

Appendix E: 2021 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	2021 Expenditure	2020 Expenditure ¹
City Manager	City Clerk's Office	Management / Research & Development	28-Nov-19	6049913	Procurity Group	To provide review of the City's Offset Printing Service.	-	41,976
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
City Manager	City Clerk's Office	Technical	22-Sep-20	3597182	Free & Fair	To provide Cyber Security subject-matter expert services.	21,187	7,679
City Manager	City Clerk's Office	Technical	22-Sep-20	3597177	Kevin Skoglund	To provide Cyber Security subject-matter expert services.	19,939	-
City Manager	City Clerk's Office	Technical	17-Sep-20	3597041	Ocad University	To provide Accessibility expert services.	2,976	-
City Manager	Concept 2 Keys	Management / Research & Development	26-Oct-21	6052439	KPMG LLP	To provide updates to the project plan for the development guidelines initiative, including refining the initiative's objectives, scope and work plan. Briefings were facilitated with the Green Streets Working Group (GSWG) and other stakeholders on the updated project plan. Consultation and other documents were designed to support stakeholder engagement related to the design guidelines initiatives. Interviews were facilitated with 23 City staff to identify strengths, challenges and opportunities related to the City's planning policy framework. Research was conducted to identify leading practices related to planning policy frameworks. Initial findings were summarized in a presentation and briefing for the GSWG.	86,420	-
City Manager	Concept 2 Keys	Technical	16-Jun-20 to 31-Dec-20	47023315, 9362529	KPMG LLP	To provide strategic advice and deliverables in support of the Concept 2 Keys (C2K) Program.	185,216	322,694
City Manager	Concept 2 Keys	Technical	30-Jun-21	6052155	Watson & Associates Economists Ltd	To provide advice and support in the Development Fee review process.	89,646	-
City Manager	Concept 2 Keys	Technical	16-Dec-20	6050405, 1351568	KPMG LLP	To provide strategic advice and deliverables in support of the C2K Program.	-	101,760
City Manager	Executive Administration	Management / Research & Development	31-Dec-21	3611830	Mac Advisory Services	To provide the City with expert governance and regulatory advice on the relationship of a municipally-owned electricity distribution corporation and its shareholder for the purposes of assisting City staff in providing advice to Council. Status: On-going	14,806	-
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, consultation with sectoral and community stakeholders, work in collaboration with Dr. David Mowat on public health guidance during pandemic, and report to City Manager Status: Completed - November 30, 2020	-	131,176
City Manager	Governance & Corporate Strategy	Management / Research & Development	01-Oct-21	3609127	Fiona Crean	To provide research, consultation and governance analysis and review to develop recommended options for roles, responsibilities and mandate for the Housing Commissioner. The work began in 2021 and is scheduled to be completed with the delivery of a final report in 2022.	35,565	-
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).	25,299	41,326
City Manager	Governance & Corporate Strategy	Management / Research & Development	15-Oct-21	3609518	Maytree Foundation	To develop and implement an engagement strategy, including with Indigenous knowledge keepers, community service providers, legal clinics, those with lived experience to inform the considerations of Housing Commissioner options. The work began in 2021 and is scheduled to be completed in 2022 to inform the final report provided by Fiona Crean.	14,550	-
City Manager	Governance & Corporate Strategy	Technical	30-Jul-19	6049252	George Brown College	To carry out a review of municipally operated child care programs, all in accordance with the signed Research Project Agreement between City of Toronto and George Brown College on June 30, 2019 - Total amount of the purchase order (PO) is \$100,016 and is shared with Children's Services. Status: Completed Nov. 2020	-	12,852
City Manager	Intergovernmental and Agency Relations	Management / Research & Development	As billed	As billed	Canadian Urban Institute	To provide support to City Manager on Big City Executives Partnership (BiCEP) Housing Accelerator Fund work.	100,000	-
City Manager	Intergovernmental and Agency Relations	Management / Research & Development	25-Jan-21	6051669	Watson Advisors, Inc.	To provide an independent review of TO Live matters.	91,584	-

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City Manager	Intergovernmental and Agency Relations	Management / Research & Development	26-Aug-21	6052501	StrategyCorp, Inc.	To provide support to City Manager on Greater Toronto Hamilton Area-Regional Prosperity Alliance (GTHA-RPA) initiatives coordination.	65,126	-
City Manager	Office of the Chief Information Security Officer	Information Technology	02-Sep-20	6050968	KPMG LLP	To provide consulting services to enhance the City's ransomware resilience to minimize the impact of a cyber-attack. The services provided included gap assessments and recommendations for Risk Management Framework, application security reviews, cyber policy & standard recommendations, ransomware strategy recommendations, etc.	1,062,340	293,247
City Manager	Office of the Chief Information Security Officer	Information Technology	27-Oct-21	6052703	Lares, LLC	To perform an adversarial simulation to simulate actual cyber-attacks at the City, to test City's readiness, as well as controls across the network, applications, and physical environment against cyber security risks. The services provided are: - Planning, Framework, Scenario Development - Information Gathering - Red Team Exercise - Open-Source Intelligence and Dark Web intelligence - Physical intrusion for 30 sites - Detailed Comprehensive Technical Report - Executive Summary Report & Presentation	11,193	-
City Manager	Office of the Chief Information Security Officer	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	People & Equity	Management / Research & Development	23-Sep-20	6051047	Korn Ferry	To conduct the City's non-union compensation review.	192,597	29,764
City Manager	People & Equity	Management / Research & Development	31-Dec-21	6052923	Deloitte LLP	To provide a review of the transformed operations model of recruitment and all associated recruitment tasks, ensuring that the model is effective and in line with industry standards and best practices for high volume recruitment. Also a review of enabling technology was provided to meet the needs of recruitment in this model.	132,288	-
City Manager	Strategic Communications	Management / Research & Development	20-Aug-19	6049322	Edelman P.R. Worldwide Canada Inc.	To carry out an objective review of the City's communications functions which encompasses the Strategic Communications Division within the City Manager's Office and the embedded communications services that reside within a number of the other City Divisions. The amount of \$254,000 was recovered from NP2060. Status: Completed - June 30, 2020	-	254,400
City Manager Total							2,150,732	1,421,766

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Corporate Services	Corporate Real Estate Management	Legal (External Lawyers & Planners)	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.	330,220	244,558
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
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
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 RFP specifications in preventing fraud.	34,446	22,738
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	Environment & Energy	Technical	09-Apr-21	3603955	Morrison Hershfield	To provide an independent third party review of the Measurement & Verification (M&V) and Commissioning Plan, advise the Energy Service Companies (ESCO) on the monitoring requirements for specific measures the ESCO plans to implement, oversee commissioning activities, and review, comment and approve on the ESCOs report on Energy & Green House Gas (GHG) emissions Savings realized in the energy retrofit projects.	4,115	-
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	17-Dec-20	47022408, 9355969	Amar Dhindsa	To conduct through a Payment Card Industry (PCI) Qualified Security Assessor (QSA), a PCI Report on Compliance (ROC) assessment and deliver a Report on Compliance (ROC) document. This service is provided on a Time & Materials (T&M) basis. Actual time used to complete the project is invoiced at the defined rate.	-	5,724
Corporate Services Total							368,781	437,156

