

**Report to  
Rapport au:**

**Finance and Economic Development Committee  
Comité des finances et du développement économique  
7 July 2020 / 7 juillet 2020**

**and Council  
et au Conseil  
15 July 2020 / 15 juillet 2020**

**Submitted on June 25, 2020  
Soumis le 25 juin 2020**

**Submitted by  
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**Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE      File Number: ACS2020-ICS-PRO-0001**

**SUBJECT: 2019 – PROCUREMENT YEAR IN REVIEW**

**OBJET: BILAN ANNUEL DE L'APPROVISIONNEMENT POUR 2019**

**REPORT RECOMMENDATION**

**That the Finance and Economic Development Committee and Council receive this  
report for information.**

**RECOMMANDATION DU RAPPORT**

**Que le Comité des finances et du développement économique et le Conseil prennent connaissance du présent rapport.**

**EXECUTIVE SUMMARY**

In 2019, Supply Services awarded \$1.1 billion in contracts, this includes all purchases made under delegation of authority ( $\geq$ \$15,000) as well as purchases approved by Council, the Library Board and the Police Board. Of the total \$ 1.1 billion in contracts awarded in 2019, the value of contracts awarded under delegation of authority represents \$1.08 billion.

The guiding principle of the Procurement By-law is that purchases be made using a competitive process that is open, transparent and fair to all suppliers. Of the \$1.08 billion awarded under delegation of authority, after adjusting for contracts where the City had no option but to award to a specific supplier (for example, contracts pertaining to utilities, patents and copyrights, and where for technical reasons no alternative supplier exists), \$873 million (81 per cent) was awarded competitively. This figure is consistent with procurement activity in past years.

In 2019, Supply Services continued its focus to align procurement strategies with corporate business strategies leading to better operational and financial outcomes. A number of these initiatives are highlighted in this report and include updates on the vendor performance management program, electronic bidding project and contract administration enhancements.

The City continued to be a strong consumer of local products in 2019, spending approximately 88 per cent of its annual purchasing dollars on goods and services from the local community. This figure remains consistent with previous years and shows the City's strong commitment to supporting the local supplier community.

Supply continues to collaborate with City departments and the community to investigate new ways of incorporating sustainability and social benefits to achieve sustainable procurement objectives including employment opportunities for disadvantaged groups, environmental impacts, subcontracting opportunities for small or medium sized businesses and social enterprises, and community infrastructure. In 2019, 98 per cent of the value of all procurements awarded under delegation of authority included sustainability criteria compared to 95 per cent in 2018.

As part of the solicitation process, bidders are encouraged to offer the City a discount for prompt payment of invoices. In 2019, the City obtained \$1,185,840 in prompt payment discounts.

This report also includes information on sustainable purchasing, a review of purchases made by Purchasing Cards and Payment Without Reference, Public-Private Partnerships (P3) project updates, diesel fuel hedging and a consolidated summary of all purchasing activity  $\geq$  \$25,000 by vendor awarded under delegation of authority.

## **RÉSUMÉ**

En 2019, les Services de l'approvisionnement ont octroyé des contrats d'une valeur de 1,1 milliard de dollars. Cette somme comprend tous les achats effectués vertu d'une délégation de pouvoirs (15 000 \$ ou plus) et ceux approuvés par le Conseil municipal, le Conseil de la bibliothèque publique d'Ottawa et la Commission des services policiers d'Ottawa. Sur la somme de 1,1 milliard de dollars que représentent les contrats attribués en 2019, la valeur des contrats attribués en vertu d'une délégation de pouvoirs s'établit à 1,08 milliard de dollars.

Le principe directeur du Règlement sur les approvisionnements veut que tous les achats soient réalisés au moyen d'un processus concurrentiel ouvert, transparent et équitable pour tous les fournisseurs. En excluant les cas où la Ville n'avait pas le choix du fournisseur (p. ex. lorsque le contrat touche aux services publics, aux brevets et aux droits d'auteur ou lorsque, pour des raisons techniques, aucun autre fournisseur n'est disponible), 81 % (873 millions de dollars) des contrats d'une valeur de 1,08 milliard de dollars décernés en vertu d'une délégation de pouvoirs ont été octroyés à la suite d'un processus d'appel d'offres concurrentiel. Ce pourcentage cadre avec les données sur l'approvisionnement recueillies au cours des dernières années.

