided a review of diesel fuel RFP proces.	-	282,666
Agencies and Corporations	Toronto Transit Commission	Mgmt. / R&D	11/07/2017	C08PL17921	Ernst & Young LLP	Provided a review on procurement policies and procedures, as per AG recommendation.	-	238,743
Agencies and Corporations	Toronto Transit Commission	Technical	12/08/2017	PU343076	Hay Group Ltd	Provided an analysis on the Customer Service Representatives wage required for Collective Bargaining.	-	10,176
Agencies and Corporations	Toronto Transit Commission	Technical	12/08/2017	PU343076	Hay Group Ltd	Provided a review on job titles and organizational structure.	-	551,844
Agencies and Corporations	Toronto Transit Commission	Technical	10/03/2019	C01PH19957	Optimus SBR Inc.	To provide a review of the Pattison Outdoor contract proposal related to TTC's advertising space.	30,258	-
Agencies and Corporations	Toronto Transit Commission	Technical	07/22/2015	C32PN15811	STV Canada Consulting Inc.	Performed a functional review of TTC Service Delivery Group.	-	187,882
Agencies and Corporations	Toronto Transit Commission	Technical	04/07/2015	C32PT15786	WSP Canada Inc.	Performed a Functional Review of TTC Service Delivery Group.	-	7,131
Agencies and Corporations	Toronto Transit Commission	Technical	04/07/2015	C32PT15785	CH2M Hill Canada Ltd.	Performed Functional Review of TTC Service Delivery Group	-	416,565

Appendix A: 2019 Consulting Services Expenditure - Operating

Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	Toronto Transit Commission	Technical	03/29/2018	C31PA18788	Network Rail Consulting (Canada) Inc.	To provide recommendations relating to effective and efficiency of track inspection, communication, prioritization, preventive and corrective maintenance.	18,348	203,901
Agencies and Corporations	Toronto Transit Commission	Technical	07/10/2014	C31PA14813	WSP Canada Inc.	To undertake a comprehensive study of an optimized wheel / rail system.	57,977	93,412
Agencies and Corporations	Toronto Transit Commission	Technical	09/15/2015	C31PA15885	Aercoustics Engineering Limited	Evaluated and determined the change in sound levels and squeal duration from TTC subway train pass-by in the yard, and make recommendations on noise impact for a neighbouring residence.	-	7,533
	Toronto Transit Commission Total						1,842,747	2,127,886

Appendix A: 2019 Consulting Services Expenditure - Operating

Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO / Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant's Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Creative Communications	06/09/2018	2132	Counsel Public Affairs INC.	To provide advice on Strategic Communication.	80,825	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Creative Communications	06/11/2018	2134	Hill & Knowlton	To provide advice on Strategic Communication.	50,880	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Creative Communications	06/21/2019	1978.R17	Bespoke Cultural Collective	To provide advice and production of 20 Years of Placemaking videos.	11,488	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Creative Communications	10/16/2019	1978.R21	Bespoke Cultural Collective	To provide advice and design on the development of a fundraising case.	3,750	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Creative Communications	10/18/2019	1978.R22	Bespoke Cultural Collective	To provide creative direction and content coordination for Design Review Panel Handbook.	20,835	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Information Technology	07/23/2019	2321	Envision IT	To provide Enterprise Content Management Strategy.	13,309	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Legal	01/22/2019	2218	McCarthy Tetrault LLP	To provide legal advice on Corporate matters.	8,775	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Legal	11/03/2016	1837.R02, R05-09	Bennett Jones LLP	To provide legal advice related to corporate matters (Human Resources, Governance, Audit and General).	224,399	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Legal	07/13/2016	1839.R01 and R06	Dentons Canada LLP	To provide Legal advice related to Procurement Policies and Construction Contract Documentation Review.	13,719	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Mgmt. / R&D	05/23/2018	2188	Global Governance Advisors	To provide compensation benchmarking.	4,070	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Mgmt. / R&D	11/04/2019	2352	Ketchum Canada Inc.	To provide fundraising advisory services.	81,993	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Technical	05/22/2019	2296	Lura Consulting	To provide Marine Strategy Update.	14,543	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Technical	01/30/2019	2281	MaRS Discovery District	To provide Social Finance Strategy for Carbon Reductions.	61,406	-
Toronto Waterfront Revitalization Corporation Total							589,993	-

Appendix A: 2019 Consulting Services Expenditure - Operating

Service Area / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (mm dd yr)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2019 Expenditure	2018 Expenditure
Agencies and Corporations	Toronto Zoo	Legal	09/28/2018	PO0074451	Miller Thomson LLP	To provide legal advice for the creation of a separate fundraising entity for the Toronto Zoo and advice regarding a relationship agreement, policies and bylaws.	14,596	4,020
Agencies and Corporations	Toronto Zoo	Legal	12/31/2019	PO0081287	Miller Thomson LLP	To provide legal advice for the creation of a separate fundraising entity for the Toronto Zoo and advice regarding a relationship agreement, policies and bylaws.	4,923	-
Agencies and Corporations	Toronto Zoo	Legal	02/17/2017	PO0066097	Miller Thomson LLP	Provided legal advice for the creation of a separate fundraising entity for the Toronto Zoo and advice regarding a relationship agreement, policies and bylaws.	-	1,229
Agencies and Corporations	Toronto Zoo	Mgmt. / R&D	10/17/2018	PO0074700	Verita HR Services	To provide consulting services for Employee Engagement Survey (2018 survey completed in 2019).	10,706	-
Agencies and Corporations	Toronto Zoo	Mgmt. / R&D	05/01/2019	PO0077421	Verita HR Services	To provide consulting services for Employee Engagement Survey (2019 survey completed in year).	10,394	-
Agencies and Corporations	Toronto Zoo	Mgmt. / R&D	04/26/2019	PO0077324	Zoo Advisors LLC	To produce a 5 year strategic plan ensuring best practices towards achieving the Toronto Zoo's Vision and Mission as a zoo-based Centre of Excellence for wildlife care and conservation.	78,115	-
Agencies and Corporations	Toronto Zoo	Mgmt. / R&D	05/05/2017	PO0065460	Zoo Advisors LLC	Provided services to recruit and select the Chief Executive Officer for the Toronto Zoo.	-	22,163
Agencies and Corporations	Toronto Zoo	Technical	04/23/2018	PO0072087	Stephenson Engineering Ltd	Reviewed and assessed the bridge structure and identify how the new banner should be connected.	-	1,200
	Toronto Zoo Total						118,734	28,612
Agencies and Corporations Total							5,578,375	5,152,068
Grand Total							13,571,040	7,937,055