

**Subject: 2024 Procurement Year in Review**

**File Number: ACS2025-FCS-PRO-0001**

**Report to Finance and Corporate Services Committee on 6 May 2025**

**and Council 14 May 2025**

**Submitted on April 25, 2025 by Joanne Graham, Chief Procurement Officer (A),  
Supply Services, Finance and Corporate Services Department**

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**Ward: Citywide**

**Objet : Bilan annuel de l'approvisionnement pour 2024**

**Numéro de dossier : ACS2025-FCS-PRO-0001**

**Rapport au Comité des finances et des services organisationnels le 6 mai 2025**

**et au Conseil le 14 mai 2025**

**Soumis le 25 avril 2025 par Joanne Graham, cheffe de l'approvisionnement (T),  
Services de l'approvisionnement, Direction générale des finances et des services  
organisationnels**

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**Quartier : À l'échelle de la ville**

## **REPORT RECOMMENDATION**

**That the Finance and Corporate Services Committee and Council receive this  
report for information.**

## **RECOMMANDATION DU RAPPORT**

**Que le Comité des finances et des services organisationnels et le Conseil prennent connaissance du présent rapport.**

### **EXECUTIVE SUMMARY**

In 2024, Supply Services awarded \$2.351 billion in contracts, this includes all purchases equal to or over \$25,000 ( $\geq \$25,000$ ), made under delegation of authority as well as purchases approved by Council, the Ottawa Public Library Board and the Ottawa Police Services Board. Of the total \$2.351 billion in contracts awarded, the value of contracts awarded under delegation of authority in 2024 represents \$2.314 billion and includes any optional extensions.

The guiding principle of the City's Procurement By-law is that purchases be made using a competitive process that is open, transparent and fair to all suppliers. Of the \$2.314 billion awarded under delegation of authority, \$1.985 billion 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 was 99 per cent. This figure is consistent with procurement activity in previous years.

In 2024, 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 SAP Ariba implementation and vendor performance management program.

The City continued to be a strong consumer of local products in 2024, spending approximately 91 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. Additionally, 99 per cent of contracts awarded in a competitive process were awarded to suppliers with a Canadian address.

Supply Services continues to develop practices that encourage and support City departments to incorporate sustainability into their procurement decisions. In 2024, 99.7 per cent of the value of contracts awarded under delegation of authority included sustainability criteria.

As part of the solicitation process, bidders are encouraged to offer the City a discount for prompt payment of invoices. In 2024, the City obtained \$2.3 million in prompt payment discounts.

This report also includes an analysis of professional and consulting services procurement, information on purchases made by Payment Without Reference, Public-Private Partnerships (P3) project updates, diesel fuel hedging and a consolidated summary of all purchasing activity awarded under delegation of authority, that is equal to or over \$25,000, broken down by supplier.

## RÉSUMÉ

En 2024, les Services de l'approvisionnement ont octroyé des contrats d'une valeur de 2,351 milliards de dollars. Cette somme comprend tous les achats effectués en vertu d'une délégation de pouvoirs d'une valeur supérieure ou égale à 25 000 \$ et ceux approuvés par le Conseil municipal, le Conseil d'administration de la Bibliothèque publique d'Ottawa et la Commission de service de police d'Ottawa. Sur la somme de 2,351 milliards de dollars que représentent les contrats attribués, la valeur de ceux attribués en vertu d'une délégation de pouvoir en 2024 s'établit à 2,314 milliards de dollars et comprend les prorogations facultatives.

Le principe directeur du *Règlement sur les approvisionnements* de la Ville veut que tous les achats soient réalisés au moyen d'un processus d'appel d'offres ouvert, transparent et équitable pour tous les fournisseurs. Sur la somme de 2,314 milliards de dollars que représentent les contrats attribués par délégation de pouvoirs, 1,985 milliard de dollars l'ont été à l'issue d'un processus d'appel d'offres concurrentiel. En outre, lorsque cette somme est ajustée pour tenir compte des contrats pour lesquels il n'y avait pas d'autre choix que de les attribuer à un fournisseur donné (par exemple, les contrats relatifs aux services publics, aux brevets et aux droits d'auteur) et lorsque, pour des raisons techniques, il n'existe pas d'autre fournisseur, le pourcentage des achats issus d'un appel d'offres passe à 99 pour cent. Ce pourcentage cadre avec les données sur l'approvisionnement recueillies au cours des années antérieures.