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Community and Social Services	Children's Services	Management / Research & Development	27-May-19	6048923	University of Toronto	To undertake a research project entitled "Revising and Validating the Home Child Care Version of the Assessment for Quality Improvement".	11,311	41,925
Community and Social Services	Children's Services	Management / Research & Development	31-Jan-19	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.	-	7,826
Community and Social Services	Children's Services	Technical	11-Dec-18	6048078	Barnes Management Group	To provide a study and recommend practices for Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and Two-Spirit (LGBTQ2S) inclusivity in early years settings.	-	17,458
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
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)
Community and Social Services	Court Services	Management / Research & Development	31-Mar-20	6049499	Diabsolut Inc.	To provide consulting on Organizational Change Management, support office move and related changes.	-	26,117
Community and Social Services	Economic Development & Culture	Creative Communications	04-Jun-21	3605698	Arts & Communications Counselors	To support the oversight and communications management for the implementation for the City of Toronto's ArtworxTO: Toronto's Year of Public Art Public Relations and Communications.	50,877	-
Community and Social Services	Economic Development & Culture	Creative Communications	16-Dec-21	3611598	Creative Process Inc	To provide Program Evaluation services as a part of the City of Toronto's ArtworxTO: Toronto's Year of Public Art 2021-2022.	10,176	-
Community and Social Services	Economic Development & Culture	Creative Communications	20-Aug-21	3607942	Frances Rawlings	To provide consulting services for the Youth Cultural Incubators Stabilization Initiative.	10,119	-
Community and Social Services	Economic Development & Culture	Creative Communications	10-Feb-20	3590570	Sue Holland	To manage and deliver marketing and social media services.	-	47,797
Community and Social Services	Economic Development & Culture	Creative Communications	26-Oct-20	3598358	Parul Pandya	To provide facilitator services for virtual Youth Cultural Incubators Stabilization Initiative (YCISI) Cohort Learning Sessions.	-	2,035
Community and Social Services	Economic Development & Culture	Legal (External Lawyers & Planners)	27-Jan-20	Schedule A	Whitten & Lublin Employment Lawyers	To provide legal advice on labour relations.	-	2,251
Community and Social Services	Economic Development & Culture	Management / Research & Development	04-May-21	6052075	Organisports Consultants Inc.	To develop a National Strategy for the United Bid for Federation Internationale de Football Association (FIFA) World Cup 2026.	172,132	-
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.	40,769	111,301
Community and Social Services	Economic Development & Culture	Management / Research & Development	23-Apr-21	3604431	Brian Trust Marketing & Communications	To provide a comprehensive strategy to strengthen Tourism Services' programs.	38,771	-
Community and Social Services	Economic Development & Culture	Management / Research & Development	07-Jul-21	3606609	NGL Nordicity Group Ltd	To provide services Interactive Digital Media (IDM).	36,084	-
Community and Social Services	Economic Development & Culture	Management / Research & Development	13-Aug-21	6052455	PricewaterhouseCoopers LLP	To develop a summary document of key findings from the PricewaterhouseCoopers LLP (PwC) study on the impact of COVID-19 on Toronto's downtown core.	25,440	-
Community and Social Services	Economic Development & Culture	Management / Research & Development	25-Aug-21	3608040	NGL Nordicity Group Ltd	To provide a comprehensive music strategy for the Toronto music ecosystem.	22,316	-
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 Business.	18,739	50,404
Community and Social Services	Economic Development & Culture	Management / Research & Development	10-Mar-20	3591643	Ginder Consulting	To design the program objectives, guidelines, and evaluation framework for the new Cultural Festivals Grant Program.	15,264	-
Community and Social Services	Economic Development & Culture	Management / Research & Development	24-Oct-21	3609786	Ruth Biderman	To develop the program objectives, design, and guidelines for the new Cultural Access and Development Program.	15,000	-
Community and Social Services	Economic Development & Culture	Management / Research & Development	29-Jun-21	3606438	Caldera Industries	To provide consulting on an eSports strategy.	14,246	-
Community and Social Services	Economic Development & Culture	Management / Research & Development	23-Apr-20	3592941	Creative Process Inc	To create objectives, develop an evaluation framework and evaluate the Toronto's Year of Public Art.	13,229	12,211
Community and Social Services	Economic Development & Culture	Management / Research & Development	03-Jun-21	3605640	Ginder Consulting	To provide consulting services to assist with one-time Cultural Festivals Recovery Program.	10,176	-

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Community and Social Services	Economic Development & Culture	Management / Research & Development	02-Dec-21	3611130	Overlap Associates Inc.	To provide a Full-Day Facilitation for the Economic, Development and Culture (EDC) team.	9,187	-
Community and Social Services	Economic Development & Culture	Management / Research & Development	30-Dec-20	3600729	NGL Nordicity Group Ltd	To provide services on the expanded scope for the Toronto Screen Industry Workforce Study.	4,627	20,678
Community and Social Services	Economic Development & Culture	Management / Research & Development	23-Jan-20	3589956	Solutions Elevent Inc	To carry out an assessment of 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 consulting services on Stakeholder Engagement.	-	8,446
Community and Social Services	Economic Development & Culture	Technical	09-Nov-21	3610351	Laurie Hermiston	To facilitate a Partnership to establish Indigenous kitchen garden at Spadina Museum.	2,526	-
Community and Social Services	Employment & Social Services	Management / Research & Development	19-Aug-21	3607892	Tom Zizys	To provide consulting services to help shape key project and research elements that will inform the following City Council adopted recommendation: City Council direct the General Manager, Toronto Employment and Social Services to engage with other divisions and Toronto Public Library, as well as community and workforce development stakeholders, as appropriate, to assess how the City of Toronto can best advance its workforce development priorities and support residents in a transformed employment services system, including whether the City should pursue the new employment service system manager role and, if so, in what configuration and report on findings and recommendations in the second quarter of 2022.	30,910	-
Community and Social Services	Housing Secretariat	Information Technology	21-Feb-21	6051774	Lura Consulting	To communicate, engage strategy development and facilitate for several supportive housing projects funded through federal and City funding to address the urgent need for creating supportive housing (Modular housing Initiative Phase 2 - 2021).	231,286	-
Community and Social Services	Housing Secretariat	Information Technology	27-Apr-21	6052056	Ideaspace Consulting Inc	To provide services in communication and engagement strategy development and facilitation for several supportive housing projects funded through Rapid Housing Initiative (RHI) with tight timelines as required by the federal government. http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.MM25.32	147,559	-
Community and Social Services	Housing Secretariat	Information Technology	22-Nov-21	3610760	Ideaspace Consulting Inc	To provide services in communication and engagement strategy development and facilitation for several supportive housing projects funded through federal and City funding to address the urgent need for creating supportive housing.	34,818	-
Community and Social Services	Housing Secretariat	Information Technology	27-Apr-21	6052056	Ideaspace Consulting Inc	To provide services in communication and engagement strategy development and facilitation for several supportive housing projects funded through RHI with tight timelines as required by the federal government. http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.MM25.32	24,851	-
Community and Social Services	Housing Secretariat	Information Technology	15-Apr-21	6052009	Ideaspace Consulting Inc	To provide communication and engagement strategy development and facilitation for one supportive housing project funded through federal and City funding (Modular Housing Initiative Phase 2 - 2021) to address the urgent need for creating supportive housing.	24,359	-
Community and Social Services	Housing Secretariat	Information Technology	16-Nov-21	3610759	Wellesley Institute	To provide consulting services in understanding of eviction trends in Toronto and identifying how the City can improve its evidence base and data collection going forward to inform policy and program development.	20,851	-
Community and Social Services	Housing Secretariat	Information Technology	23-Mar-21	3603448	David Wachsmuth	To support development of Short Term Rental Report to Committee and Council.	14,196	-
Community and Social Services	Housing Secretariat	Information Technology	12-Jul-20	3600091	Ontario Inc	To communication and engagement strategy development and facilitation for several supportive housing projects funded through federal and City funding to address the urgent need for creating supportive housing. (Modular Housing Initiative Phase 1 - 2020)	7,819	10,167

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Community and Social Services	Housing Secretariat	Information Technology	22-Nov-21	3610760	Ideaspace Consulting Inc	Creating videos highlighting the City's progress in implementing the HousingTO Action Plan in 2020-21 including highlighting partnerships with private, non-profit, Indigenous and health organizations. Designing the final progress report to Committee.	6,340	-
Community and Social Services	Housing Secretariat	Information Technology	09-Nov-18	3573177	DBA Bruce Davis Consulting	Engagement services for the Modular Housing Initiative	-	8,032
Community and Social Services	Housing Secretariat	Information Technology	08-Dec-20	3600091	DBA Bruce Davis Consulting	Communications and community engagement services on Modular Housing Initiative	-	2,135
Community and Social Services	Housing Secretariat	Management / Research & Development	30-Jun-20	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.	5,139	19,154
Community and Social Services	Housing Secretariat	Management / Research & Development	25-Aug-20	3596365	Lura Consulting	Implement and Document Stakeholder & Public Consultation	-	21,551
Community and Social Services	Housing Secretariat	Technical	04-Nov-20	2539071008	MNP LLP	To conduct a review of the greater internal housing system and an organizational review of the Housing Secretariat to make recommendation to implement and deliver on the HousingTO 2020-2030 Action Plan.	86,007	224,870
Community and Social Services	Parks, Forestry & Recreation	Management / Research & Development	01-Jan-20	3583049	Robinson Global Management Inc.	Reviewed evaluation documents for category management and provided edit suggestion or fairness comments/opinion.	-	15,233
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	Shelter, Support & Housing Administration	Information Technology	12-Jul-20	3600091	DBA Bruce Davis Consulting	To provide communications and community engagement services on Modular Housing Initiative	1,994	-
Community and Social Services	Shelter, Support & Housing Administration	Management / Research & Development	08-Dec-21	3611323	Snjezana Pruginic	To assess, provide and develop a Divisional Mental Health support program for all staff through identifying and assessing mental health practices and supports across the division including city-operated shelters and complete extensive consultation and engagement with staffing providing comprehensive report which will include a guiding framework and proposed Mental Health Program outline with an implementation plan.	5,792	-
Community and Social Services	Shelter, Support & Housing Administration	Management / Research & Development	11-Sep-19	3584732	Canadian Observatory of Homelessness	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
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
Community and Social Services	Social Development, Finance & Administration	Creative Communications	03-Nov-20	3598791	7806167 Canada LTD O/A Makers	To support the co-design, development, project management and delivery of fundraising elements focused on DonateTO and the opportunities to partner with the City in support of residents and programs in need. This included a long form video, a series of donor stories as well as a fundraising strategy.	24,993	24,993
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.	35,100	14,585
Community and Social Services	Social Development, Finance & Administration	Management / Research & Development	26-Oct-20	Letter of Agreement Schedule A Payment	Melana Roberts	To provide strategic consulting support for the creation of a Black Food Sovereignty Plan, which includes clarifying the strategy and goals of the creation of a Black Food Sovereignty Plan, including proposing a made-for-Toronto definition and list of principles to inform a framework for "Black food sovereignty" in Toronto.	23,659	-
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 consulting services relating to Thrive TO Partnership. To provide policy development, research, analysis, planning, and engagement and coordinate support for the following City strategies: Police Reform - Community based Crisis Response, The Downtown East Action Plan and The Community Safety and Wellbeing Plan.	8,219	151,372
Community and Social Services	Social Development, Finance & Administration	Management / Research & Development	06-Mar-20	6050296	Write Think Do Inc	To provide an external evaluation of Phase 3 of Transit Fare Equity to determine the effect of the program on the affordability of transit as well as the impact it had on a client's life. A final report was prepared which was presented to the Transit Fare Equity Steering Committee.	-	151,114

