

Appendix A-1: Consulting Services Expenditures Summary - Operating

By Consulting Category for City Divisions and A&Cs (Details in Appendix A-3)

Category	2020 Actual	2019 Actual ¹	Increase (Decrease)	2020 Expenditure by Category	2019 Expenditure by Category ¹
	(\$000's)			%	
City Divisions					
Creative Communications (Creative Comm.)	107.1	65.7	63.1%	1.2%	0.8%
Information Technology (Info. Tech.)	463.7	351.8	31.8%	5.0%	4.3%
Legal	693.0	300.0	131.0%	7.5%	3.7%
Management / Research & Development (Mgmt. / R&D)	5,748.9	6,234.6	(7.8%)	62.4%	76.4%
Technical (Tech.)	2,203.8	1,205.3	82.8%	23.9%	14.8%
Total City Divisions	9,216.5	8,157.5	13.0%	100.0%	100.0%
A&Cs					
Creative Communications	260.3	713.0	(63.5%)	5.5%	12.9%
Information Technology	350.6	574.5	(39.0%)	7.5%	10.4%
Legal	928.8	410.2	126.4%	19.8%	7.4%
Management / Research & Development	2,967.0	3,312.1	(10.4%)	63.1%	60.0%
Technical	195.4	511.8	(61.8%)	4.2%	9.3%
Total A&Cs	4,702.0	5,521.6	(14.8%)	100.0%	100.0%
Grand Total	13,918.5	13,679.1	1.8%		

¹ Certain corresponding figures have been restated where revised data was received for 2019.

Appendix A-2: Consulting Services Expenditures Summary - Operating

By Consulting Category for City Divisions and A&Cs (Details in Appendix A-3)

Category	Creative Comm.	Info. Tech.	Legal	Mgmt./ R&D	Tech.	2020 Total	2019 Total ¹	Increase / (Decrease)
	(\$ 000's)							%
City Divisions								
City Manager	-	445.9	-	530.9	445.0	1,421.8	402.5	253.3%
Community and Social Services	74.8	12.1	2.3	1,012.4	270.7	1,372.2	1,622.8	(15.4%)
Corporate Services	-	5.7	244.6	35.6	151.2	437.2	675.9	(35.3%)
Finance & Treasury Services	-	-	446.2	3,958.9	24.0	4,429.1	4,300.0	3.0%
Infrastructure and Development	32.3	-	-	211.0	1,312.9	1,556.3	1,156.3	34.6%
Total City Divisions	107.1	463.7	693.0	5,748.9	2,203.8	9,216.5	8,157.5	13.0%
Category	Creative Comm.	Info. Tech.	Legal	Mgmt./ R&D	Tech.	2020 Total	2019 Total ¹	Increase / (Decrease)
A&Cs								
Exhibition Place	82.1	-	-	-	-	82.1	118.8	(30.9%)
TO Live	45.3	-	162.4	-	-	207.8	319.4	(35.0%)
Toronto Community Housing Corporation	20.8	59.5	22.3	104.9	13.3	220.9	366.5	(39.7%)
Toronto Police Service	87.4	259.7	256.1	455.1	-	1,058.3	1,766.0	(40.1%)
Toronto Police Services Board	-	-	49.8	54.8	-	104.6	81.4	28.4%
Toronto Public Library Board	6.7	9.8	-	184.0	-	200.6	209.9	(4.4%)
Toronto Transit Commission	-	-	349.6	1,848.9	151.8	2,350.2	1,975.4	19.0%
Toronto Waterfront Revitalization Corporation	17.9	21.5	88.5	103.2	30.3	261.5	565.4	(53.8%)
Toronto Zoo	-	-	-	216.0	-	216.0	118.7	81.9%
Total A&Cs	260.3	350.6	928.8	2,967.0	195.4	4,702.0	5,521.6	(14.8%)
Grand Total	367.4	814.2	1,621.7	8,715.8	2,399.2	13,918.5	13,679.1	1.8%

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Appendix A-3: 2020 Consulting Services Expenditure - Operating

Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
City Manager	Chief Transformation Office	Management / Research & Development	22-Aug-18	3571975	Slalom Consulting	To provide external advice & recommendations on how to further implement a successful transformation strategy.	-	7,937
City Manager	City Clerk's Office	Management / Research & Development	28-Nov-18	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	Management / Research & Development	11-Sep-19	6049457	MNP LLP	To provide an organizational review of Toronto election services.	32,252	76,814
City Manager	City Clerk's Office	Management / Research & Development	28-Nov-19	6049913	Procurity Group	To review the City's offset printing service.	41,976	13,992
City Manager	City Clerk's Office	Technical	22-Sep-20	3597182	Free & Fair	To provide Cyber Security Subject Matter Expert Services.	7,679	-
City Manager	Concept 2 Keys	Technical	16-Dec-20	6050405	KPMG LLP	To provide strategic advice and deliverables in support of the Concept 2 Keys Program.	101,760	-
City Manager	Concept 2 Keys	Technical	16-Jun-20	47023315	KPMG LLP	To provide strategic advice and deliverables in support of the Concept 2 Keys Program.	322,694	-
City Manager	Executive Administration	Management / Research & Development	20-Apr-20	47022910	Saad Rafi	To provide advice to City Manager and Senior Leadership on development of a municipal recovery strategy for COVID-19, consultant with sectoral and community stakeholders, worked in collaboration with Dr. David Mowat on public health guidance during pandemic, reported to City Manager.	131,176	-
City Manager	Governance & Corporate Strategy	Management / Research & Development	25-Nov-20	3599640	QuakeLab	To provide strategic advice and recommendations on public consultation and policy review related to Recognition Review (Dundas Street Renaming Project)	41,326	-
City Manager	Governance & Corporate Strategy	Technical	30-Jul-19	6049252	George Brown College	To provide review of municipally operated child care programs.	12,852	38,036
City Manager	Office of the CISO	Information Technology	23-Jun-20	6050719	KPMG LLP	To provide COVID-19 Risk assessments related to the enhanced technology and rapid applications development to support COVID-19 response and recovery.	152,640	-
City Manager	Office of the CISO	Information Technology	02-Sep-20	6050968	KPMG LLP	To enhance the City's ransomware resilience to minimize the impact a cyber attack could cause if attackers managed to penetrate the City's technology defenses.	293,247	-
City Manager	People & Equity	Management / Research & Development	24-Jul-19	3583215	Transformative Directions	To conduct staff interviews, and leadership development sessions and generate a report with findings.	-	5,076
City Manager	People & Equity	Management / Research & Development	23-Sep-20	6051047	Korn Ferry	To conduct the City's non-union compensation review.	29,764	-
City Manager	Strategic Communications	Management / Research & Development	20-Aug-19	6049322	Edelman P.R. Worldwide Canada Inc.	To provide an objective review of the City's communications functions.	254,400	130,215
City Manager Total							1,421,766	402,476