En 2024, 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 instaurées en ce sens et comprend des mises à jour sur la mise en œuvre de SAP Ariba et le programme de gestion du rendement des fournisseurs.

La Ville a continué de consommer beaucoup de produits locaux en 2024, ayant consacré environ 91 pour cent 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 ferme de la Ville à soutenir les fournisseurs locaux. En outre, 99 pour cent des contrats attribués dans le cadre d'un processus d'appel d'offres l'ont été à des fournisseurs ayant une adresse canadienne.

Les Services de l'approvisionnement continuent d'élaborer des pratiques qui incitent et aident les directions générales de la Ville à intégrer la durabilité dans leurs décisions d'achat. En 2024, 99,7 pour cent de la valeur des contrats attribués en vertu d'une délégation de pouvoirs incluaient des critères de durabilité.

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 2024, la Ville a obtenu des escomptes pour paiement rapide totalisant 2,3 millions de dollars.

Le présent rapport contient également une analyse des achats de services professionnels et de consultation ainsi que des informations sur les achats effectués par paiements sans référence, des mises à jour sur les projets de partenariats public-privé et la stratégie de couverture contre les fluctuations des prix du carburant. Enfin, il présente un résumé consolidé des achats de 25 000 \$ ou plus par fournisseur effectués en vertu d'une délégation de pouvoirs.

## **BACKGROUND**

This report summarizes the procurement activity for 2024 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 City's operations in 2024.

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 procurement reports are provided to Council for 2024:

1. January 1 to June 30, 2024, 2024 Mid-Year Procurement Year in Review report ([ACS2024-FCS-PRO-0003](#))
2. July 1 to December 31, 2024, (Document 5 of this report).

Both semi-annual reports provide a detailed listing of all contracts awarded under delegated authority equal to or exceeding \$25,000 for the specified periods and identify the contract category, the professional and consulting services outsourcing reason, and the non-competitive exception where appropriate.

In addition to reporting to the Finance and Corporate Services Committee, Supply Services also prepares procurement reports for the Ottawa Board of Health, the Ottawa Police Services Board and the Ottawa Public Library Board.

Through Council's approval of the 2022-2026 Mid-term Governance Review report ([ACS2025-OCC-GEN-0001](#)) in January 2025, the separate OC Transpo procurement reporting to the former Transit Commission will now be consolidated into the semi-annual procurement reports prepared for the Finance and Corporate Services Committee. Additionally, Council approved a number of substantial and administrative updates to the Procurement By-law including updating dollar thresholds to reflect inflation (Consumer Price Index) and aligning with other Ontario municipalities' procurement by-law thresholds. The 2025 Procurement By-law updates will be reflected in the 2025 procurement reports.

## **DISCUSSION**

### **Section 1: 2024 procurement summary**

In 2024, Supply Services awarded \$2.351 billion in contracts, this includes all purchases made under delegation of authority ( $\geq$  \$25,000) as well as purchases approved by Council, the Ottawa Public Library Board, and the Ottawa Police Services Board. Of the total \$2.351 billion in contracts awarded, the value of contracts awarded under delegation of authority in 2024 represents \$2.314 billion.

In 2024, contracts awarded under delegation of authority valued at greater than or equal to \$100,000 represented 98 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 (49 per cent) were issued in the \$25,000 to \$100,000 range.

### **Section 2: Procurement trends, market information and legislative updates**

The City's procurement activities operate within a legislative and legal framework that includes provincial, national, and international trade agreements and common law relating to the conduct of public procurement and the administration of contracts. There are several domestic trade agreements applicable to the City, including the Canadian Free Trade Agreement (CFTA) and the Ontario – Quebec Trade and Cooperation Agreement (OQTCA). In 2024, there were no substantive changes impacting municipal

procurement. The CFTA updated the thresholds within the agreement, a process that occurs every two years, with no impact on City procurement operations.