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Community and Social Services	Social Development, Finance & Administration	Technical	10-Nov-20	3599071	Taylor Newberry Consulting Services	To quickly review and synthesize the evaluation data gathered to date, and connect it to the insights emerging from Community Coordination Plan and other COVID-19 emergency response work, in order to create an overall evaluation report that can be shared with partners, neighbourhoods, and city council. In addition, key informants involved in Toronto Strong Neighbourhood Strategy (TSNS) (e.g. TSNS Resident Advisory Members, key partners from Social Planning Toronto, Social Development, Finance and Administrative staff etc.) will be interviewed and their feedback will be incorporated in the report. This report will include recommendations related to resident engagement, (including recommendations from the TORR report), but will also set the stage for more intensive engagement as planning for the next phase of the Strategy continues.	35,616	-
Community and Social Services	Social Development, Finance & Administration	Technical	21-Jan-20	3589826	Joy Connelly	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	12-May-21	6052121	KPMG LLP	To develop a system for the COVID-19 vaccination program with real time data reporting strategy.	227,027	-
Community and Social Services	Toronto Public Health	Information Technology	08-Mar-21	3602292	KPMG LLP	To develop for implementation a reporting strategy for decision making for the COVID-19 Vaccination Program.	49,763	-
Community and Social Services	Toronto Public Health	Information Technology	15-Oct-20 and 08-Nov-21	3597977, 3610282	Laryssa Landale	To provide data base analysis clean up for Preschool Speech & Language (PSAL)/Infant Hearing Program (IHP)/Blind-Low Vision (BLV) Reports.	20,211	-
Community and Social Services	Toronto Public Health	Information Technology	22-Nov-19	3587667	Laryssa Landale	To provide Data Clean-up services.	-	1,885
Community and Social Services	Toronto Public Health	Management / Research & Development	02-Jul-20	6050756	Blue Dot Inc	To provide consulting services for Software Licensing (Government).	81,408	81,408
Community and Social Services	Toronto Public Health	Management / Research & Development	08-May-20	6050550	David L. Mowat	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	13-Mar-20	3591793	Sarah Hicks Consulting	To provide consulting services for strategic and technical writing communications materials.	-	43,545
Community and Social Services Total							1,668,906	1,382,397

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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	117,024
Finance & Treasury Services	Office of the Controller	Information Technology	02-Jun-21	6052202	Deloitte LLP	To provide consulting services for the Preparation Phase (Phase 0) related to Financial Systems Transformation Project (FSTP). FSTP is one of the key initiatives under the City's financial sustainability corporate strategic priority. This project will ultimately allow the City to strengthen the overall accuracy, completeness, and transparency of the City's financial information. One of major components of the external consultants' work is associated with capital modernization. Specifically, the City has been leveraging external expertise to identify how leading practices for asset management can be incorporated into the City's existing budgeting, financial reporting, and project management processes. The external consultants' work will be instrumental in addressing the Province of Ontario's asset management reporting requirements.	356,753	-
Finance & Treasury Services	Office of the Controller	Management / Research & Development	03-Feb-21	6051997	Hemson Consulting Ltd.	To provide professional consulting services for Development Charges, Community Benefit Charges, and Alternative Parkland Dedication Rate for the City of Toronto.	290,533	-
Finance & Treasury Services	Office of the Controller	Management / Research & Development	18-May-21	6052151	ACI Argyle Communications Inc.	To provide consulting services for a professional Public Engagement and Strategic Communications Team. This is to support the preparation of an updated growth funding tool framework including Development Charges, a Community Benefit Charge, and an Alternative Parkland Dedication Rate.	219,541	-
Finance & Treasury Services	Office of the Controller	Management / Research & Development	31-Dec-21	6053017	KPMG LLP	To provide Business Process Mining (BPM) (P2P Data analysis) study.	30,528	-
Finance & Treasury Services	Office of the Controller	Management / Research & Development	17-Jan-20	6050091	KPMG LLP	To provide consulting services on the Taxation of Vacant Homes.	-	175,455
Finance & Treasury Services	Office of the Controller	Technical	27-Jul-17	6045384	Hemson Consulting Ltd.	To provide consulting services on the Development Charges (DC) By-Law review.	10,471	6,135
Finance & Treasury Services	Office of the Controller	Technical	As billed	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.	3,053	-
Finance & Treasury Services	Office of the Controller	Technical	09-Dec-20	6051460	Hemson Consulting Ltd.	To provide consulting services to support the development of a financial strategy for Rail Deck Park.	-	17,877
Finance & Treasury Services	Financial Planning	Management / Research & Development	24-Jun-21	6052313	Ernst & Young LLP	To assess and provide recommendations on the digitization and integration of Revenue Services within the City of Toronto. The City's consulting costs were reimbursed by the Province through its Audit and Accountability Fund program.	493,536	-
Finance & Treasury Services	Financial Planning	Management / Research & Development	24-Jun-21	6052312	Ernst & Young LLP	To assess and provide recommendations to the Greater Toronto and Hamilton Area on a regional approach to procurement. The City's consulting costs were reimbursed by the Province through its Audit and Accountability Fund program.	483,360	-
Finance & Treasury Services	Financial Planning	Management / Research & Development	24-Jun-21	6052314	Ernst & Young LLP	To provide consultant services to build a single digital experience for residents applying to needs-tested programs, such as Ontario Works, childcare subsidies, and rent-gear-to-income housing. The City's consulting costs were reimbursed by the Province through its Audit and Accountability Fund program.	483,360	-
Finance & Treasury Services	Financial Planning	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	Financial Planning	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 (External Lawyers & Planners)	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.	152,262	446,167
Finance & Treasury Services	Pension, Payroll & Employee Benefits	Technical	20-Sep-21	6052576	Hub International Ontario Ltd.	To provide services to conduct a comprehensive integrated data analysis of the City's drug, paramedical, short term disability (STD) and long term disability (LTD) claims to identify the true causes and leading indicators for STD/LTD claims; determine clear picture of future cost and risks to plan sustainability; and utilize to develop programs supporting good health and the prevention of STD/LTD claims.	117,024	-

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Appendix E: 2021 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	2021 Expenditure	2020 Expenditure ¹
Finance & Treasury Services	Purchasing & Materials Management	Management / Research & Development	19-Jun-20	6050708	Ernst & Young LLP	To provide professional services for additional work to support the execution of additional Category Management and Strategic Sourcing (CMSS) opportunities. The City identified this need to continue Ernst & Young's support (expertise does not exist internally to do this work) to help with operationalizing certain aspects of the category management processes as well as continued execution of opportunities, resulting in additional savings (estimated \$20 million over the next two years).	2,869,378	1,017,600
Finance & Treasury Services	Purchasing & Materials Management	Management / Research & Development	09-Jul-18	47021585	Ernst & Young LLP	To provide professional services for the implementation of Category Management and Strategic Sourcing (CMSS) within Purchasing and Materials Management (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
Finance & Treasury Services	Revenue Services	Creative Communications	14-Jun-21 to 21-Jul-21	N/A	Pelmorex Corporation	To provide consulting services in advertising for Tax Billing.	4,266	-
Finance & Treasury Services Total							5,631,089	4,429,068