En 2019, les Services de l'approvisionnement ont poursuivi leur travail d'harmonisation des stratégies de la Ville en matière d'approvisionnements et d'opérations, ce qui a donné lieu à une amélioration des résultats opérationnels et financiers. Le présent rapport décrit certaines des initiatives mises en œuvre en ce sens, dont le programme de gestion du rendement des fournisseurs, le projet de présentation des soumissions par voie électronique et les améliorations apportées à l'administration des contrats.

La Ville a continué de consommer beaucoup de produits locaux en 2019, ayant consacré environ 88 % de son budget d'achat annuel à des biens et services offerts localement. Ce pourcentage est constant depuis quelques années et témoigne de l'engagement de la Ville à soutenir les fournisseurs de la communauté locale.

Les Services de l'approvisionnement continuent de collaborer avec les directions générales de la Ville et la collectivité pour étudier de nouvelles façons d'intégrer la durabilité et les bienfaits pour la société aux efforts consentis pour atteindre les objectifs en matière d'approvisionnement durable, notamment les possibilités d'emploi pour les groupes défavorisés, les répercussions sur l'environnement, les possibilités de sous-traitance pour les petites ou moyennes entreprises et les entreprises sociales et les infrastructures communautaires. En 2019, 98 % de la valeur de tous les marchés attribués vertu d'une délégation de pouvoirs ont donné lieu à l'application de critères de durabilité, comparativement à 95 % en 2018.

Dans le cadre des appels d'offres, les soumissionnaires sont invités à offrir à la Ville un escompte pour paiement rapide des factures. Ainsi, en 2019, la Ville a reçu des escomptes pour paiement rapide totalisant 1 185 840 dollars.

Le présent rapport traite aussi de l'approvisionnement responsable, de l'examen des achats effectués par cartes d'achat et par l'intermédiaire de paiements sans référence, de mises à jour sur les projets de partenariats public-privé et de la stratégie de couverture contre les fluctuations des prix du carburant et, enfin, présente un résumé des achats de 25 000 dollars ou plus par fournisseur effectués vertu d'une délégation de pouvoirs.

## **BACKGROUND**

This report summarizes the procurement activity for the 2019 year and provides updates on the objectives and future procurement goals for the City. This report analyzes purchases made by the City on a strategic, as well as a statistical basis, in order to provide a clear picture of the operations of the City for the year 2019. It is a useful tool used by both management and client groups within the City to identify purchasing trends and share information on strategic initiatives conducted during the year.

The majority of the information contained in this report is drawn from semi-annual reports prepared for Committee and Council throughout the year. These reports are a requirement of the Procurement By-law and require all contracts  $\geq$  \$25,000, which are awarded under delegated authority, to be reported.

Two Semi-Annual Reports were provided to Council for the year 2019:

1. January 1 to June 30, 2019 (Report ACS2019-ICS-PRO-0001 dated November 27, 2019)
2. July 1 to December 31, 2019, (Document 5 of this report).

Document 1 of this report provides a consolidated summary of the information provided in the November 27, 2019 Council report and Document 5, showing the total value purchased from each individual vendor for 2019 awarded under delegation of authority  $\geq$  \$25,000.

In addition to this report to the Finance and Economic Development Committee, Supply Services also prepares procurement reports for the Transit Commission, the Ottawa Board of Health, the Ottawa Police Services Board and the Ottawa Public Library Board.

## **DISCUSSION**

### **Section 1: 2019 Procurement Summary**

In 2019, Supply Services awarded \$1.1 billion in contracts, this includes all purchases made under delegation of authority ( $\geq$  \$15,000) as well as purchases approved by Council, the Library Board and the Police Board. Of the total \$1.1 billion in contracts awarded, the value of contracts awarded under delegation of authority in 2019 represents \$1.08 billion.

In 2019, contracts awarded under delegation of authority valued at greater than or equal to \$100,000 represented 94 per cent of the total expenditure. Although the majority of purchasing value was derived from purchases valued at greater than \$100,000, a significant number of contracts (55 per cent) were issued in the \$15,000 to \$100,000 range.

### **Section 2: Procurement Trends, Market Information and Legislative Update**

The ever evolving legislative and legal framework within which public procurement in Canada operates has been identified as the most significant risk impacting Supply Services. To mitigate this risk, Supply Services actively monitors changes to trade agreements, legislation, and legal interpretations thereof, and proactively updates procurement policies and practices as necessary to remain compliant.