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Community and Social Services	Children's Services	Management / Research & Development	31-Jan-19	6048312	Gladki Planning Associates Incorporated	To provide a study to consult with childcare stakeholders and develop an inclusive consultation plan for 2020-2024 Service System Plan.	7,826	77,442
Community and Social Services	Children's Services	Management / Research & Development	27-May-19	6048923	University of Toronto	To undertake a research project entitled " <i>Revising and Validating the Home Child Care Version of the Assessment for Quality Improvement</i> ".	41,925	-
Community and Social Services	Children's Services	Management / Research & Development	10-Oct-19	6049642	Calian Limited	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's Services	Technical	11-Oct-18	6047664	LGA Architectural Partners Limited	To provide research and recommend architectural design guidelines for EarlyON centres. Negative amount in 2020 relates to an invoice credit/correction.	(1,659)	73,752
Community and Social Services	Children's Services	Technical	06-Nov-18	6047871	Salmon, Christina	To provide a research project to conduct concept mapping and develop quality program standards for EarlyON centres.	-	64,475
Community and Social Services	Children's Services	Technical	11-Dec-18	6048078	Barnes Management Group	To provide a study and recommend practices for LGBTQ2S inclusivity in early years settings.	17,458	32,396
Community and Social Services	Children's Services	Technical	30-Jul-19	6049252	George Brown College	To conduct an analysis on services provided by City-operated child care centres and provide recommendations.	12,852	38,036
Community and Social Services	Court Services	Management / Research & Development	29-Nov-19	6049918	MNP LLP	To review and evaluate existing organizational structure and recommended changes.	-	35,616
Community and Social Services	Court Services	Management / Research & Development	03/31/2020	6049499	Diabsolut Inc.	To provide Organizational Change Management Consultant to support office move and related changes.	26,117	87,277
Community and Social Services	Economic Development & Culture	Creative Communications	10-Feb-20	3590570	Holland, Sue	For the non-exclusive provision of a qualified vendor who can manage and deliver marketing and social media services.	47,797	-
Community and Social Services	Economic Development & Culture	Creative Communications	26-Oct-20	3598358	Pandya, Parul	To provide facilitator services for virtual YCISI Cohort Learning Sessions.	2,035	-
Community and Social Services	Economic Development & Culture	Legal	27-Jan-20	Schedule A	Whitten & Lublin Employment Lawyers	For legal services rendered.	2,251	-
Community and Social Services	Economic Development & Culture	Management / Research & Development	01-Feb-18	6046418	HR Transformations Inc	To provide a change management & training plan for Economic Development & Culture, Business Growth Services.	-	3,384
Community and Social Services	Economic Development & Culture	Management / Research & Development	31-Oct-18	6047832	NGL Nordicity Group Ltd	To develop a City wide Equity Plan Report for Economic Development & Culture.	-	33,047
Community and Social Services	Economic Development & Culture	Management / Research & Development	23-Nov-18	6048002	John Archer And Associates	To provide a study of the current state and future of the City's retail main streets.	111,301	186,993
Community and Social Services	Economic Development & Culture	Management / Research & Development	12-Dec-18	3575914	Dragonfly Consulting Services Canada	To provide consulting services to develop an Indigenous Focused Curricula.	-	16,180
Community and Social Services	Economic Development & Culture	Management / Research & Development	13-Mar-19	6048527	JC Williams Group Ltd	To provide studies on strategies to address the economic impacts of major construction on local businesses.	50,404	109,451
Community and Social Services	Economic Development & Culture	Management / Research & Development	24-May-19	3581266	Granata, Paolo	To provide consulting services and research regarding UNESCO Creative Cities Network for Cultural Partnerships.	-	2,500

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Community and Social Services	Economic Development & Culture	Management / Research & Development	29-Nov-19	3588016	NGL Nordicity Group Ltd	To provide consulting services to carry out a Toronto Screen Industry Workforce Study.	-	46,400
Community and Social Services	Economic Development & Culture	Management / Research & Development	13-Dec-19	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	Management / Research & Development	20-Dec-19	3588950	Diversio Inc	To support on the Diversion Certification of the City of Toronto.	-	40,704
Community and Social Services	Economic Development & Culture	Management / Research & Development	23-Jan-20	3589956	Solutions Elevent Inc	To assess the Sponsorship Industry current practices and the Sponsorship programs and activities in Economic Development and Culture.	48,626	-
Community and Social Services	Economic Development & Culture	Management / Research & Development	25-Feb-20	3591104	Groundswell Projects Inc	To provide non-exclusive supply and delivery of Stakeholder Engagement Consulting.	8,446	-
Community and Social Services	Economic Development & Culture	Management / Research & Development	23-Apr-20	3592941	Creative Process Inc	To provide non-exclusive provision of services to create objectives, develop an evaluation framework and evaluate the Toronto's Year of Public Art.	12,211	-
Community and Social Services	Economic Development & Culture	Management / Research & Development	30-Dec-20	3600729	NGL Nordicity Group Ltd	To provide the expanded scope for the Toronto Screen Industry Workforce Study.	20,678	-
Community and Social Services	Housing Secretariat	Information Technology	09-Nov-18	PO 3573177	DBA Bruce Davis Consulting	To provide services for the Modular Housing Initiative.	8,032	-
Community and Social Services	Housing Secretariat	Information Technology	08-Dec-20	PO 3600091	DBA Bruce Davis Consulting	To provide communications and community engagement services on Modular Housing Initiative.	2,135	-
Community and Social Services	Housing Secretariat	Management / Research & Development	30-Jun-20	PO 3594294	Sean Gadon	To lead discussions with Councillors and monitor Planning & Housing discussions on various housing development sites, and advise the Executive Director on matters related to the Housing Secretariat.	19,154	-
Community and Social Services	Housing Secretariat	Management / Research & Development	25-Aug-20	PO 3596365	Lura Consulting	To implement and document Stakeholder & Public Consultation.	21,551	-
Community and Social Services	Housing Secretariat	Technical	04-Nov-20	RFP Doc 2539071008	MNP LLP	To prepare draft final report on an implementation plan outlining recommendations in the short-term, mid-term and long-term.	224,870	-
Community and Social Services	Parks, Forestry & Recreation	Creative Communications	01-Jan-19	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-Jan-19	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	Management / Research & Development	01-Jan-20	3583049	Robinson Global Management Inc.	To review evaluation documents for category management and provided edit suggestion or fairness comments/opinion.	15,233	-
Community and Social Services	Parks, Forestry & Recreation	Technical	01-Jan-19	6048220	Watson & Associates Economists Ltd	To provide review and recommendations to Toronto Urban Forestry on user fees.	-	91,991
Community and Social Services	Parks, Forestry & Recreation	Technical	27-Jul-19	47022209	Harper, Kathleen (Plastibuff)	To evaluate the state of Toronto's waterslides, maintenance and staff training needs, and provide recommendations	-	488

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Community and Social Services	Parks, Forestry & Recreation	Technical	03-Sep-20	3596630	ANKOR Inspection & Engineering Services	To provide fall inspection/evaluation/review and recommendation of the existing Fall protection at York Community Centre.	754	-
Community and Social Services	Seniors Services and Long-Term Care	Management / Research & Development	02-Oct-18	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	Shelter, Support & Housing Administration	Management / Research & Development	28-Aug-18	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
Community and Social Services	Shelter, Support & Housing Administration	Management / Research & Development	04-Oct-18	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	Management / Research & Development	04-Oct-18	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	Management / Research & Development	11-Sep-19	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.	29,450	4,165
Community and Social Services	Shelter, Support & Housing Administration	Management / Research & Development	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
Community and Social Services	Shelter, Support & Housing Administration	Technical	26-Sep-18	6047576	Hildich Architect	To design principles and best practices with providing options and recommendation for all shelter users, staff, and visitors.	8,458	139,523
Community and Social Services	Shelter, Support & Housing Administration	Technical	31-Dec-18	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	22-Jan-19	3582912	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	Creative Communications	03-Nov-20	3598791	7806167 Canada LTD O/A Makers	To support with co-design, development and implementation of the DonateTO campaign focusing on the City's COVID-19 response and.	24,993	-
Community and Social Services	Social Development, Finance & Administration	Management / Research & Development	16-Apr-19	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	Management / Research & Development	06-Mar-20	6050296	Write Think Do Inc	To provide an evaluation and report of Phase 3 of Transit Fare Equity to determine the effect of the program on the affordability of transit, including impact on a client's life.	151,114	-