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Infrastructure and Development	City Planning	Technical	20-Dec-21	Schedule A	Martin Rendl Associates	To provide services in expert witness for appeals at the Local Planning Appeal Tribunal - 26-38 Burnhamthorpe Road and 45-49 Burnhamthorpe Crescent.	36,099	-
Infrastructure and Development	City Planning	Technical	24-Nov-21	Schedule A	Diana Birchall	To prepare for and mediate of an application to Local Planning Appeal Tribunal - 1540 Bloor Street West.	28,086	-
Infrastructure and Development	City Planning	Technical	17-May-21	3605124	Gladki Planning Associates Inc.	To review the City's Laneway Suites Zoning by-law amendments.	27,270	-
Infrastructure and Development	City Planning	Technical	12-Oct-21	Schedule A	Freedman Urban Solutions Inc.	To provide independent professional land use planning services in the Official Plan and Zoning by-law Amendment and Draft Plan of Subdivision Appeal for 2650 St. Clair Avenue West.	23,659	-
Infrastructure and Development	City Planning	Technical	04-Jun-21	Schedule A	University of Toronto	To provide redesign services of the collection method of the Transportation Tomorrow Survey (TTS) 2.0.	16,441	-
Infrastructure and Development	City Planning	Technical	26-Nov-21	Schedule A	MPR Advisors Inc.	To provide an independent valuation of Section 37 contribution estimate for 6080 Yonge Street and 11 Homewood Avenue.	15,761	-
Infrastructure and Development	City Planning	Technical	15-Mar-21	Schedule A	Land and People Planning Ltd.	To provide services in expert witness for the Golden Mile Secondary Plan appeals at the Local Planning Appeal Tribunal.	15,309	-
Infrastructure and Development	City Planning	Technical	09-Nov-20	Schedule A	Maytree Foundation	To develop an analysis and review of how a human rights approach applies to multi-tenant housing.	12,000	-
Infrastructure and Development	City Planning	Technical	26-Apr-21	3604467	Economic & Planning Systems Inc.	To provide peer review and written opinion on the City of Toronto's inclusionary zoning financial impact analysis.	10,044	-
Infrastructure and Development	City Planning	Technical	30-Oct-20	Schedule A	Urban Strategies Inc.	To provide expert witness for the Rail Deck Park - Land Planning Appeal Tribunal hearing.	6,106	-
Infrastructure and Development	City Planning	Technical	10-Dec-21	Schedule A	Canadian Urban Institute	To provide services on the Expanding Housing Options in Neighbourhoods Engagement Project.	5,000	-
Infrastructure and Development	City Planning	Technical	09-Feb-21	3602052	Dillon Consulting	To provide consulting services on the stakeholder consultation for the Toronto Green Standard (TGS) Review and Update.	4,422	-
Infrastructure and Development	City Planning	Technical	26-Jan-21	3601572	Valcoustics Ltd.	To provide a Peer Review of Noise study at 2550 Victoria Park Avenue.	4,070	-
Infrastructure and Development	City Planning	Technical	01-Oct-20	3597548	WSP Canada Inc.	To provide a Peer Review of Noise Study at 3150 Eglinton Avenue East.	3,256	-
Infrastructure and Development	City Planning	Technical	30-Jun-21	Schedule A	Urban Metrics Inc.	To provide consulting services on the Golden Mile Secondary Plan - Market Analysis on non-residential uses within the Golden Mile Area.	3,091	-
Infrastructure and Development	City Planning	Technical	06-Jan-21	3600895	Soft DB Inc.	To provide a Peer Review of Noise Study at 66-80 Dale Avenue.	2,490	-
Infrastructure and Development	City Planning	Technical	30-Mar-21	3603667	Soft DB Inc.	To provide a Peer Review of Noise Study at 340-376 Dufferin Avenue and 2 Melbourne Avenue.	2,330	-
Infrastructure and Development	City Planning	Technical	16-Apr-20	47020913	WSP Canada Inc.	To provide a peer review of the Rail Safety Study.	1,531	80,157
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	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	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	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	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	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	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	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	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	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	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)

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Appendix E: 2021 Consulting Services Expenditure - Operating

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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)
Infrastructure and Development	Municipal Licensing & Standards	Management / Research & Development	23-Jul-21	3607173	Rentlogic Corporation	To provide services and documentation to RentSafeTO systems using Rentlogic's program as a standards organization that measures and rates the quality of multi-family residential buildings.	25,440	-
Infrastructure and Development	Municipal Licensing & Standards	Technical	31-Mar-21	3603739	Valcoustics Ltd.	To provide development of Technical Manual (HRS), planning/development of Training Course, and delivery of Training Course and Knowledge.	44,316	-
Infrastructure and Development	Municipal Licensing & Standards	Technical	23-Mar-20	3592081	Animal Arts Design Studios Inc	To provide consulting services on an Building Assessment.	2,904	-
Infrastructure and Development	Office of Emergency Management	Management / Research & Development	22-May-20	6050589	Matthew Torigan	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.	1,526	21,878
Infrastructure and Development	Toronto Building	Technical	01-Apr-20	6050405	KPMG LLP	To provide consulting services for the Toronto Building Program Review and Cost Allocation Methodology Project.	129,361	476,951
Infrastructure and Development	Toronto Building	Technical	16-Dec-20	6051487	LMDG Building Code Consultants	To provide a 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	Transportation Services	Creative Communications	31-Aug-21	Schedule A	BELL Media Inc	To provide consulting services on an advertisement for Vision Zero campaign – Summer.	2,714	-
Infrastructure and Development	Transportation Services	Creative Communications	13-Aug-21	9407344	DAY Communications Group Inc	To provide consulting services on advertising for job postings.	392	-
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 consulting services on the StreetART Art Exhibit Promotional & Curatorial Strategy.	-	12,313
Infrastructure and Development	Transportation Services	Management / Research & Development	27-Jan-21	9363650	CIMA Canada Inc.	To provide consulting services on the Traffic Agent Program Safety Analysis.	82,876	-
Infrastructure and Development	Transportation Services	Management / Research & Development	21-Dec-20	3600563	Alta Planning + Design Canada	To conduct a business process review between Transportation Services (TS) & Engineering & Construction Services.	45,562	-
Infrastructure and Development	Transportation Services	Management / Research & Development	16-Apr-21	Schedule A	CSA Group	To support in developing new Canadian Standards Association (CSA) Pedestrian, Cycling and Multiuse Bridge Design Guideline.	25,000	-
Infrastructure and Development	Transportation Services	Management / Research & Development	14-Jun-21	Schedule A	University of Toronto	To provide consulting services on the Study on Centre for Automated and Transformative Transportation systems (iCity-CATTS).	25,000	-
Infrastructure and Development	Transportation Services	Management / Research & Development	09-Nov-21	Schedule A	University of Toronto	To provide consulting services on the Study on Street Sweeping and Air Quality.	19,880	-
Infrastructure and Development	Transportation Services	Management / Research & Development	05-Mar-21	Schedule A	Arts Etobicoke	To provide Community Consultations within North Etobicoke community with Street Art Toronto.	8,700	-
Infrastructure and Development	Transportation Services	Management / Research & Development	02-Nov-20	Schedule A	CAVCOE	To provide a report on Automated Sidewalk Winter Maintenance in Toronto.	6,106	9,158
Infrastructure and Development	Transportation Services	Management / Research & Development	30-Nov-21	Schedule A	Pelmorex Corporation	To provide consulting services in Vision Zero – End of Daylight-Saving Time.	3,175	-
Infrastructure and Development	Transportation Services	Management / Research & Development	23-Sep-19	Schedule A	UTSC	To conduct a Research Study: Hydrological and Water Quality Benefits of a Low Impact Design Construction for Highland Creek at Military Trail near Highcastle Road. 2021 expenditure is a credit amount, due to the 2020 expenditure being charged to a different account.	(7,952)	7,952
Infrastructure and Development	Transportation Services	Management / Research & Development	02-Mar-20	9296878	CIMA Canada Inc.	To provide consulting services for the Traffic operations process review. 2021 expenditure is a credit amount, due to an over-accrual in 2020.	(18,871)	156,878
Infrastructure and Development	Transportation Services	Management / Research & Development	24-Dec-19	3589090	BDO Canada LLP	To provide consulting services for the 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 provide support for procurement of Automated Shuttle Service at the City of Toronto.	-	2,697