Supply Services continues to assess its processes in the evolving context of domestic and international trade. The international trade landscape will remain in flux in 2020 as new agreements come into force and existing agreements expire. The Canada United States Mexico Agreement (CUSMA), which replaces the North American Free Trade Agreement, is scheduled to come into force July 1, 2020, having been ratified by all three countries as of March 13, 2020. Supply Services has reviewed the draft legislation and determined that it does not impact municipalities. Although the United Kingdom's formal departure from the European Union commenced January 31, 2020, there remains no deal in place to manage the new trade relationship beyond the year-long transition period. The end of 2019 represents a full year of Canada's participation in the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), providing some measure of international stability on the trade front.

Most notably, Supply has identified outstanding risks in the interpretation of new obligations imposed by the *Canadian Free Trade Agreement* (CFTA) and the *Canada-European Union Comprehensive Economic and Trade Agreement* (CETA) with respect to ambiguous requirements around vendor debriefings and complicated requirements relating to procurement posting periods.

Legislative changes had a significant impact on Supply Services in 2019. Most notably, the new prompt payment and adjudication regimes required by Ontario's amended *Construction Act* came into force and required Supply to coordinate multiple City departments to implement necessary changes to the City's contract administration, invoicing and payment, and record keeping processes. Supply Services is alive to the financial risk of failing to implement these procedures expeditiously and efficiently, as the monetary penalties are potentially significant. Supply continues to coordinate with Legal Services, Infrastructure Services and Financial Services to determine what additional changes would advantage the City.

Canada's public procurement landscape remains a high-risk environment for municipalities given its highly interventionist court system and the threat of lost profit claims. In Ontario courts, both commercial and administrative law remedies are available to vendor litigants, which places a high standard on purchasing entities. Supply continues to evaluate and update its terms, conditions and risk mitigation strategies as necessary and is committed to conducting open, fair and transparent contracting.

### **Section 3: Procurement Initiatives in 2019**

In 2019, Supply Services continued its focus to align procurement strategies with corporate business strategies leading to better operational and financial outcomes. Below is a sampling of initiatives undertaken in 2019, which demonstrate elements of innovative thinking, strategic sourcing methodologies, best value, improved contract administration, total cost of ownership purchasing strategies and enhancements in the delivery of the procurement function to client departments and residents of the City.

### **Vendor Performance Management System**

Vendor Performance Management (VPM) is a program for evaluating the performance of vendors who contract with the City. Formal performance evaluations are conducted for construction projects valued over \$100,000 and professional engineering services contracts valued at over \$15,000. The key objectives of the program are to improve communication between the City and the vendor, provide feedback with the goal of performance excellence and build a history of performance over time.

At the end of Q4 2019 the program has resulted in:

- 2,593 projects having been opened for evaluation,
- An average vendor score of 81 per cent with 1,975 final evaluations completed,
- Over 95 per cent of projects having received a score that is satisfactory or greater,
- Less than 1 per cent (.88 per cent) of project scores having been appealed,
- An average of five projects evaluated per vendor,
- Consistent positive feedback from industry on the resulting improvements in communication and consistency, and
- Improved contract administration and project management practices.

The difference in the number of projects opened for evaluation and the number of completed projects with final evaluations is because many projects opened for evaluation span multiple years. Moreover, the final evaluation is only completed after an internal review process to ensure accuracy and consistency in evaluations and a vendor appeal period.

In 2019, the City joined a VPM Community of Practice led by the federal government with participants representing Federal, Provincial and Municipal bodies across Canada. The VPM Community of Practice meets on a quarterly basis and provides the opportunity for participants to share best practices and learn from other experiences across the country.

The City continues to conduct annual VPM meetings with each major construction-related industry. Overall, the industry associations are satisfied with the VPM program. The City uses these meetings to continuously improve the program. In partnership with the construction industry associations, VPM will increase in weighting from 10 per cent to 20 per cent in 2020.

### **eProcurement**

The Supply Services eProcurement initiative involved the implementation of a more efficient software solution that allows for the receipt of electronic bid submissions. Transitioning from physical to electronic bid submissions involved process and system changes that were designed in consultation with client departments and the vendor community to ensure successful rollouts. By the end of 2019 all City of Ottawa procurements had been successfully transitioned to the new electronic solution, with the exception of a specific subset of complex construction contracts. These contracts represent less than 1 per cent of the City's annual procurement volume and will be transitioned to the new solution in Q1 2020.