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Community and Social Services	Social Development, Finance & Administration	Management / Research & Development	10-Nov-20	3599075	Tommy Taylor	To provide project assessment and report for the Community Safety and Wellbeing Plan.	14,585	-
Community and Social Services	Social Development, Finance & Administration	Management / Research & Development	22-Dec-20	Letter of Agreement Schedule A Payment	Wellesley Institute - Dr. Kwame Julius McKenzie (CEO)	To provide policy development, research, analysis, planning, and engagement and coordinate support for Thrive TO Partnership.	151,372	-
Community and Social Services	Social Development, Finance & Administration	Technical	16-Jul-19	Letter of Agreement Schedule A Payment	Weinstein Taylor & Associates	To provide project assessment and report for the High-Rise Retrofit Improvement Support financial program.	-	3,989
Community and Social Services	Social Development, Finance & Administration	Technical	21-Jan-20	3589826	Joy Connelly	To facilitate focus groups with tenants, staff, and local residents regarding neighbourhood revitalization plan including a full community engagement process for the Dundas East and Sherbourne area and the modernization of the Dan Harrison Complex.	7,937	-
Community and Social Services	Toronto Public Health	Information Technology	22-Nov-19	3587667	Laryssa Landale	To provide support with data organization system.	1,885	773
Community and Social Services	Toronto Public Health	Legal	10-Jul-18	3570573	David L Mowat	To provide report on "Directions for Epidemiology at Toronto Public Health" for Medical Officer of Health.	-	13,738
Community and Social Services	Toronto Public Health	Management / Research & Development	13-Sep-18	3572635	Human Agency Incorp.	To provide reports and briefing notes on Healthy Public Policy.	-	20,539
Community and Social Services	Toronto Public Health	Management / Research & Development	01-Oct-18	3573206	Barnes Management Group	To provide a review on the preschool speech & language business process.	-	17,704
Community and Social Services	Toronto Public Health	Management / Research & Development	12-Dec-18	3575939	MNP LLP	To provide the review of communication plan.	-	9,158
Community and Social Services	Toronto Public Health	Management / Research & Development	21-Dec-18	6048149	Lough Barnes Consulting Group Inc.	To provide an assessment and a Community Engagement Framework.	-	58,003
Community and Social Services	Toronto Public Health	Management / Research & Development	27-Feb-19	3578302	Optimus SBR Inc.	To support with the Healthy Environment Strategic Plan Roll-Out Implementation.	-	9,260
Community and Social Services	Toronto Public Health	Management / Research & Development	28-Mar-19	3579343	SN Management Inc.	To provide Healthy Babies Healthy Children (HBHC) Family Home Visitor (FHV) Service Delivery Model Redesign.	-	35,616
Community and Social Services	Toronto Public Health	Management / Research & Development	13-Mar-20	3591793	Sarah Hicks Consulting	To provide strategic and technical writing communications materials.	43,545	-
Community and Social Services	Toronto Public Health	Management / Research & Development	08-May-20	6050550	Mowat, David L	To provide consulting services as per Contract to COVID-19 Recovery and Rebuild Project.	157,486	-
Community and Social Services	Toronto Public Health	Management / Research & Development	02-Jul-20	6050756	Blue Dot Inc	To provide Software Licensing (Government).	81,408	-
Community and Social Services Total							1,372,230	1,622,812

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Corporate Services	Corporate Real Estate Management	Legal	10-Jun-08	6025203	Davies Ward Phillips & Vineberg LLP	To provide legal services in connection with the selection of the qualified potential lessees negotiation with stakeholder - Union Station.	244,558	224,632
Corporate Services	Corporate Real Estate Management	Management / Research & Development	13-Sep-18	3572627	Beauleigh Retail Consultants	To provide design analysis and retail and leasing strategies.	-	38,500
Corporate Services	Corporate Real Estate Management	Management / Research & Development	18-Jan-19	6048242	FM Insight Consulting Ltd.	To provide an operational review of Facilities Management division.	35,139	55,324
Corporate Services	Corporate Real Estate Management	Management / Research & Development	27-Sep-19	RE556004	Phase 5 Consulting Group	To provide analysis and market research study of opening hours for St. Lawrence Market.	494	2,600
Corporate Services	Corporate Real Estate Management	Technical	23-Jan-20	6050104	Riskcheck Inc	To audit annual fire inspection records completed by EPI Fire over the last 2 years.	93,904	-
Corporate Services	Corporate Real Estate Management	Technical	19-Nov-20	9350118	Jensen Hughes Consulting	To provide Fire Life & Safety expertise and assisting the City of Toronto on future Request For Proposal specifications in preventing fraud.	22,738	-
Corporate Services	Environment & Energy	Technical	21-Jun-16	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	Environment & Energy	Technical	18-Oct-19	3586135	Mantle314 Inc	To provide advisory services to study a climate lens framework for the City of Toronto	34,598	-
Corporate Services	Technology Services	Information Technology	14-Sep-18	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
Corporate Services	Technology Services	Information Technology	13-Nov-19	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	Technology Services	Information Technology	17-Dec-20	Contract # 47022408 CRO # 9355969	Amar Dhindsa	To provide a Payment Card Industry Report on Compliance (ROC) assessment and deliver a ROC document.	5,724	-
Corporate Services Total							437,156	675,945
Finance & Treasury Services	Capital Markets	Management / Research & Development	02-Feb-18	6046435	Aon Hewitt Inc.	To provide strategic advice to the Toronto Investment Board	117,024	117,023
Finance & Treasury Services	Controller	Management / Research & Development	21-Feb-17	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 & Treasury Services	Controller	Management / Research & Development	07-May-19	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 & Treasury Services	Controller	Management / Research & Development	09-May-19	6048834	KPMG LLP	To conduct a revenue options study, including updates to revenue estimates for various revenue tools and qualitative discussions.	-	50,829
Finance & Treasury Services	Controller	Management / Research & Development	17-Jan-20	6050091	KPMG LLP	To provide advice on the Taxation of Vacant Homes.	175,455	-
Finance & Treasury Services	Controller	Technical	27-Jul-17	6045384	Hemson Consulting Ltd.	To provide consulting services on the Development Charges By-Law review.	6,135	49,165

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Finance & Treasury Services	Controller	Technical	13-Jan-19	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 & Treasury Services	Controller	Technical	09-Dec-20	6051460	Hemson Consulting Ltd.	To support the development of a financial strategy for Rail Deck Park.	17,877	-
Finance & Treasury Services	Finance & Administration	Management / Research & Development	09-Jan-19	6048211	Ernst & Young LLP	To provide consulting services on budget process modernization.	-	276,762
Finance & Treasury Services	Finance & Administration	Management / Research & Development	28-May-19	6048927	Ernst & Young LLP	To provide consulting services on interdivisional costs and interdivisional revenues for a blockchain proof-of-concept.	-	30,528
Finance & Treasury Services	Finance & Administration	Management / Research & Development	19-Jun-19	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 & Treasury Services	Finance & Administration	Management / Research & Development	16-Jun-20	47023009	Ernst & Young LLP	To provide advisory services on modernizing capital management at the City by considering capital planning and budgeting, asset management and project management, and provincial requirements of developing an asset management plan.	483,360	-
Finance & Treasury Services	Finance & Administration	Management / Research & Development	26-Jun-20	6050734	Ernst & Young LLP	To provide consulting and advisory services on economic risks and fiscal and policy analysis for the City of Toronto.	445,905	-
Finance & Treasury Services	Pension, Payroll & Employee Benefits	Legal	22-Jun-12	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.	446,167	61,667