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Infrastructure and Development	Transportation Services	Management / Research & Development	01-Jun-20	Schedule A	Phipps-Walker	To provide consulting services for the START Partnership Program Advisory-Curatorial Selection.	-	2,350
Infrastructure and Development	Transportation Services	Technical	10-Mar-21	9373417	IBI Group Professional Service	To provide consulting services for the CaféTO Traffic Plan Development.	502,384	-
Infrastructure and Development	Transportation Services	Technical	24-Sep-20	6051049	HDR Corporation	To provide a review of the Winter maintenance contract.	396,376	100,371
Infrastructure and Development	Transportation Services	Technical	21-May-21	Schedule A	University of Toronto	To provide consulting services on City Logistics for the Urban Economy (CLUE): Project Plan and Statement of Work.	180,000	-
Infrastructure and Development	Transportation Services	Technical	10-Sep-21	6052548	IBI Group Professional Service	To provide consulting services relating to CaféTO Additional Services.	146,254	-
Infrastructure and Development	Transportation Services	Technical	31-May-21	Schedule A	Pembina Institute For Appropriate Development	To provide a study on Curbside Pricing in Toronto.	95,382	-
Infrastructure and Development	Transportation Services	Technical	18-Dec-20	Schedule A	Toronto and Region Conservation Authority	To provide a Green Infrastructure (GI) Design Review and monitoring services for Green Streets Capital and Development projects including review of GI standards and specifications in development.	71,525	12,479
Infrastructure and Development	Transportation Services	Technical	28-Jan-21	6051688	WSP Canada Inc.	To provide a park viability assessment - University Ave Park Feasibility Phase 2.	53,662	-
Infrastructure and Development	Transportation Services	Technical	05-Aug-21	9405660	WSP Canada Inc.	To provide consulting services for the School Crossing Guard (SCG) Warrant Standard Operating Procedure (SOP).	36,866	-
Infrastructure and Development	Transportation Services	Technical	17-Dec-20	9402761	CIMA Canada Inc.	To provide a review on the Traffic operations process.	30,151	-
Infrastructure and Development	Transportation Services	Technical	08-Jul-21	Schedule A	University of Toronto	To provide consulting services in building the analytical foundation for iCity-CATTS.	25,000	-
Infrastructure and Development	Transportation Services	Technical	03-Aug-21	9405406	CIMA Canada Inc.	To provide a Safety Analysis for CaféTO.	24,438	-
Infrastructure and Development	Transportation Services	Technical	23-Jul-21	9403062	Aecom Canada Ltd	To provide consulting services relating to the Parking Strategy Expert Peer Review Panel.	23,629	-
Infrastructure and Development	Transportation Services	Technical	18-Jan-21	Schedule A	Park People	To provide a categorized cross-section of tactical design approaches to enhance and customize CaféTO spaces.	10,000	-
Infrastructure and Development	Transportation Services	Technical	02-Dec-20	9352498	CIMA Canada Inc.	To assist the City with the development of Road Emergency Services Communications Unit (RESCU) Transportation Operations Centre (TOC) Operations RFP documents.	6,528	64,282
Infrastructure and Development	Transportation Services	Technical	24-Dec-21	3611855	Robert Spillar	To provide consultation on the Municipal Parking Strategy.	3,052	-
Infrastructure and Development	Transportation Services	Technical	17-Dec-20	9355957	CIMA Canada Inc.	To provide consulting services on the Traffic operations process review.	880	12,074
Infrastructure and Development	Transportation Services	Technical	03-Jul-20	9322549	IBI Group Professional Service	To provide consulting services on Business Improvement Arenas (BIA) priority sites & CaféTO design development.	-	231,200
Infrastructure and Development	Transportation Services	Technical	20-Jul-20	9325117	IBI Group Professional Service	To provide consulting services for CaféTO (Phase 2) - design of curb lane patios and parklets in BIAs.	-	146,733
Infrastructure and Development	Transportation Services	Technical	10-May-19	6048842	HDR Corporation	To provide a review on winter maintenance program, as requested by Mayor John Tory.	-	65,168
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	03-Jul-20	9324026	IBI Group Professional Service	To provide consulting services on BIA priority sites & CaféTO design development.	-	23,008
Infrastructure and Development	Transportation Services	Technical	25-Nov-20	Schedule A	Clean Air Partnership	To conduct intercept surveys on ActiveTO Major Road Closures (Lake Shore Blvd E & Lake Shore Blvd W) and provide data analysis, evaluation report and slide deck.	-	20,000
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 Northwest corner of Lakeview Ave and Dundas St W.	-	2,900
Infrastructure and Development	Transportation Services	Technical	17-Jun-20	Schedule A	Ontario Traffic Council (OTC)	To cover consulting cost as required for all municipalities relating to the School Bus Stop Arm Camera Working Group.	-	1,018
Infrastructure and Development Total							2,219,221	1,556,263
City Divisions Total							12,038,728	9,226,649

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Agencies and Corporations	Exhibition Place	Creative Communications	29-May-20	17197	Nvision Solutions	To provide professional design consulting for new AODA compliant website.	-	82,113
Agencies and Corporations	Exhibition Place	Management / Research & Development	30-Mar-21	17475	Pretium Engineering Inc	To provide AODA Safety Assessment Consulting Services - Standards Development.	5,000	-
Agencies and Corporations	Exhibition Place	Technical	25-Jan-21	17367	Optimus SBR Inc.	To provide consulting services - Facilitator Consultant for Development of Strategic Plan 2022-2026.	73,450	-
Agencies and Corporations	Exhibition Place	Technical	21-Apr-21	17394	KJA Consultants Inc.	To provide professional engineering services for Elevator Modernization - Beanfield Centre.	9,500	-
Exhibition Place Total							87,950	82,113

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Agencies and Corporations	TO Live	Creative Communications	As billed		LEAP Consulting	To provide brand consulting services.	100,000	-
Agencies and Corporations	TO Live	Creative Communications	As billed		AMS Planning & Research	To provide consulting services to St. Lawrence Centre's (STLC) Business Model.	86,419	-
Agencies and Corporations	TO Live	Creative Communications	As billed		AMS Planning & Research	To provide Strategic Plan consulting services.	14,200	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Broad Reach Communications	To provide consulting services relating to public relations for TO Live.	12,500	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Donais Mediations and Arbitrations Inc	To provide consulting services on coaching/facilitation for the workplace.	3,500	2,750
Agencies and Corporations	TO Live	Creative Communications	As billed		Kojo Institute	To provide consulting services on coaching.	2,000	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Mary Teresa Neilans	To provide consulting on AODA Project Management.	1,900	-
Agencies and Corporations	TO Live	Creative Communications	As billed		The 519 Community Centre	To provide consulting services on equity.	200	-
Agencies and Corporations	TO Live	Creative Communications	As billed		Josephine Ridge	To provide consulting services on programming.	-	25,312
Agencies and Corporations	TO Live	Creative Communications	As billed		HC Marketing LLC	To provide consulting services on programme (research, analyse, propose and deliver Broadway series).	-	10,000
Agencies and Corporations	TO Live	Creative Communications	As billed		Mercer (Canada) Limited	To provide consulting services on Executive Compensation Policy Development.	-	3,769
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	Legal (External Lawyers & Planners)	As billed		Banack Resolutions Inc.	To provide services relating to settlement with developer - Ferncastle(Front Street) Inc.	37,021	-
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		City of Toronto (Legal)	To provide legal services to Executive Office.	19,391	-
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Ackah Business Immigration Law	To provide Immigration Law Services - VP Programming.	12,930	7,165
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Farber Law, LLC	To provide legal advice for programming/producing.	5,312	2,489
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Hicks Morley Hamilton Stewart Storie	To provide legal advice on general labour.	4,467	14,337
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Aird & Berlis LLP	To provide legal advice relating to STLC.	3,681	-
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Ellen Low Employment Law	To provide legal advice regarding TO Live Employee Matter.	2,500	-
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		C. Derrick Chua, Barrister & Solicitor	To provide legal advice on consulting fee for the Heart/Body Project.	2,250	-
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Levitt LLP	To provide legal advice on employment matters.	2,206	-
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Miller Thomson LLP	To provide legal advice on programming contract - Divya.	293	-
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Lax OSullivan Lissu Gottlieb	To provide legal advice regarding Meridian Credit Union.	-	79,139
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Rebecca Zaretsky, Barrister & Solicitor	To provide legal advice on Inerational Alliance of Theatrical Stage Employees (IATSE) local 822.	-	13,139
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Hicks Morley Hamilton Stewart Storie	To provide legal advice on labour relations, as to Ontario Municipal Employees' Retirement System (OMERS).	-	9,891
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Hicks Morley Hamilton Stewart Storie	To provide legal advice on labour relations, as to grievance arbitration - Nestle.	-	8,597
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Cunningham Dispute Resolution Services Ltd.	To provide mediation services.	-	8,550
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Hicks Morley Hamilton Stewart Storie	To provide legal advice on employment issues related to COVID-19.	-	8,379
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Hicks Morley Hamilton Stewart Storie	To provide legal advice on labour relations re: IATSE822 - Pay Equity.	-	7,258

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Appendix E: 2021 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	2021 Expenditure	2020 Expenditure ¹
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Jesse M. Nyman	To provide arbitration services relating to Nestle grievance.	-	2,413
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Levitt LLP	To provide legal advice relating to the Meridian Hall settlement.	-	691
Agencies and Corporations	TO Live	Legal (External Lawyers & Planners)	As billed		Blumberg Segal LLP Barristers & Solicitors	To provide legal advice on TO Live Foundation.	-	399
TO Live Total							310,769	207,776