The transition of bid submissions from physical to electronic has provided the City with administrative efficiencies through automation, a simple and compliant means for vendors to submit bids, elimination of physical files and higher quality data to identify trends and insights for decision making. Moreover, the move to electronic procurement was essential in enabling Supply Services to transition successfully to remote working as a result of the COVID-19 pandemic.

### **Purchasing Card Expansion**

The purchasing card (Pcard) expansion initiative seeks to increase both the total spend using Pcards, as well as the number of transactions completed using a Pcard. In 2019, the City continued to build upon the successes of its Pcard expansion efforts by reaching a program total of \$97.8 million in spending. This represents a 16 per cent increase over the total amount spent in 2018. In addition to the increased spend, the total number of transactions rose by 7,000, an increase of 10 per cent from 2018.

In addition, six vendors were onboarded to the City's ePayables virtual credit card solution. This new functionality provides an additional tool to assist Supply Services in its expansion efforts and allowed for the addition of \$2 million in spend to the program. In 2020, the City expects to add a total of \$50 million to the program through these vendors.

## **Prompt Payment Discounts**

As part of the bid solicitation process bidders are encouraged to offer the City a discount for prompt payment of invoices. This prompt payment discount is taken into consideration in the submission evaluation and contract award, provided that the minimum period for payment is 15 days. In 2019 the City was offered prompt payment discounts ranging from 0.5 per cent to 30 per cent on \$99 million worth of invoices.

Invoices with discounts are monitored and prioritized daily and discount reviews are conducted weekly to recover lost discounts caused by vendor submission errors. As a result of these efforts, the City achieved a total of \$1,185,840 in prompt payment discounts in 2019. In terms of a corporate discount achievement rate, the City obtained 78 per cent of the value of available discounts offered 2019. This represents a 2 per cent increase from 2018.

## **Payment without Reference**

A payment without reference to a contract is a legitimate payment method permitted within corporate procedures and is recognized in the Procurement By-law. These types of payments provide a cost-effective process for low dollar value goods where a traditional purchase order does not exist and where purchasing card is not an acceptable method of payment. As payments without reference are not processed centrally through Supply Services, an assessment of their compliance with the Procurement By-law can only be made after the fact.

The Procurement By-Law requires Supply Services to report on all supplier-based activity, with cumulative purchases greater than \$25,000, paid without reference to a contract. In 2019, purchases paid without reference to a contract totaled \$88 million. In 2019, 18 payment without reference transactions with 13 vendors were identified as having been contracted for in a manner not in compliance with the Procurement By-law. The total value of these transactions was \$491,821

In each case, Supply Services reviewed the payments with the client departments and has established appropriate procurement methods going forward.

## **Contract Administration Improvements**

Contract Administration is an integral part of successful project delivery. The City ensures “best value” for taxpayers’ dollars, when suppliers deliver goods and services

on time, and at the agreed price, quantity, and quality, in accordance with the contract requirements.

Supply Services has taken on a strategic role in assisting City departments in ensuring they have the framework in place to effectively oversee their contracts. To this end, a formal Contract Administration Policy and associated Procedures were developed in 2018 to provide guidance to departments on the best practices in contract administration.

These procedures provide the foundation for consistent contract administration activities at the City.

In 2019, Supply Services worked with Public Works and Environmental Services to develop intact Service Area specific contract administration training. Service Areas included Solid Waste Services, Roads and Parking Services and Parks, Forestry and Stormwater Branch. The training included contract administration best practices and the requirements of the Contract Administration Policy in addition to Service Area processes.

### **SAP Ariba Implementation – Procurement Transformation**

The City is in the process of implementing a new requisitioning, purchase order, and invoicing solution, SAP Ariba, as part of the City's SAP Modernization initiative. The solution is scheduled to go live with a pilot in July 2020 and larger roll-out in fall 2020. SAP Ariba is a complete procure-to-pay (P2P) solution that is fully integrated with the City's current SAP ERP systems. It will replace the City's current accounts payable solution and allow for the automation, streamlining and standardization of processes from requisitioning to invoice handling.

Project goals include:

- Creating synergy/integration between requisitioning, purchase orders and invoicing processes
  - Increased user and supplier compliance
- Creating positive ROI to the City
  - Improved contract administration and purchasing against contract
  - Increased contract compliance of invoice rates
  - Increased achievement of prompt payment discounts
- Increased automation of tasks and increased efficiency permitting the refocusing of efforts on more strategic activities

- Improved reporting and spend visibility
- Improved user experience
- Streamlined and standardized processes across departments

The City has begun engaging with suppliers on this new initiative and a strategy was developed in order to ensure suppliers will be successfully migrated onto SAP Ariba through multiple waves of enablement beginning in 2020.