In addition, there are numerous international trade agreements that apply to municipalities. The international trade landscape is continuously evolving but remained relatively stable for most of 2024 due largely to the existence of the United States – Mexico – Canada Agreement (USMCA). The election of Donald Trump as U.S. President in November 2024 increased concerns about potential drastic changes to the agreement as tariff implications have been in wide discussion. The potential for changes to USMCA are possible and are likely to be present before the scheduled review in 2026.

Negotiations to finalize the Canada-UK Free Trade Agreement were officially paused on January 25, 2024. Therefore, the Agreement for Trade Continuity between Canada and the United Kingdom of Great Britain and Northern Ireland (Canada-UK TCA) will continue to apply. This development does not impact the City's current operations and Supply Services will continue to monitor this agreement when negotiations resume, which is not expected until after the 2025 federal election.

September 2024 marked the seventh anniversary of the Comprehensive Economic and Trade Agreement (CETA) between Canada and the European Union (which applies to municipalities). There have not been any noteworthy developments in this agreement, but Supply Services continues to monitor for any adjustments and future impact.

In 2023, Ontario's Building Ontario Businesses Initiative Act (BOBI) came into force. The Act allows the Province to continue business with all trade partners while strengthening Ontario's supply chain by addressing the needs of the local economy and encouraging a preference to Ontario businesses, within trade treaty limits. The current legislation does not apply to municipalities, however, the City already conducts a large portion of its business with local vendors as described in Section 7 of this report. Supply Services will continue to monitor the scope of the Act for opportunities to inform and improve City procurement.

In 2024, the Ontario legislature approved several updates to the Construction Act. Supply Services has reviewed the amendments to ensure that its processes are compliant with the new requirements and continues to work with departmental partners to support compliance across all of the City's construction contracts.

Where an applicable trade agreement is in conflict with the Procurement By-law, the trade agreements take precedence; as a result, Supply Services actively monitors

changes to trade agreements, legislation, and the legal interpretations thereof, and proactively updates the City's procurement policies and practices as necessary to remain compliant. To date the City's procurement practices are compliant with the interpretations.

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 supplier litigants, which places a high standard on purchasing entities. Supply continues to proactively evaluate and update its terms, conditions, and risk mitigation strategies as necessary.

### **Section 3: Procurement initiatives in 2024**

In 2024, Supply Services continued to evolve its service delivery to internal clients through a deeper focus on data analysis, data driven decision making, and increased automation. Three key programs, highlighted below, have accelerated this approach and Supply Services continues to leverage the increased capacity and resources gained through these programs to advance other value-add initiatives such as social procurement, improved supplier performance and contract compliance. In addition, procurement staff continue to deliver innovative strategies to derive best value, apply strategic sourcing methodologies, and improve the client experience.

#### **SAP Ariba transformation**

In 2024, Supply Services' Procurement Transformation focused on improved contract compliance through the implementation of additional SAP Ariba functionality.

SAP Ariba is a software that offers multiple methods for generating purchase orders (PO) and receiving invoices from its suppliers for signed contracts. Currently, the City of Ottawa uses two of the six available buying processes. In 2024 this initiative focused on two additional buying processes that yield the highest value in the Ariba Buying and Invoicing solution.

The first process is the use of system Catalogs. This user-friendly shopping cart functionality allows users to create purchase orders from a database of available goods or services listed at the contracted rates. This process aims to enhance the experience of internal employees and external suppliers by eliminating pain points throughout the procurement and invoicing process.

The second process is Release Contracts. This involves generating purchase orders from a contract specific catalog created and managed by the City of Ottawa. Purchase

orders are linked to a contract within the procurement solution, providing transparency and accountability regarding the amount spent on the contract.

These processes were designed and tested in 2024, allowing for the piloting and deployment in 2025. Collectively, they further automate the PO creation process, improve contract compliance, and reduce off-contract spending.

### **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 2024, the City was offered prompt payment discounts ranging from 0.02 per cent to 20 per cent on \$110 million worth of invoices. Given the speed at which invoices are being processed following the successful implementation of SAP Ariba, the City's prompt payment achievement rate has increased from 75 per cent in September 2020 (pre-Ariba) to 97 per cent in 2024.

The increased invoice efficiency, coupled with business process enhancements wherein invoices with discounts are monitored and prioritized daily, and discount reviews are conducted weekly to recover lost discounts caused by supplier submission errors, the City achieved a total of \$2.3 million in prompt payment discounts in 2024.