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Agencies and Corporations	Toronto Community Housing Corporation	Creative Communications	19-Oct-20	63284	Navex Global	To provide management of fraud reporting hotline and web reporting tool.	-	20,800
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology	19-Jun-20	235677	Dimensional Strategies Inc	To provide an eight-week consulting service on Covid-19 Dashboard Development.	5,088	20,000
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology	12-Aug-20	33050	Cothrom Advisors Inc.	To provide a Fairness Commissioner Consultation Review.	4,777	1,656
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology	31-Mar-20	As billed	iSecurity Consulting Inc.	To provide an IT security assessment.	-	30,757
Agencies and Corporations	Toronto Community Housing Corporation	Information Technology	08-Sep-20	169866 (48941)	Weirfolds LLP	To provide Privacy Assessment for Housing Management Enterprise System (HoMES).	-	7,118
Agencies and Corporations	Toronto Community Housing Corporation	Legal (External Lawyers & Planners)	17-Sep-19	167740	Helen C. Daniel LLB	To provide investigation services.	33,413	22,332
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	As billed	75205	KPMG LLP	To provide research, consultation services and development of opportunities to Toronto Community Housing Corporation (TCHC).	330,962	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	30-Aug-21	156328, 164378	Forum Research Inc.	To conduct tenant surveys involving data collection and analysis, survey implementation, and project planning.	202,773	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	As billed	139892,156324,156325, 156326	R. Avis Surveying Inc.	To provide survey plan and draft reference plan for severance.	16,685	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	12-Feb-21	98539	Anique Jordan	To provide consulting services on Confronting Anti-Black (CABR) Strategy team.	12,911	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	18-Oct-21, 04-Aug-21, 21-Sep-21	Invoice 1, 2, 3	Rudayna Bahubeshi	To provide consulting services for the CABR strategy.	12,450	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Jul-21	Invoice 8170, 8171	Zakaria Abdulle	To provide consulting services for the CABR strategy.	9,700	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	30-Sep-21	Invoice 35042950	Knightsbridge Human Capital Management	To provide assessment of the Chief Executive Officer selection process.	8,141	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	31-Jul-21 and 31-Aug-21	Invoice 1, 2	Keya Osborne	To provide consulting services for the CABR strategy.	7,275	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	29-Jul-21	Invoice 20, 21	Danaït Mehreteab	To provide content creation, planning and research and accessibility coordination for CABR Strategy.	7,100	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	As billed	Invoice 1, 8	Toks Inc.	To provide consulting services for the CABR strategy.	6,960	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Jul-21, 24-Aug-21 and 21-10-21	Invoice 1, 2, 3	Jade Nixon	To provide consulting services for the CABR strategy.	5,915	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Nov-21	184308	Ijaabo Mohamed	To provide consulting services as a Tenant member of the Tenant-Staff Oversight and Advisory Board for the Centre for Advancing the Interests of Black People.	5,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Nov-21	184302	Jason Sinclair	To provide consulting services as a Tenant member of the Tenant-Staff Oversight and Advisory Board for the Centre for Advancing the Interests of Black People.	5,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Nov-21	184303	Kiaunna Spence Bennett	To provide consulting services as a Tenant member of the Tenant-Staff Oversight and Advisory Board for the Centre for Advancing the Interests of Black People.	5,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Nov-21	184304	Melanated Roots (Annisha Stewart)	To provide consultant services as a Tenant member of the Tenant-Staff Oversight and Advisory Board for the Centre for Advancing the Interests of Black People.	5,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Nov-21	184307	Natalee Bennett	To provide consulting services as a Tenant member of the Tenant-Staff Oversight and Advisory Board for the Centre for Advancing the Interests of Black People.	5,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Nov-21	184306	Sagal Abdi Ahmed	To provide consulting services as a Tenant member of the Tenant-Staff Oversight and Advisory Board for the Centre for Advancing the Interests of Black People.	5,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Nov-21	184305	Sagal Ali	To provide consulting services as a Tenant member of the Tenant-Staff Oversight and Advisory Board for the Centre for Advancing the Interests of Black People.	5,000	-

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Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Nov-21	184300	Zamani Ra	To provide consulting services as a Tenant member of the Tenant-Staff Oversight and Advisory Board for the Centre for Advancing the Interests of Black People.	5,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	06-Jul-21	139975	Jupiter Energy Advisors Inc.	To provide the following services: 1) Overview natural gas market condition assessments, including 2022 expectations. 2) Provide rudimentary natural gas study/analysis, advice on selection of HSC's price option, natural gas rate scenarios for the 2022 budget. 3) Communicate findings, recommendations, and analysis in a PowerPoint format. 4) Provide an update on Ontario's electricity market. 5) Provide electricity rate scenarios for the 2022.	4,940	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	29-Jul-21 and 18-Aug-21	Invoice 11, 12	Vanessa Oraekwe	To provide consulting services for the CABR strategy.	3,836	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Oct-21	173333	ClearView Strategic Partners Inc.	To provide Fraud Hotline Services.	3,348	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Nov-21	184320	Natalie Hill	To provide consulting services for Black Trans/Queer as part of the CABR strategy.	3,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	26-Nov-21	184318	Sharita Henry	To provide the following services to the Centre for Advancing the Interests of Black People within TCHC: 1. The creation of a safety plan. 2. The development of an advocacy group and/or program for TCHC. 3. The development of journey maps. 4. The creation of best practices documentation.	2,200	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	11-Mar-21	2051	Daniel Consulting Group	To provide a review of the CABR Draft Strategy.	1,018	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	17-Mar-21	Invoice 1	Achampong Law c.o. Kofi Kusi-Achampong	To provide a review of a proposed strategy to address anti black racism within various spheres of TCHC policy and activity.	1,018	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	11-Mar-21	106399	Nataleah Hunter-Young	To provide consulting services for the CABR strategy.	1,000	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	12-Feb-21	98538	Runako Gregg	To review draft strategy on combating Anti-Black Racism, and submitting notes and commentary to CABR team.	916	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	12-Feb-21	98537	Eden Abraham	To provide a review of the CABR Strategy.	916	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	25-Jan-21	Invoice 220939	Watershed Technologies Inc	Development of long term energy and water conservation plan for the TCHC portfolio	(1,628)	-
Agencies and Corporations	Toronto Community Housing Corporation	Management / Research & Development	24-Nov-19	185401	KPMG LLP	To provide consulting/professional services.	-	76,320
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	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	20-Sep-19	170505	KPMG LLP	To provide consulting/professional services.	-	1,936
Agencies and Corporations	Toronto Community Housing Corporation	Technical	28-Feb-20	Invoice R201612001	Unity Health Toronto	To provide Fidelity Assessment.	54,225	-
Agencies and Corporations	Toronto Community Housing Corporation	Technical	06-Nov-20	Invoice TR140186998	PricewaterhouseCoopers LLP	To prepare memo in respect of the amalgamation of Toronto Community Housing Enterprises and Regent Park Energy Inc. (RPEI). Includes analysis of the income tax and governance, land transfer tax implication and GST/HST implications.	10,165	-

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Agencies and Corporations	Toronto Community Housing Corporation	Technical	04-Mar-21	104050	It's Not Rocket Science Solutions	To provide vendor evaluation/assessment.	9,158	-
Agencies and Corporations	Toronto Community Housing Corporation	Technical	27-Oct-21	101326, 173684	WSP Canada Inc.	To review proportionate share allocation of capital expenses for 8, 10 & 12 Broadway Avenue.	5,967	-
Agencies and Corporations	Toronto Community Housing Corporation	Technical	18-Dec-19, 24-Sep-19, 24-Jul-19	194754, 170509, 154439	Watershed Technologies Inc	To provide review of TCHC utility consumption.	-	13,336
Toronto Community Housing Corporation Total							804,228	220,907