#### **Section 4: Professional and Consulting Services**

In 2019, professional service contracts totalled \$146 million and a further \$2.8 million of consulting service contracts were awarded under delegation of authority.

The procurement of professional engineering services is a required mandate approved by Council as part of the business outsourcing model strategy used by the City. By value, professional engineering services represent 67 per cent of all professional services procured by the City last year.

The total value of professional and consulting service contracts is consistent with previous years.

#### **Section 5: Procurement Strategies – Competitive vs. Non-Competitive Purchases**

As per the Procurement By-law, purchases are to be made using a competitive process that is open, transparent and fair to all suppliers. Of the \$1.08 billion in contracts awarded under delegation of authority, \$873 million (81 per cent) were awarded using a competitive solicitation process.

Additionally, when this figure is adjusted to take into account contracts where there was no option but to award to a specific supplier (for example, contracts pertaining to utilities, patents and copyrights, and where for technical reasons no alternative supplier exists), the percentage of competitive purchases increases to 96 per cent. This figure is consistent with previous years.

All non-competitive contracts awarded centrally by Supply Services under delegation of authority were awarded in accordance with the rationales identified in section 22(1) of the Procurement By-law.

#### **Section 6: Local Purchasing**

The City of Ottawa continued to be a strong consumer of local products and services in 2019, spending approximately 88 per cent of the annual purchasing dollar in Ottawa, for

goods and services, which are available in the local community. This figure has been calculated after adjusting overall purchasing to remove those goods and services consumed annually by the City, which are not available locally (e.g., transit buses are not manufactured in Ottawa, nor is winter rock salt mined locally).

## **Section 7: Sustainable and Social Procurement**

Supply Services joins many public procuring entities in identifying long-term sustainability planning and practices as a corporate priority. Most notably, Supply continues to collaborate with City departments and the community to investigate new ways of incorporating sustainability and social benefits into procurement strategies.

Supply Services continues to proactively research innovative changes to procurement processes to achieve sustainable procurement objectives including employment opportunities for disadvantaged groups, environmental impacts, subcontracting opportunities for small or medium sized businesses and social enterprises, and community infrastructure.

For example, in 2019 Supply Services collaborated with Solid Waste Services, Roads Services and Facility Operations Services to award contracts to Daalo Property Maintenance, a social enterprise run by the Somali Centre for Family Services. The Somali Centre is a registered charity whose aim is to assist refugees and immigrants in need through a variety of programs including social enterprises such as Daalo Property Maintenance.

The contracts awarded were for janitorial, waste collection, and litter pick up services and will allow employees of Daalo to gain valuable work experience and contribute to their communities. The City receives benefits in two ways: by providing essential services to Ottawa residents and by providing employment to vulnerable Ottawans in a way that allows them to stabilize their own communities. These contracts are intended to build Daalo Property Maintenance's capacity and experience, and will position it to eventually submit competitive bids for larger contracts, thereby providing a valuable service at a competitive price as well as a source of employment for the refugees and immigrants in need who rely on the Somali Centre for support.

In 2020 Supply Services will continue to work with Departments to find innovative ways to facilitate relationships with enterprises that provide positive social outcomes in Ottawa communities.

Supply Services achieved a vital step towards its environmental sustainability objectives in 2019 by establishing the Corporate Energy Management Office (CEMO). CEMO's mandate is to implement a City-wide oversight strategy for electric energy policy, which it achieves by spearheading analysis on projects to reduce energy consumption at the City and ensure electricity efficiency projects achieve intended reduction results. Further, the team is developing reporting capacities to share electricity consumption data across corporate stakeholder groups and promote data-driven decision making on projects to reduce the City's electricity usage.

The City also continues to actively participate in the Canadian Collaboration for Sustainable Purchasing (CCSP), which is made up of 19 public purchasing entities from across Canada and provides leadership and leverages collective experience, knowledge and resources to advance sustainable procurement initiatives.

In 2019, 98 per cent of the value of all procurements awarded under delegation of authority included sustainability criteria compared to 96 per cent in 2018.