### **Vendor Performance Management program**

The Vendor Performance Management (VPM) Program is designed to evaluate the performance of vendors who have contracts with the City. Formal performance evaluations are conducted for construction projects valued at over \$100,000 and professional engineering services contracts valued at over \$15,000. VPM applicable contracts are awarded based on an evaluation of the bid submission, which is comprised of points for both the Financial Score and the Overall Vendor Score (OVS). The OVS captures the vendor's historical performance using a weighted average of VPM project scores completed within the last three years.

The program's key objective is to drive excellence in project outcomes that are completed for the City. To achieve this objective, the program focuses on improving communication between the City and its vendors, including providing feedback to enhance their performance, and building a history of vendor performance over time.

In 2024, the program resulted in:

- 564 projects opened for evaluation

- 10 bid bypasses, where the lowest cost bidder did not receive the highest evaluation score
- 545 projects closed and evaluated, with an average project score of 83.62
- Over 97 per cent of projects received a score of satisfactory or higher
- Less than one per cent of project scores being appealed
- An average overall vendor score of 82.54
- Enhanced contract administration and project management practices

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

The City continues to hold annual VPM meetings with each major construction-related industry association to gather feedback and continuously enhance the program.

#### **Section 4: 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 a purchasing card is not an acceptable method of payment. Additionally, under Section 23 of the Procurement By-law - Special Circumstance Purchases, a Director or General Manager has authority to enter into a contract when a “special circumstance” warrants a non-competitive purchase. 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 of equal to or greater than \$25,000, paid without reference to a contract. In 2024, purchases paid without reference to a contract totaled \$105 million, including \$6.3 million in special circumstance purchases. In 2024, 19 payment without reference transactions with 16 suppliers were identified as having been contracted in a manner not in compliance with the Procurement By-law. The total value of these transactions was \$669 thousand, or 0.6 per cent of the total value paid without reference to a contract.

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

## **Section 5: Professional and consulting services**

In 2024, professional service contracts totaled \$297 million and an additional \$49 thousand of consulting service contracts were awarded under delegation of authority.

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

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

## **Section 6: Procurement strategies: Competitive vs. non-competitive purchases**

In accordance with the Procurement By-law, purchases are to be made using a competitive process that is open, transparent, and fair to all suppliers. Of the \$2.351 billion in contracts awarded under delegation of authority, \$1.985 billion (86 per cent) were awarded using a competitive solicitation process.

When this figure is adjusted to consider 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 99 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 7: Local purchasing**

The City of Ottawa continued to be a strong consumer of local products and services in 2024, spending approximately 91 per cent of annual purchasing dollars for goods and services available in the local community. This figure has been calculated after adjusting overall purchasing to remove goods and services which are not available locally, such as the manufacture of transit buses or the mining of winter rock salt. Additionally, 99 per cent of contracts awarded in a competitive process were awarded to suppliers with a Canadian address.

## **Section 8: Sustainable and social procurement**

Supply Services continues to develop practices that encourage and support City departments to incorporate sustainability into their procurement decisions. In 2024, 99.7

per cent of the value of procurement awarded under delegation of authority included sustainability criteria. Supply is continuously looking for opportunities to improve these criteria in collaboration with departments to ensure increased sustainability and social considerations without compromising service delivery.

In 2023, Council approved [motion 2023-25-34](#) to establish a Social Procurement Framework for the Lansdowne 2.0 project. Supply Services, in partnership with the Lansdowne 2.0 Project Team, established three initial phases of the framework: Defining Outcomes, Assessing Market Capacity and the Establishment of a Social Procurement Working Group. These initial phases will inform the development of the framework and will be reported in detail through the Annual Lansdowne Report.

In 2021, Council approved an amendment to the Procurement By-law to incorporate the term “sustainability” in the definition of “Best Value” in section 3.1 and adding a sole-source rationale for contracts awarded to social enterprises owned by non-profits or charities under section 22(1)(K). In 2024, 1025 solicitations incorporated sustainability considerations under Best Value with a total contract value of approximately \$1.45 billion. In addition, one contract was awarded, and three contracts were extended, with social enterprises under this sole-source rationale with a total contract value of approximately \$374 thousand. These sole source contracts include Daalo Property Maintenance, Causeway Work Centre, Distress Centre of Ottawa, and Buy Social Canada CCC LTD.