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Agencies and Corporations	Toronto Police Service	Creative Communications	16-Nov-20	47023224, 9350939, 9351004, 9351044, 9351361	Navigator Limited	To provide strategic communication advice in relation to Policing Reform.	147,870	87,421
Agencies and Corporations	Toronto Police Service	Information Technology	24-Jun-19	47022226, 9237411	Teramach Technologies Inc.	To provide technical advice and research for solutions related to Next Generation 9-1-1 Project.	63,909	71,403
	Toronto Police Service	Information Technology	02-Mar-21	6051821	Shalom Consulting U.L.C.	To provide expertise and advisory services to help guide Toronto Police Service (T.P.S.) in defining the future state of Reference Architecture and identify technology solutions required in support of Community Policing and Engagement unit eMemobook solution, call diversion and forms automation.	56,273	-
Agencies and Corporations	Toronto Police Service	Information Technology	02-Mar-20	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	Legal (External Lawyers & Planners)	02-Mar-20	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.	102,548	224,357
	Toronto Police Service	Legal (External Lawyers & Planners)	09-Jun-21	3605813	Lerners L.L.P.	To provide legal advice regarding Law Society complaints.	14,978	-
Agencies and Corporations	Toronto Police Service	Legal (External Lawyers & Planners)	11-Jun-21	3605906	Henein, Hutchison L.L.P.	To provide legal advice regarding the investigation being conducted by the Ontario Provincial Police (O.P.P.) on matters involving a T.P.S. Detective.	6,156	-
	Toronto Police Service	Legal (External Lawyers & Planners)	24-Dec-21	6052921	Law Office of Dwayne P Way, Bar	To provide legal research, review of Epstein report and draft application for standing regarding privacy interests.	5,928	-
Agencies and Corporations	Toronto Police Service	Legal (External Lawyers & Planners)	17-Jan-20	3589692, 3592672, 3597008, 3598104, 3599318	Henein, Hutchison L.L.P.	To provide legal advice and consultation on alleged forgery of will and reward protocols.	4,717	5,449
Agencies and Corporations	Toronto Police Service	Legal (External Lawyers & Planners)	31-Dec-20	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
Agencies and Corporations	Toronto Police Service	Legal (External Lawyers & Planners)	15-Dec-20	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 (External Lawyers & Planners)	17-Jan-20	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 (External Lawyers & Planners)	19-Nov-20	3599365	David Butt	To provide consultation on getting possible injunction.	-	3,425
Agencies and Corporations	Toronto Police Service	Management / Research & Development	04-Aug-21	6052433	Helpseeker Inc.	To conduct research on publicly available data relevant to the development of Social Impact Audit (S.I.A.) analysis; summarizing key findings, methodology and actionable insights to help Toronto move towards more effective and efficient ways to address social issues in the community.	145,059	-
Agencies and Corporations	Toronto Police Service	Management / Research & Development	25-Feb-21	47023436, 9369875	F.R.F. Analytics Inc.	To review and assess existing Toronto Police College (T.P.C.) courses and curriculum through an anti-oppression lens to flag material that is prejudicial to Blacks and Indigenous people, as well as individuals from other marginalized and racialized groups.	99,725	-
Agencies and Corporations	Toronto Police Service	Management / Research & Development	30-Mar-20	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.	83,114	105,389
Agencies and Corporations	Toronto Police Service	Management / Research & Development	14-Dec-20	47023291, 9363988	MNP LLP	To conduct international review of best practices regarding police use of force options including possible alternatives to Conducted Energy Weapon (C.E.W.) that are being used internationally, providing public report with recommendations.	81,408	-
Agencies and Corporations	Toronto Police Service	Management / Research & Development	29-Jul-21	47023837, 9406658, 9426980, 9432609	Doctor Lorne Foster	To conduct an examination of T.P.S.' analysis and findings of race-based data, providing recommendations to improve the collection, analysis, interpretation and/or reporting of preliminary data and recommendations regarding methods and approaches towards the development of action plans.	33,920	-
Agencies and Corporations	Toronto Police Service	Management / Research & Development	31-Dec-21	47023796, 9401517	Mercer (Canada) Limited	To conduct review of Survivor Income Benefits (S.I.B.), grievances, premium renewal/waiver of premium support with Green Shield Canada (G.S.C.) and Manulife.	21,321	-
Agencies and Corporations	Toronto Police Service	Management / Research & Development	18-Aug-21	3607895	Institute of Internal Auditors (I.I.A.)	To provide assessment and report of T.P.S. Audit and Quality Assurance unit's conformity with the I.I.A. framework.	18,317	-
Agencies and Corporations	Toronto Police Service	Management / Research & Development	06-Jun-19	47022202, 9299506	Gallager McDowall Associates	To review and evaluate submissions for new and existing civilian positions and make recommendations.	6,975	11,754

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Agencies and Corporations	Toronto Police Service	Management / Research & Development	09-Nov-21	3610337	Ajay Sandhu	To assist the T.P.S. in responding to overlapping City Council motions and other recommendations for reform, producing a "white paper" that summarizes findings from robust research on issues about mental health calls for service, gendered violence, homelessness, etc. and provide clarity and establish common vocabulary and understanding of concepts.	2,500	-
Agencies and Corporations	Toronto Police Service	Management / Research & Development	09-Nov-21	3610336	Kaitlin Fredericks	To assist the T.P.S. in responding to overlapping City Council motions and other recommendations for reform, producing a "white paper" that summarizes findings from robust research on issues about mental health calls for service, gendered violence, homelessness, etc. and provide clarity and establish common vocabulary and understanding of concepts.	2,500	-
Agencies and Corporations	Toronto Police Service	Management / Research & Development	09-Nov-21	3610338	Kanika Samuels Consulting	To assist the T.P.S. in responding to overlapping City Council motions and other recommendations for reform, producing a "white paper" that summarizes findings from robust research on issues about mental health calls for service, gendered violence, homelessness, etc. and provide clarity and establish common vocabulary and understanding of concepts.	2,251	-
Agencies and Corporations	Toronto Police Service	Management / Research & Development	07-Jun-16	47019970, 9292045	Mercer (Canada) Limited	To develop employee benefits strategies and recommendations on the employee health program.	1,959	6,087
Agencies and Corporations	Toronto Police Service	Management / Research & Development	01-May-19	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
Agencies and Corporations	Toronto Police Service	Management / Research & Development	02-Aug-19	6049279	Deloitte LLP	To provide an assessment of policies, procedures, and programs in relation to harassment and discrimination.	-	111,936
Agencies and Corporations	Toronto Police Service	Management / Research & Development	16-Nov-20	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	Management / Research & Development	22-Jul-19	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
Agencies and Corporations	Toronto Police Service	Management / Research & Development	18-Oct-19	6049690	Grace-Edward Galabuzi	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
Agencies and Corporations	Toronto Police Service	Technical	01-Apr-21	47023530, 9378797	Envista Forensics	To conduct required assessment at the Service's Peer to Peer Data Center, providing initial formal report outlining recommendations for remediation.	10,175	-
Toronto Police Service Total							911,603	1,058,333

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Agencies and Corporations	Toronto Police Services Board	Legal (External Lawyers & Planners)	01-Jan-17	47020535, 9298522	Hicks Morley Hamilton Stewart Storie	To provide expert advice/legal opinion on general employment and labour relations issues.	143,495	49,764
Agencies and Corporations	Toronto Police Services Board	Management / Research & Development	31-Dec-20	9361673	J Wallace Skelton Consulting	To provide in the development of Transgender inclusive policies, procedures, orders, forms and training.	50,370	51,230
Agencies and Corporations	Toronto Police Services Board	Management / Research & Development	23-Apr-20	3592935	Barnes Management Group	To assist in the Board's strategic planning and goal setting.	-	3,562
Toronto Police Services Board Total							193,865	104,555

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Agencies and Corporations	Toronto Public Library Board	Creative Communications	As billed	As billed	Trajectory Brands Inc.	To provide services in creating a Toronto Public Library (TPL) LookBook (TPL re-branding).	6,614	-
Agencies and Corporations	Toronto Public Library Board	Creative Communications	As billed	As billed	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	As billed	As billed	Trajectory Brands Inc.	To provide consulting services for creative support of strategic plan.	-	1,908
Agencies and Corporations	Toronto Public Library Board	Information Technology	As billed	As billed	BDO Canada LLP	To provide Fairness Commissioner Services for three Information Technology (IT) related competitive procurements.	-	9,845
Agencies and Corporations	Toronto Public Library Board	Legal (External Lawyers & Planners)	As billed	As billed	Borden Ladner Gervais L.L.P.	To provide legal advice on vaccination policy related matters.	14,767	-
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	09-Nov-21	30066	Lord Cultural Resources	To create a new vision and mandate for the Research & Reference libraries (Toronto Reference Library & North York Central Library) and Special Collections.	29,983	-
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	As billed	As billed	CRC Research	To provide consulting services (vision, roadmap and strategy) for a reimagined Tier 4 Service Delivery Model.	2,549	-
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	01-Sep-20	30068	KPMG LLP	To provide consulting services in Pandemic Recovery Strategy and Roadmap Planning.	-	132,288
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	30-Sep-19	29434	NGL Nordicity Group LTD	To provide a data analysis report on bridge technology impact for public libraries across Ontario.	-	22,082
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	21-Feb-20	29716	Hill and Knowlton Canada	To provide consulting services for the Stakeholder Communications and Framework.	-	15,264
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	As billed	As billed	Innovative Pathways	To provide consulting services on Business Planning.	-	7,632
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	As billed	As billed	Read Jones Christoffersen Ltd.	To provide a professional engineering assessment and provide recommendations for the repair or replacement of the accessible ramp at Yorkville branch.	-	4,274
Agencies and Corporations	Toronto Public Library Board	Management / Research & Development	As billed	As billed	CYR & Associates Inc	To provide consulting services for job evaluation and pay equity compliance.	-	2,463
Toronto Public Library Board Total							53,913	200,589