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Appendix A-3: 2020 Consulting Services Expenditure - Operating

Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
Finance & Treasury Services	Purchasing & Materials Management	Management / Research & Development	09-Jul-18	47021585	Ernst & Young LLP	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.	1,719,545	2,669,450
Finance & Treasury Services	Purchasing & Materials Management	Management / Research & Development	19-Jun-20	6050708	Ernst & Young LLP	Professional Services for additional work to support the execution of additional Category Management and Strategic Sourcing (CMSS) opportunities.	1,017,600	-
Finance & Treasury Services Total							4,429,068	4,299,974

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Appendix A-3: 2020 Consulting Services Expenditure - Operating

Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
Infrastructure and Development	City Planning	Technical	30-Oct-17	6045879	Mass LBP Inc.	To provide consulting services on the establishment and administration of the Second Toronto Planning Review Panel. Negative amount in 2020 relates to final settlement of invoices/revision to previous invoices.	(40)	61,488
Infrastructure and Development	City Planning	Technical	01-Feb-18	6046424	Dialog Ontario Inc.	To provide pet-friendly design guidelines for new multi-unit housing in high-density communities.	-	3,391
Infrastructure and Development	City Planning	Technical	22-May-19	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-Sep-19	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	09-Sep-19	3584622	Jade Acoustics Inc.	To provide a peer review of a Noise Study at 1165 O'Connor Drive.	3,083	-
Infrastructure and Development	City Planning	Technical	19-Sep-19	3585005	Jade Acoustics Inc.	To provide a peer review of the Noise Impact and Vibration Study at 3060 Eglinton Ave East	5,292	-
Infrastructure and Development	City Planning	Technical	19-Sep-19	3585003	WSP Canada Inc.	To provide a peer review of the Air Quality Study at 25 Ontario Street.	4,528	-
Infrastructure and Development	City Planning	Technical	02-Oct-19	3585509	Valcoustics Ltd.	To provide a peer review of the Noise and Vibration Study at 11-39 McMahon Drive.	4,681	-
Infrastructure and Development	City Planning	Technical	10-Oct-19	3585850	GHD Limited	To provide a peer review of a Noise Study at 968 O'Connor Drive.	2,290	-
Infrastructure and Development	City Planning	Technical	10-Oct-19	3585851	RJ Burnside & Associates Inc	To provide a peer review of a Noise Study at 1455 O'Connor Drive.	2,035	-
Infrastructure and Development	City Planning	Technical	17-Oct-19	3586078	WSP Canada Inc.	To provide a peer review of the Noise Impact Study at 6175 & 6183 Kingston Road and 1, 2, 4, 5, 7, 10 & 11 Franklin Avenue.	3,205	-
Infrastructure and Development	City Planning	Technical	23-Oct-19	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	17-Dec-19	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. Negative amount in 2020 relates to final settlement of invoices/revisions to previous invoices.	(471)	27,220
Infrastructure and Development	City Planning	Technical	21-Feb-20	3590967; 3590968	RJ Burnside & Associates Inc	To provide a peer review of the Noise and Vibration Impact Study at 9-25 Dawes Road and 10-30 Dawes Road.	2,442	-
Infrastructure and Development	City Planning	Technical	16-Apr-20	47020913	WSP Canada Inc.	To provide a peer review of the Rail Safety Study.	80,157	-
Infrastructure and Development	City Planning	Technical	06-Jul-20	3594956	Jade Acoustics Inc.	To provide a peer review of the Noise Impact Study at 1236 Birchmount Road.	3,612	-
Infrastructure and Development	City Planning	Technical	15-Jul-20	3595230	WSP Canada Inc.	To provide a peer review of the Noise Feasibility Study at 2567 Eglinton Ave. East.	4,172	-
Infrastructure and Development	City Planning	Technical	15-Jul-20	3595225	WSP Canada Inc.	To provide a peer review of the Transportation Noise, Vibration Feasibility Assessment and D-6 Compatibility Assessment Study at 320 McCowan Road.	5,597	-
Infrastructure and Development	Engineering & Construction Services	Management / Research & Development	16-Jul-19	Schedule A	The Corporation of the City of Windsor	To provide a climate change study.	-	2,251

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Appendix A-3: 2020 Consulting Services Expenditure - Operating

Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
Infrastructure and Development	Engineering & Construction Services	Technical	30-Jan-19	6048300	Osler, Hoskin & Harcourt, LLP	To provide redrafting of City of Toronto construction contract templates.	-	391,362
Infrastructure and Development	Municipal Licensing & Standards	Management / Research & Development	05-Dec-18	6048052	Swerhun Inc	To provide Noise by-law review public consultations.	-	21,659
Infrastructure and Development	Municipal Licensing & Standards	Management / Research & Development	05-Dec-18	6048053	The Strategic Counsel	To provide public consultation for Vehicle-for-Hire Bylaw.	-	27,984
Infrastructure and Development	Municipal Licensing & Standards	Management / Research & Development	13-Sep-19	6049469	Ipsos Limited	To provide public consultation for housing quality and standards.	-	14,653
Infrastructure and Development	Municipal Licensing & Standards	Technical	11-Apr-19	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	Office of Emergency Management	Management / Research & Development	22-May-20	6050589	Torigan, Matthew	To provide consulting services required to undertake a comprehensive and independent After-Action Review (AAR) of all aspects of the City of Toronto's Office of Emergency Management, Emergency Operations Centre and the overall response to the COVID-19 public health pandemic as per the executed legal agreement of May 19, 2020 between the City of Toronto and Matthew Torigan.	21,878	-
Infrastructure and Development	Solid Waste Management	Management / Research & Development	15-May-18	6046899	Kelleher Environment	To study and research Blue Bins recycling stream and make recommendations.	-	2,480
Infrastructure and Development	Solid Waste Management	Technical	11-Oct-18	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	Toronto Building	Management / Research & Development	20-Jun-19	3582104	Splash Effect	To provide the Toronto Building Annual Report design.	-	4,579
Infrastructure and Development	Toronto Building	Technical	01-Apr-20	6050405	KPMG LLP	To provide a Toronto Building Program Review and Cost Allocation Methodology Project.	476,951	-
Infrastructure and Development	Toronto Building	Technical	16-Dec-20	6051487	LMDG Building Code Consultants	To provide technical review of Building Code Commission (BCC) ruling # 19-31-1551 and to provide comments as to whether the decision complied with the Ontario Building Code and to develop alternatives to compliance with the prescribed minimum life and safety requirements of the Building Code for Toronto Building Division.	9,158	-
Infrastructure and Development	Toronto Water	Management / Research & Development	21-Aug-19	Sch A Doc. # 1900148271	The Corporation of the City of Windsor	To provide a climate change study.	-	2,251
Infrastructure and Development	Transportation Services	Creative Communications	29-Jan-20	Schedule A	Cycle Toronto	To provide advertising and promotion support for Bike Month Toronto 2020.	20,000	-
Infrastructure and Development	Transportation Services	Creative Communications	29-Jan-20	Schedule A	ThinkFresh Group	To provide StreetART Art Exhibit Promotional & Curatorial Strategy.	12,313	-
Infrastructure and Development	Transportation Services	Management / Research & Development	31-Dec-17	6045115	PricewaterhouseCoopers LLP	To provide organizational review and continuous improvements.	-	432,480