### **Section 8: Assessing Supplier Performance**

The City's Procurement By-law provides discretion to the Chief Procurement Officer, in consultation with the City Clerk and the City Solicitor, to prohibit an unsatisfactory supplier from bidding on future contracts. There were no companies barred from doing business with the City in 2019.

### **Section 9: Comprehensive Complaints**

In 2019, there were three formal complaints received under the comprehensive complaints process of the Procurement By-law. In all cases, the Chief Procurement Officer determined that the complaints did not disclose credible information to indicate that a breach of the terms of the procurement process or City policies had occurred.

### **Section 10: Public-Private Partnership Reporting**

Annual Public-Private Partnership (P3) reports that provide status updates on P3 projects undertaken by the City of Ottawa, are attached as Document 4 to this report and include the following projects:

1. Superdome East – Indoor Artificial Turf Playing Field,
2. Ben Franklin Park Superdome,
3. Shenkman Arts Centre,

4. Bell Sensplex (West),
5. Richcraft Sensplex (East),
6. West Carleton Community Complex,
7. Ottawa Paramedic Service Headquarters, and
8. Garry J. Armstrong Long Term Care Centre and Allen House Seniors Residence.
9. Springhill Landfill

*Note that the Ottawa Light Rail Project P3 and Lansdowne Park Redevelopment P3 reports will be provided under separate reports to Council.*

### **Section 11: Diesel Fuel Hedging Strategy and Financial Agreements**

To lock in price and secure the budget target, the City entered into 'Float to Fixed Bank Swap Agreements' with the Royal Bank of Canada, Canadian Imperial Bank of Commerce, Scotiabank and National Bank of Canada to fix 75 per cent of the anticipated 2019 diesel fuel consumption. The details of the transactions are attached in Document 3.

#### **Financial Agreements**

Document 3 also provides a detailed report on all subsisting Financial Agreements from operating departments engaged in commodity purchase agreements. Currently, the City enters into these agreements with respect to diesel fuel only. The report contains the following information and documents:

- A statement about the status of the agreements during the period of the report, including a comparison of the expected and actual results of using the agreements in comparison to the budget.
- A statement indicating whether all of the agreements entered into during the period of the report are consistent with the City's statement of policies and goals relating to the use of Financial Agreements to address commodity pricing and costs.
- A statement of transactions with financial institutions.

#### **RURAL IMPLICATIONS**

There are no rural implications associated with this report.

## **CONSULTATION**

There is no public consultation required with this report.

## **ADVISORY COMMITTEE(S) COMMENTS**

There are no comments or recommendations required by an Advisory Committee for this report.

## **LEGAL IMPLICATIONS**

There are no legal impediments to the receipt of the report for information.

## **RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications.

## **ASSET MANAGEMENT IMPLICATIONS**

There are no asset management implications associated with this information report.

## **FINANCIAL IMPLICATIONS**

Prior to a contract approval, Supply Services staff confirms that the appropriate funds are available in the budget, based on receipt of a funded requisition in SAP. The availability of funds is a condition of approval under the Procurement By-law.

## **ACCESSIBILITY IMPACTS**

There are no accessibility impacts associated with this information report.

## **TERM OF COUNCIL PRIORITIES**

This report supports the Term of Council Priorities of Economic Growth & Diversification, Service Excellence through Innovation and Environmental Stewardship.

## **SUPPORTING DOCUMENTATION**

Document 1 - 2019 Consolidated Delegation of Authority Report Summary (≥ \$25,000)

Document 2 - 2019 Payments without Reference Report (Vendor Purchasing Activity ≥ \$25,000)

Document 3 - 2019 Annual Commodity Price Hedging Report as per By-law No. 2008 – 426

Document 4 - 2019 Public-Private Partnership (P3) Report Update

Document 5 - Contracts awarded  $\geq$  \$25,000 under delegation of authority for the period July 1, 2019 to December 31, 2019

*Attachments to this report are in English. The City of Ottawa may translate these attachments or parts thereof on request. Requests should be forwarded to [joanneh.graham@ottawa.ca](mailto:joanneh.graham@ottawa.ca).*

*Les pièces jointes du rapport sont en anglais. La Ville d'Ottawa pourra, sur demande, les traduire au complet ou en partie. Les demandes doivent être soumises à : [joanneh.graham@ottawa.ca](mailto:joanneh.graham@ottawa.ca).*

## **DISPOSITION**

Report forwarded for information pursuant to the Procurement By-law.