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Agencies and Corporations	Toronto Transit Commission	Creative Communications	As billed	As billed	FleishmanHillard	To provide advice to Toronto Transit Commission (TTC) on communications with respect to the cybersecurity incident.	41,275	-
Agencies and Corporations	Toronto Transit Commission	Legal (External Lawyers & Planners)	29-Jul-20	478002	Rubin Thomlinson	To provide legal advice and conduct investigations into workplace/human rights related matters.	189,999	39,841
Agencies and Corporations	Toronto Transit Commission	Legal (External Lawyers & Planners)	29-Jul-20	479466	Turnpenney Milne LLP	To provide legal advice and conduct investigations into workplace/human rights related matters.	173,735	5,996
Agencies and Corporations	Toronto Transit Commission	Legal (External Lawyers & Planners)	As billed	As billed	Blakes LLP	To provide legal advice with respect to cybersecurity incident.	154,554	-
Agencies and Corporations	Toronto Transit Commission	Legal (External Lawyers & Planners)	09-Apr-21	503666	Koskie Minsky LLP	To provide legal advice and conduct investigations into workplace/human rights related matters.	88,187	-
Agencies and Corporations	Toronto Transit Commission	Legal (External Lawyers & Planners)	28-May-19	PU446425	Willms & Shier Environmental Lawyers	To provide legal advice on TTC's environmental legal services for tank system audit.	72,825	228,692
Agencies and Corporations	Toronto Transit Commission	Legal (External Lawyers & Planners)	13-May-20	PU457217	Koskie Minsky LLP	To provide legal advice on development of anti-racism strategy and implementation plan, including diversity, recruitment, job postings, outreach strategy and training.	58,484	72,013
Agencies and Corporations	Toronto Transit Commission	Legal (External Lawyers & Planners)	29-Jul-20	480236	Miller Thomson LLP	To provide legal advice and conduct investigations into workplace/human rights related matters.	12,229	128,200
Agencies and Corporations	Toronto Transit Commission	Legal (External Lawyers & Planners)	28-Nov-19	456327	Robinson Employment Law	To provide legal advice and conduct investigations into workplace/human rights related matters.	11,903	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	01-Jan-21	C41PE18927	Hatch Ltd.	To provide consulting services to adopt modern and effective technological measures to mitigate the spread of COVID-19 and improve passenger/operator safety.	687,103	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	21-Aug-20	C02PV20710	Clever Consulting Group	To provide consultant services required to develop TTC's 10-Year Fare Collection Outlook.	345,256	119,713
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	01-Apr-21	C76SJ21605	Hatch Ltd.	To provide consulting services on Covid-19 Mitigation Support of transit industry-wide approaches to ultra-violet (UV) light disinfection techniques, equipment rentals, material and lab testing.	307,044	-
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.	284,799	151,917
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	22-Jan-19	C32PE19733	WSP Canada Inc.	To provide consulting services to support the Light Rail (LRT) Transit Operations start-up.	164,917	214,082
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	16-Feb-21	C76SG21093	KPMG LLP	To assess specialized training strategy for Special Constable Service and Revenue Protection personnel related to Diversity, Equity & Inclusion and Mental Health.	157,240	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	02-Oct-19	C41PC19951	Optimus SBR Inc.	To support a business case development.	138,980	666,372
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	01-Jan-20	PU473448	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.	134,210	37,633
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	29-Jul-20	PU473411	Ernst & Young LLP	Consultant services required to assist with the Phase 1 of TTC Digital Infrastructure Strategy including current state analysis, visioning, recommendations, and supporting TTC during contract negotiations.	116,738	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	16-Feb-21	C76SG21094	Optimus SBR Inc.	To assess specialized training strategy for Special Constable Service and Revenue Protection personnel related to customer experience.	108,985	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	30-Jun-21	514754	KPMG LLP	To provide subject matter expertise required to development of business cases to determine viability of identified business transformation initiatives.	105,489	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	11-May-21	PU507505	KPMG LLP	To identify, design and plan support of an integrated set of transformational changes that focus on elevating Finance's role in the organization to a strategic, value-added business partner	103,877	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	11-Jan-19	C41PC19952	Ernst & Young LLP	To provide support in facilitating and organizing a series of roundtable discussions with partner local transit authorities across the GTA in order to identify opportunities to achieve improved customer experience; cost savings and efficiencies; advanced the role of public transit as a preferred mobility option; and established new mechanisms for regional coordination amongst local transit authorities.	98,584	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	08-Nov-19	C31PU19978	WSP Canada Inc.	To provide review of the Operations Group: TTC's Streetcar Switch Incidents.	91,225	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	11-Jan-19	C41PC19952	Ernst & Young LLP	To provide advice on development of business continuity and emergency management frameworks, conducted business impact analysis and finalizing continuity of operations plans.	81,136	61,300

¹ Certain corresponding figures have been restated where revised data was received for 2020.

Appendix E: 2021 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	2021 Expenditure	2020 Expenditure ¹
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	19-Mar-21	473570	CD Howe Institute	To build a case for investment in transit operating costs and assess the economic risks of reduced investment in transit service in the City of Toronto. As a result of COVID-19, there was a need for multi-year investment to support transit operations for current public health and economic needs as well as for longer-term strategic socioeconomic, city-building, and climate action objectives.	75,000	-
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 Transit Enforcement Unit.	47,390	34,770
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 Transit Enforcement Unit.	29,854	32,019
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	26-Mar-19	C41PE18940/417332	WSP Canada Inc.	To provide a review of second sourcing opportunities for the new McNicoll Bus Garage.	16,770	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	08-Nov-19	C31PU19978	WSP Canada Inc.	To provide consulting services on Wheel-Trans: TELUS contract review (incentives, penalties, terms) to identify opportunities improve agreement.	6,052	-
Agencies and Corporations	Toronto Transit Commission	Management / Research & Development	22-Jan-19	C32PE19734	Stantec Consultants Inc.	To provide business case development, project support and execution, proof of concept and full roll out for Corporate Camera Strategy Program. 2021 expenditure is a credit amount, due to an over-accrual in 2020.	(106,250)	336,605
Agencies and Corporations	Toronto Transit Commission	Technical	02-Nov-21	537372	Rigel Kent Security & Advisory Services Inc.	To assist Operations to assess the impact from the cyber incident on TTC's Operational technology systems Network, and to provide TTC with remediation processes and recommendations to enhance IT security environment.	11,397	-
Toronto Transit Commission Total							3,808,986	2,129,153

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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	2021 Expenditure	2020 Expenditure ¹
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Creative Communications	12-Apr-21	2583	Doug Williams	To provide advisory services for Corporate Website Redesign.	1,000	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Creative Communications	30-Apr-20	2584	Dr. Amy Thurlow	To provide a Communications Workshop.	750	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Creative Communications	21-Jun-19	1978.R17, R26, R31, R32	Bespoke Cultural Collective	To produce anniversary and art installation videos, develop digital community townhall meeting and presentation materials.	-	17,887
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Information Technology	22-Dec-20	2536	Sapling Financial Consultants Inc.	To provide a Data Warehouse Diagnostic Assessment.	10,175	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Information Technology	23-Jul-19	2321	Envision It Inc	To provide consulting services for an Enterprise Content Management Strategy.	6,471	21,548
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Legal (External Lawyers & Planners)	03-Nov-16	1837.R02, R05-09	Bennett Jones LLP	To provide legal advice related to corporate matters (Human Resources, Governance, Audit and General).	83,205	80,493
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Legal (External Lawyers & Planners)	13-Jul-16	1839.R01, R09	Dentons Canada LLP	To provide legal services related to lease and Construction Contract Documentation Review.	229	8,043
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Management / Research & Development	01-Apr-21	2577	Forum Research Inc.	To provide a corporate reputation assessment and tracking services.	62,974	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Management / Research & Development	26-Aug-21	2601	MNP LLP	To provide consulting services for Diversity, Equity and Inclusion Programs.	35,000	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Management / Research & Development	04-Nov-19	2352	Ketchum Canada (2002) Inc.	To provide fundraising advisory services.	10,488	40,012
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	13-Oct-17	2074	H Wilkinson Consulting Group Inc.	To update the Compensation Program and Pay Equity Plan.	-	10,812
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Technical	29-Mar-19	2058.R02	PricewaterhouseCoopers LLP	To provide tax advice relating to Harmonized Sales Tax (HST) matters.	22,759	1,221
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Technical	09-Oct-20	2508	KPMG LLP	To provide tax advisory services - Category A: Land Transaction Advisory Services.	10,176	-
Agencies and Corporations	Toronto Waterfront Revitalization Corporation	Technical	22-May-19	2296	Lura Consulting	To provide an update to the Marine Strategy - Facilitation Services.	1,679	29,058
Toronto Waterfront Revitalization Corporation Total							244,906	261,493

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Appendix E: 2021 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	2021 Expenditure	2020 Expenditure ¹
Agencies and Corporations	Toronto Zoo	Management / Research & Development	13-Oct-20	84310	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.	83,640	130,403
Agencies and Corporations	Toronto Zoo	Management / Research & Development	22-Oct-20	84394	WSP Canada Inc.	To provide consulting services to produce the Toronto Zoo technology transformation and innovation master plan.	75,552	54,379
Agencies and Corporations	Toronto Zoo	Management / Research & Development	29-Apr-19	77324	Zoo Advisors LLC	To provide consulting services to produce a five year strategic plan to ensure 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
Agencies and Corporations	Toronto Zoo	Management / Research & Development	02-Mar-20	81828	Environics Lipkin Incorporated	To provide a leadership coaching program for the Chief Executive Officer (CEO) including Leadership Circle 360 Profile.	-	7,796
Toronto Zoo Total							159,192	215,998
Agencies and Corporations Total							6,575,411	4,480,916
Grand Total							18,614,138	13,707,566

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