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Appendix A-3: 2020 Consulting Services Expenditure - Operating

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Infrastructure and Development	Transportation Services	Management / Research & Development	23-Sep-19	Schedule A	UTSC	To provide research study on Hydrological and Water Quality Benefits of a Low Impact Design Construction for Highland Creek at Military Trail near Highcastle Road.	7,952	-
Infrastructure and Development	Transportation Services	Management / Research & Development	24-Dec-19	3589090	BDO Canada LLP	To provide Fairness Monitor Services For Automated Shuttle Trial Negotiable For Proposal (NRFP).	10,112	-
Infrastructure and Development	Transportation Services	Management / Research & Development	21-Jan-20	3589824	National Research Council Canada Automotive and Surface Transportation	To support for procurement of Automated Shuttle Service at the City of Toronto	2,697	-
Infrastructure and Development	Transportation Services	Management / Research & Development	02-Mar-20	9296878	CIMA Canada Inc.	To review Traffic operations process.	156,878	-
Infrastructure and Development	Transportation Services	Management / Research & Development	01-Jun-20	Schedule A	Phipps-Walker	To provide StART Partnership Program Advisory-Curatorial Selection.	2,350	-
Infrastructure and Development	Transportation Services	Management / Research & Development	02-Nov-20	Schedule A	CAVCOE	To report on Automated Sidewalk Winter Maintenance in Toronto.	9,158	-
Infrastructure and Development	Transportation Services	Technical	10-May-19	6048842	HDR Corporation	To review on winter maintenance program.	65,168	-
Infrastructure and Development	Transportation Services	Technical	05-Oct-19	6048842	HDR Corporation	To provide a comprehensive review of winter maintenance services.	-	152,470
Infrastructure and Development	Transportation Services	Technical	14-Feb-20	3590803	Building Design Solutions Ltd	To provide structural engineering services for new concrete pad for proposed "Rooster" community art project at NW corner of Lakeview Ave and Dundas St W.	2,900	-
Infrastructure and Development	Transportation Services	Technical	17-Jun-20	Schedule A	OTC - Ontario Traffic Council	To provide consulting services for the School Bus Stop Arm Camera Working Group.	1,018	-
Infrastructure and Development	Transportation Services	Technical	03-Jul-20	9322549	IBI Group Professional Service	To provide consulting services on Business Improvement Area (BIA) priority sites & CafeTO design development.	231,200	-
Infrastructure and Development	Transportation Services	Technical	03-Jul-20	9324026	IBI Group Professional Service	To provide consulting services on BIA priority sites & CafeTO design development.	23,008	-
Infrastructure and Development	Transportation Services	Technical	20-Jul-20	9325117	IBI Group Professional Service	To provide design of curb lane patios and parklets in BIAs, as part of CafeTO (Phase 2).	146,733	-
Infrastructure and Development	Transportation Services	Technical	31-Aug-20	Schedule A	Pembina Institute For Appropriate Development	To provide consulting services on curbside pricing in Toronto.	27,000	-
Infrastructure and Development	Transportation Services	Technical	24-Sep-20	6051049	HDR Corporation	To review winter maintenance contract.	100,371	-
Infrastructure and Development	Transportation Services	Technical	25-Nov-20	Schedule A	Clean Air Partnership	To provide ActiveTO Major Road Closures Intercept surveys conducted on Lake Shore Blvd E & Lake Shore Blvd W.	20,000	-
Infrastructure and Development	Transportation Services	Technical	02-Dec-20	9352498	CIMA Canada Inc.	To assist the City with the development of RESCU Transportation Operations Centre (TOC) Operations RFP documents.	64,282	-

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Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
Infrastructure and Development	Transportation Services	Technical	17-Dec-20	9355957	CIMA Canada Inc.	To review Traffic operations process.	12,074	-
Infrastructure and Development	Transportation Services	Technical	18-Dec-20	Schedule A	TCRA	To provide Green Infrastructure Design Review and monitoring services for Green Streets Capital and Development projects including review of GI standards and specifications in development.	12,479	-
Infrastructure and Development Total							1,556,263	1,156,250
City Divisions Total							9,216,482	8,157,456

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Agencies and Corporations	Exhibition Place	Creative Communications	29-May-20	PO# 17197	Nvision Solutions	To provide design consulting for new AODA compliant website.	82,113	-
Agencies and Corporations	Exhibition Place	Information Technology	18-Apr-19	16709, 16710, 16719	Beanfield Technologies	To provide WiFi Consulting.	-	42,000
Agencies and Corporations	Exhibition Place	Information Technology	20-Aug-19	16877	Beanfield Technologies	To provide WiFi Consulting.	-	42,925
Agencies and Corporations	Exhibition Place	Management / Research & Development	07-Feb-19	16817	Werthiem Consulting Inc.	To provide a review on hot and chilled water use charges.	-	3,600
Agencies and Corporations	Exhibition Place	Management / Research & Development	01-May-19	16344	Gordon Strategy	To review communications for union negotiations.	-	900
Agencies and Corporations	Exhibition Place	Management / Research & Development			Work Tango Inc.	To provide consulting services - focus groups survey results.	-	12,000
Agencies and Corporations	Exhibition Place	Technical	01-Jul-18	4002007	RWDI	To provide recommendations on LEED Gold re-certification, to achieving Platinum.	-	17,375
Exhibition Place Total							82,113	118,800

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Appendix A-3: 2020 Consulting Services Expenditure - Operating

Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
Agencies and Corporations	TO Live	Creative Communications	As billed		Donais Mediations and Arbitrations Inc	To provide coaching / facilitation for the labour/management negotiations.	2,750	2,500
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		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 research, analyse, propose and deliver Broadway series - Programme consultancy.	10,000	15,000
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		Karen Carter	To provide marketing & sales consulting for Mandela Exhibition.	-	45,000
Agencies and Corporations	TO Live	Creative Communications	As billed		Mercer (Canada) Limited	To provide Executive Compensation Policy Development.	3,769	-
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		Ontario Presents	To provide marketing & sales consulting for several shows.	-	3,288
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		Ridge, Josephine	To provide consulting on the programming services.	25,312	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Sharing Spaces Ltd	To provide Dance Consultancy - Barbara Frum.	3,500	-
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	Information Technology	As billed		Jobchart International Inc	To provide a pay equity review.	-	41,002
Agencies and Corporations	TO Live	Legal	As billed		Ackah Business Immigration Law	To provide Immigration Law Services - VP Programming.	7,165	-
Agencies and Corporations	TO Live	Legal	As billed		Blumberg Segal LLP Barristers & Solicitors	To provide consulting services on TO Live Foundation.	399	-
Agencies and Corporations	TO Live	Legal	As billed		Cunningham Dispute Resolution Services Ltd.	To provide Mediation Services.	8,550	-
Agencies and Corporations	TO Live	Legal	As billed		Farber Law, LLC	To provide legal advice for programming / producing.	2,489	2,715
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.	7,258	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.	9,891	3,995
Agencies and Corporations	TO Live	Legal	As billed		Hicks Morley Hamilton Stewart Storie	To provide advise on general labour.	14,337	-
Agencies and Corporations	TO Live	Legal	As billed		Hicks Morley Hamilton Stewart Storie	To provide advise on employment issues related to COVID-19.	8,379	-

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Agencies and Corporations	TO Live	Legal	As billed		Hicks Morley Hamilton Stewart Storie	To provide advice on labour relations, as to grievance arbitration - Nestle.	8,597	-
Agencies and Corporations	TO Live	Legal	As billed		Jesse M. Nyman	To provide arbitration services - Nestle grievance.	2,413	-
Agencies and Corporations	TO Live	Legal	As billed		Lax OSullivan Lissus Gottlieb	Too provide advice on Meridian Credit Union.	79,139	-
Agencies and Corporations	TO Live	Legal	As billed		Levitt LLP	To provide legal advice on MH settlement.	691	6,566
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		Rebecca Zaretsky, Barrister & Solicitor	To provide legal advice on IATSE local 822.	13,139	-
Agencies and Corporations	TO Live	Technical	As billed		ML Environmental Consulting Inc.	To provide a MH & STLC asbestos reassessment proposal.	-	1,850
TO Live Total							207,776	319,422

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Agencies and Corporations	Toronto Community Housing Corporation	Creative Communications	10/19/2020	63284	NAVEX Global	To provide management of fraud reporting hotline and web reporting tool.	20,800	55,910
Agencies and Corporations	Toronto Community Housing Corporation	Creative Communications			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			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	Information Technology	31-Mar-20		iSecurity Consulting Inc.	To provide IT security assessment.	30,757	134,000
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology	19-Jun-20	235677	Dimensional Strategies Inc	To provide 8 week consulting service on Covid-19 Dashboard Development.	20,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology	08-Sep-20	169866 (48941)	Weirfolds LLP	To provide Privacy Assessment.	7,118	-
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology	08/12/2020	33050	Cothrom Advisors Inc.	To provide a Fairness Commissioner Consultation Review.	1,656	-
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology			Froese Forensic Partners Ltd.	To provide forensic investigation on computer devices.	-	14,706
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology			Infotech Research Group	To provide IT security assessment.	-	3,000
Agencies and Corporations	Toronto Community Housing Corporation	Legal	17-Sep-19	167740	Helen C. Daniel LLB	To provide advice on Investigation Service.	22,332	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	10-May-16	1754	Morneau Shepell Ltd.	To provide employee and family assistance.	7,920	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	01-May-18	49957	NIIT Learning Solutions	To provide consulting services for Learning Management System (LMS).	18,732	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	20-Sep-19	170505	KPMG LLP	To provide consulting/professional services.	1,936	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	24-Nov-19	185401	KPMG LLP	To provide consulting on corporation's internal audit function and delivery options.	76,320	6,420
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development			Altus Group Limited	To provide consulting regarding (MPAC) property tax assessment appeals.	-	8,268
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development			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	Management / Research & Development			PricewaterhouseCoopers LLP	To provide review on the GST/HST filing positions.	-	2,625
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development			Sara Luther	To provide coaching / training services for an employee following a workplace investigation.	-	5,526
Agencies and Corporations	Toronto Community Housing Corporation	Technical	24-Jul-19	154439	Watershed Technologies Inc	To provide review of TCHC utility consumption.	3,826	-
Agencies and Corporations	Toronto Community Housing Corporation	Technical	24-Sep-19	170509	Watershed Technologies Inc	To provide consultation on water aberrations in portfolio and energy reduction strategies.	2,035	2,600

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Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
Agencies and Corporations	Toronto Community Housing Corporation	Technical	18-Dec-19	194754	Watershed Technologies Inc	To provide review of utility metering between TCHC and commercial tenants and propose solutions on how to track consumption.	7,474	5,900
Agencies and Corporations	Toronto Community Housing Corporation	Technical			Ipsos Limited	To provide advice on developing tenant surveys.	-	20,000
Agencies and Corporations	Toronto Community Housing Corporation	Technical			Zerem Electrical Services Ltd.	To provide advice on lighting retrofit and project scope for Request For Proposal.	-	6,775
Toronto Community Housing Corporation Total							220,907	366,532

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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
Agencies and Corporations	Toronto Police Service	Creative Communications	11/16/2020	47023224, 9350939, 9351004, 9351044, 9351361	Navigator Limited	To provide strategic communication advice in relation to Policing Reform.	87,421	-
Agencies and Corporations	Toronto Police Service	Information Technology	03/02/2020	6050270	Gartner Canada	To provide recommendations and roadmap to improve the maturity of the Toronto Police Service's (T.P.S.) Information Lifecycle Management (I.L.M.).	188,256	-
Agencies and Corporations	Toronto Police Service	Information Technology	06/13/2017	47020734, 9077813, 9208282	Gartner Canada	To facilitate the development of the 2017-2019 Information Technology Strategic and Business Plan.	-	228,960
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 Next Generation 9-1-1 Project.	71,403	41,144
Agencies and Corporations	Toronto Police Service	Legal	01/17/2020	3589692, 3592672, 3597008, 3598104, 3599318	Henein, Hutchison L.L.P.	To provide legal advice and consultation on alleged forgery of will and reward protocols.	5,449	-
Agencies and Corporations	Toronto Police Service	Legal	01/17/2020	3600560,	Lerners L.L.P.	To provide consultation regarding underlying litigation and criminal proceedings, considering procedural steps and possible injunction.	4,630	-
Agencies and Corporations	Toronto Police Service	Legal	03/02/2020	6050136, 6050263, 6050505	Henein, Hutchison L.L.P.	To provide consultation and legal advice on various issues surrounding Ontario Human Rights Commission (O.H.R.C.) inquiry.	224,357	-
Agencies and Corporations	Toronto Police Service	Legal	04/09/2019	3579787, 3585769, 3581921, 3587155, 3588732	Henein, Hutchison L.L.P.	To provide consultation for a high profile homicide ongoing case based on an O.H.R.C. inquiry.	-	5,617
Agencies and Corporations	Toronto Police Service	Legal	04/09/2019	3579793, 3581921, 3586442, 6049723, 6049950	Henein, Hutchison L.L.P.	To provide consultation for a high profile homicide ongoing case based on an O.H.R.C. inquiry.	-	19,338
Agencies and Corporations	Toronto Police Service	Legal	04/10/2018	6046733, 6048723	Ceyssens & Bauchman	To provide advice to T.P.S. members regarding Police Services Act issues.	-	4,070
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	3600392, 6051169	Lesage, Patrick	To provide recommendations regarding a conflict of interest arising from T.P.S.B. questionnaire.	-	18,032
Agencies and Corporations	Toronto Police Service	Legal	11/19/2020	3599365,	Butt, David	To provide consultation on getting possible injunction.	3,425	-
Agencies and Corporations	Toronto Police Service	Legal	12/15/2020	3600392,	Lerners L.L.P.	To provide consultation on possible libel suit and defamation for a T.P.S. member.	8,360	-
Agencies and Corporations	Toronto Police Service	Legal	12/31/2020	6051696,	Borden Ladner Gervais L.L.P.	To provide input, analysis, research and assist in drafting materials for the Ontario Human Rights Tribunal (O.H.R.T.) application.	9,904	-

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Appendix A-3: 2020 Consulting Services Expenditure - Operating

Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
Agencies and Corporations	Toronto Police Service	Management / Research & Development	02/16/2017	47020475, 3568807, 9097418, 9132218, 9190080, 9190081, 9216265, 9216261, 9216323, 9266256, 9268885	Korn Ferry	To develop a competency framework required to support Human Resources modernization project.	-	391,663
Agencies and Corporations	Toronto Police Service	Management / Research & Development	03/30/2020	47022840, 9303242, 9357085	Wellesley Institute	To provide support on key T.P.S. projects managed by the Equity, Inclusion and Human Rights unit to inform T.P.S.' race-based strategy, the unit's overall strategy and a systemic review of T.P.S.' recruitment processes.	105,389	-
Agencies and Corporations	Toronto Police Service	Management / Research & Development	05/01/2019	47022245, 9285397, 9296308, 9301234, 9307323, 9313530, 9318900, 9325746, 9331526, 9335402, 9347349, 9348795, 9348796, 9348797, 9349216, 9352670, 9352674, 9354638, 9354639, 9355548	Edelman P.R. Worldwide Canada Inc.	To develop and deliver strategic communication plans for the Culture Change Program.	189,836	399,751
Agencies and Corporations	Toronto Police Service	Management / Research & Development	06/06/2019	47022202, 9299506	Gallagher McDowall Associates	To review and evaluate submissions for new and existing civilian positions and make recommendations.	11,754	12,090
Agencies and Corporations	Toronto Police Service	Management / Research & Development	06/07/2016	47019970, 9292045	Mercer (Canada) Limited	To develop employee benefits strategies and recommendations on the employee health program.	6,087	23,437
Agencies and Corporations	Toronto Police Service	Management / Research & Development	07/22/2019	47022301, 9306905	Diabsolut Inc.	To assess and analyze strategies used in the development of Change Management Plans, and integrate them into various project plans.	10,685	110,167
Agencies and Corporations	Toronto Police Service	Management / Research & Development	08/02/2018	6047358,	Goodwin Consulting Service Inc	To develop the culture change plan and build the road map for the future.	-	50,832
Agencies and Corporations	Toronto Police Service	Management / Research & Development	08/02/2019	6049279,	Deloitte LLP	To provide an assessment of policies, procedures, and programs in relation to harassment and discrimination.	111,936	20,352
Agencies and Corporations	Toronto Police Service	Management / Research & Development	09/11/2015	47021192, 9126325, 9208084,	Mercer (Canada) Limited	To develop a review of existing Job Evaluation process and reporting of recommendations for efficiencies.	-	69,813

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Agencies and Corporations	Toronto Police Service	Management / Research & Development	10/18/2019	6049690,	Galabuzi, Grace-Edward	To assist the T.P.S. in developing curriculum for the delivery of race-based data collection, training, and conduct an assessment and evaluation of Anti-Black Racism training.	4,070	13,941
Agencies and Corporations	Toronto Police Service	Management / Research & Development	11/16/2020	3599205, 6051116	Goodwin Consulting Service Inc	To provide communications advice, on urgent basis, to assist with time-sensitive projects.	15,371	-
Agencies and Corporations	Toronto Police Service	Technical	03/19/2018	6046628	Michael Ciszmar & Associates	To provide guidance and recommend solutions for architecture and systems planning activities.	-	234,048
Toronto Police Service Total							1,058,333	1,766,020

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Appendix A-3: 2020 Consulting Services Expenditure - Operating

Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
Agencies and Corporations	Toronto Police Services Board	Legal	01/01/2017	Contract 47020535 CRO 9298522	Hicks Morley Hamilton Stewart Storie	To provide expert advice/legal opinion on general employment and labour relations issues.	49,764	65,387
Agencies and Corporations	Toronto Police Services Board	Management / Research & Development	01/01/2018	47021249 CRO 9205749	Jen Finan	To assist in the development of Transgender inclusive policies, procedures, orders and forms.	-	1,018
Agencies and Corporations	Toronto Police Services Board	Management / Research & Development	04/23/2020	PO 3592935	Barnes Management Group	To assist in the Board's strategic planning and goal setting.	3,562	-
Agencies and Corporations	Toronto Police Services Board	Management / Research & Development	08/12/2019	47022282 and CRO 9250503	Ty Smith	To assist in the development and evaluation of Transgender inclusive, policies, procedures, orders and forms.	-	15,000
Agencies and Corporations	Toronto Police Services Board	Management / Research & Development	12/31/2020	PO 9361673	J Wallace Skelton Consulting	To provide in the development of Transgender inclusive policies, procedures, orders, forms and training.	51,230	-
Toronto Police Services Board Total							104,555	81,405

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Appendix A-3: 2020 Consulting Services Expenditure - Operating

Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
Agencies and Corporations	Toronto Public Library Board	Creative Communications	24-Jun-19	PO0029207	Trajectory Brands Inc.	To re-brand the Toronto Public Library.	-	50,657
Agencies and Corporations	Toronto Public Library Board	Creative Communications			Trajectory Brands Inc.	To provide concepts for donor wall design for Toronto Reference Library.	4,834	-
Agencies and Corporations	Toronto Public Library Board	Creative Communications			Trajectory Brands Inc.	To provide creative support of strategic plan.	1,908	-
Agencies and Corporations	Toronto Public Library Board	Information Technology			BDO Canada LLP	To provide Fairness Commissioner Services for three IT related competitive procurements.	9,845	13,432
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	19-Jul-18	PO0028314	CYR & Associates Inc	To provide a job evaluation project for 22 positions and ranking.	-	5,495
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	16-Jan-19	PO0028854	Met-Scan Canada Ltd.	To provide advice on the security services.	-	2,900
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	08-Mar-19	PO0028960	Western Management Consultants of Ontario	To assist the Toronto Public Library in developing an Enhanced Accountability Framework.	-	77,846
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	26-Aug-19	PO0029346	Strategic Counsel	To provide Toronto Public Library market research services.	-	32,563
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	12-Sep-19	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	Management / Research & Development	30-Sep-19	PO0029434	NGL Nordicity Group LTD	To provide a data analysis report on bridge technology impact for public libraries across Ontario.	22,082	9,464
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	21-Feb-20	PO0029716	Hill and Knowlton Canada	To provide stakeholder communications and framework.	15,264	-
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	01-Sep-20	PO0030068	KPMG LLP	To provide pandemic recovery strategy and roadmap planning.	132,288	-
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development			CYR & Associates Inc	To provide job evaluation and pay equity compliance services.	2,463	-
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development			Innovative Pathways	To provide Business Planning.	7,632	-
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development			Read Jones Christoffersen Ltd.	To provide engineering assessment and recommendations for the repair or replacement of the accessible ramp at Yorkville branch.	4,274	-
Toronto Public Library Board Total							200,589	209,929

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Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
Agencies and Corporations	Toronto Transit Commission	Legal	28-May-19	PU446425	Willms & Shier Environmental Lawyers	To provide advice on TTC's environmental legal services for tank system audit.	228,692	-
Agencies and Corporations	Toronto Transit Commission	Legal	04-Feb-20	C22PJ20215	Clark Wilson LLP	To provide advice on the TTC in the drafting of the Operating Agreement pertaining to the Eglinton Crosstown LRT.	48,866	-
Agencies and Corporations	Toronto Transit Commission	Legal	13-May-20	PU457217	Koskie Minsky LLP	To provide advice on development of anti-racism strategy and implementation plan, including diversity, recruitment, job postings, outreach strategy and training.	72,013	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	06-Dec-18	C32PY17727	KPMG LLP	To provide an organizational review of the Customer Experience & Strategy Group.		84,461
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	11-Jan-19	C41PC19952	Ernst & Young LLP	To provide business transformation and business case development.	61,300	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	22-Jan-19	C32PE19735	CH2M Hill Canada Ltd	To provide a review on the Fare Collection Business Case and Strategy and Innovation Functions.	80,760	1,123,186
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	22-Jan-19	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.	336,605	282,033
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	22-Jan-19	C32PE19733	WSP Canada Inc.	To provide consulting for the Light Rail Transit (LRT) Operations Department.	214,082	101,638
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	23-Apr-19	C03PH19806	Optimus SBR Inc.	To provide a process review and recommendations on strategic workforce planning.		92,850
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	01-May-19	C01PH18916	Optimus SBR Inc.	To provide a Project & Rapid Innovation Engagement Plan.		36,681
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	08-Aug-19	433883	Scot Wortley Consulting	To provide a Racial Equity Impact Assessment (REIA) of the TTC and Transit Enforcement Unit.	32,019	10,151
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	02-Oct-19	C41PC19951	Optimus SBR Inc.	To provide business transformation and business case development.	666,372	76,099
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	22-Oct-19	441432	Akwasi Owusu-Bempah	To provide a Racial Equity Impact Assessment (REIA) of the TTC and Transit Enforcement Unit.	34,770	5,164
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	01-Jan-20	PU 473448.	Dillon Consulting	To provide service integration and review TTC and 905 agency cross-boundary service to identify efficiencies that could be achieved with greater coordination and changes to legislation and labour contracts.	37,633	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	02-Jan-20	C41PC19936	Execute Strategy	To provide project controls lead and develop integrated master schedules, risk registers, cost estimates, draft current and future state processes, status reports, etc. for the Business Transformation initiatives.	58,417	15,842
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	06-May-20	C37PB20745	Ernst & Young LLP	To provide a rapid review and further assess the effectiveness of its emergency management and business continuity programs and functions to date to support its preparation for a potential second COVID-19 wave.	55,307	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	20-Aug-20	C02PV20709	Mott MacDonald Canada Ltd.	To provide consulting services to develop TTC's 5-Year Fare Policy.	151,917	-

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Service Group / Agency / Corporation	Division/Board	Expense Category	Contract / PO / DPO Date (dd mmm yy)	Contract / PO / DPO No(s)	Consultant s Name	Description of Work	2020 Expenditure	2019 Expenditure ¹
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	21-Aug-20	C02PV20710	Clever Consulting Group	To provide consulting services required to develop TTC's 10-Year Fare Collection Outlook.	119,713	-
Agencies and Corporations	Toronto Transit Commission	Technical	10-Jul-14	C31PA14813	WSP Canada Inc.	To undertake a comprehensive study of an optimized wheel / rail system.		57,977
Agencies and Corporations	Toronto Transit Commission	Technical	05-Jan-18	PU349437	Frontop Engineering Limited	To provide noise and vibration testing services to analyze and assess the noise near various Streetcar tracks and loops.	10,110	-
Agencies and Corporations	Toronto Transit Commission	Technical	29-Mar-18	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
Agencies and Corporations	Toronto Transit Commission	Technical	13-Sep-18	PU429178/C4 1PE18928	Mott MacDonald Canada Ltd.	To evaluate and assess TTC's capacity to perform the overhaul of streetcar components and subsystems and available third-party vendors.	113,578	-
Agencies and Corporations	Toronto Transit Commission	Technical	24-Sep-19	C31PV19826	Aeroustics Ltd	To provide noise and vibration testing to assess and evaluate ongoing noise complaints.	9,850	-
Agencies and Corporations	Toronto Transit Commission	Technical	03-Oct-19	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	05-Aug-20	424336	30 Forensic	To assist management in analyzing technical issues with the scissor hoists and recommending solutions.	18,234	40,694
Toronto Transit Commission Total							2,350,236	1,975,381

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Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Creative Communications	09-Jun-18	2132	Counsel Public Affairs INC.	To provide advice on Strategic Communication.	-	80,825
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Creative Communications	11-Jun-18	2134	Hill & Knowlton	To provide advice on Strategic Communication.	-	50,880
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Creative Communications	21-Jun-19	1978.R17, R26, R31 and R32	Bespoke Cultural Collective	To provide advice and production of 20 Years of Placemaking videos.	17,887	11,488
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Information Technology	23-Jul-19	2321	Envision It Inc	To provide Enterprise Content Management Strategy.	21,548	13,309
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Legal	13-Jul-16	1839.R01 and R09	Dentons Canada LLP	To provide Legal advice related to Procurement Policies and Construction Contract Documentation Review.	8,043	13,719
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Legal	03-Nov-16	1837.R02, R0509	Bennett Jones LLP	To provide legal advice related to corporate matters (Human Resources, Governance, Audit and General).	80,493	224,399
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Legal	22-Jan-19	2218	McCarthy Tetrault LLP	To provide legal advice on Corporate matters.	-	8,775
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Management / Research & Development	13-Oct-17	2074	H Wilkinson Consulting Group Inc.	To provide update on Compensation Program and Pay Equity Plan.	10,812	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Management / Research & Development	04-Nov-19	2352	Ketchum Canada (2002) Inc.	To provide fundraising advisory services.	40,012	81,993
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Management / Research & Development	17-Jan-20	2405	The Works Design Communications	To provide advisory Services for Corporate Social Responsibility and Sustainability Report.	52,420	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Management / Research & Development	23-May-18	2188	Global Governance Advisors	To provide compensation benchmarking.	-	4,070
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Technical	30-Jan-19	2281	MaRS Discovery District	To provide Social Finance Strategy for Carbon Reductions.	-	61,406
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Technical	29-Mar-19	2058.R02	PricewaterhouseCoopers LLP	To provide tax advice relating to HST matters.	1,221	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Technical	22-May-19	2296	Lura Consulting	To provide Marine Strategy Update.	29,058	14,543
Toronto Waterfront Revitalization Corporation Total							261,493	565,408

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Agencies and Corporations	Toronto Zoo	Legal	28-Sep-18	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
Agencies and Corporations	Toronto Zoo	Legal	31-Dec-19	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	Management / Research & Development	17-Oct-18	PO0074700	Verita HR Services	To provide consulting services for Employee Engagement Survey (2018 survey completed in 2019).	-	10,706
Agencies and Corporations	Toronto Zoo	Management / Research & Development	29-Apr-19	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.	23,420	78,115
Agencies and Corporations	Toronto Zoo	Management / Research & Development	01-May-19	PO0077421	Verita HR Services	To provide consulting services for Employee Engagement Survey (2019 survey completed in year).	-	10,394
Agencies and Corporations	Toronto Zoo	Management / Research & Development	02-Mar-20	PO0081828	Environics Lipkin Incorporated	To provide leadership coaching program for CEO including Leadership Circle 360 Profile.	7,796	-
Agencies and Corporations	Toronto Zoo	Management / Research & Development	13-Oct-20	PO0084310	Mandaworks	To provide consulting services to create a Master Concept Plan taking into account and updating the current Toronto Zoo Master Plan produced in 2017 with a forward-thinking analysis considering the Zoo's Mission and Vision, goals and objectives with respect to animal care, existing structures and site conditions, sustainability, conservation, education, visitor experiences and infrastructure needs.	130,403	-
Agencies and Corporations	Toronto Zoo	Management / Research & Development	22-Oct-20	PO0084394	WSP Canada Inc.	To provide consulting services to produce the Toronto Zoo technology transformation and innovation master plan.	54,379	-
Toronto Zoo Total							215,998	118,734
Agencies and Corporations Total							4,702,000	5,521,631
Grand Total							13,918,482	13,679,088

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