As identified in the 2021 Social Procurement report ([ACS2021-ICS-PRO-0003](#)), staff have developed a network of partnerships with experts from Employment and Social Services; Economic Development; Community Safety and Well-Being; Integrated Neighbourhood Services; and the Gender and Race Equity, Inclusion, Indigenous Relations (GREIIRSD), and Social Development Service; as well as external partnerships with community groups such as United Way East Ontario; the Centre for Social Enterprise Development; the Canadian Collaboration of Sustainable Procurement, the Ottawa Community Benefits Network and the Social Planning Council of Ottawa. In 2022, members of this network partnered with Information Technology Services (ITS) to implement a program to distribute the City’s end-of-first-life laptops to residents and community groups who lack adequate access to technology. In 2024, 298 laptops were sold to the Social Planning Council of Ottawa for \$1 each and distributed to residents facing barriers including refugees, seniors’ residences, and people with disabilities. ITS in coordination with GREIIRSD is also exploring opportunities to expand the program to provide end-of-first-life cell phones to Ottawa Victim Services. Supply

Services continues to collaborate with departments and partners to explore opportunities for sustainable procurement within the appropriate operational context.

Supply Services routinely explores opportunities to participate in communities of practice where staff can share their experience and learn from procurement practitioners across Canada. Staff from relevant departments are routinely invited to participate in these working groups and intergovernmental organizations to better identify and integrate sustainability and social procurement into their projects. The City is an active member of the Canadian Collaboration for Sustainable Procurement (CCSP), which is made up of approximately 50 public purchasing entities from across Canada. The CCSP provide leadership and leverage collective experience, knowledge, and resources to advance sustainable procurement initiatives.

Supply Services continues to develop practices that encourage and support all City departments to incorporate sustainability into their procurement decisions. Procurement 101 training has been renamed “Procurement Essentials” and updated to include information and examples of sustainable procurement and how to incorporate such criteria into solicitation documents.

### **Section 9: Assessing supplier performance**

The City’s Procurement By-law provides discretion to the General Manager, Finance and Corporate Services, in consultation with 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 2024.

### **Section 10: Comprehensive complaints**

In 2024, there were eight 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 11: 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:

- Superdome East – Indoor Artificial Turf Playing Field
- Ben Franklin Park Superdome

- Shinkman Arts Centre
- Bell Sensplex (West)
- Richcraft Sensplex (East)
- West Carleton Community Complex
- Ottawa Paramedic Service Headquarters
- Garry J. Armstrong Long Term Care Home and Allan House Seniors Residence
- Springhill Landfill

Consistent with previous years, the Ottawa Light Rail Project P3 and Lansdowne Park Redevelopment P3 reports will be provided under separate reports to Council.

### **Section 12: 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 floating rate prices averaged at \$1.374. The details of the transactions are attached in Document 3.

Document 3 also provides a detailed report on all subsisting financial agreements from departments engaged in commodity purchase agreements. Currently, the City enters into these agreements with respect to diesel fuel only. Document 3 contains the following information specific to the report period:

- The status of the agreements, including a comparison of the expected and actual results of using the agreements in comparison to the budgeted dollars.
- A statement indicating whether the agreements entered into 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 outstanding transactions with financial institutions.

### **FINANCIAL IMPLICATIONS**

There are no financial implications associated with this report.

**LEGAL IMPLICATION**

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

**COMMENTS BY THE WARD COUNCILLOR(S)**

This is a citywide report.

**CONSULTATION**

There is no public consultation required for this report.

**ACCESSIBILITY IMPACTS**

The corporation continues to ensure that City purchases include accessible design, criteria and features as prescribed by section 5 of the Integrated Accessibility Standards Regulations of the *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005, c. 11, and federal legislation, where applicable.

By including accessible design, features and criteria in all City purchases, the City ensures items, information and public facilities are accessible to clients with disabilities. The Accessibility Office continues to provide training and resources to staff to support them in making accessible purchases.

**CLIMATE IMPLICATIONS**

Supply Services continues to develop practices that encourage and support City departments to incorporate sustainability into their procurement decisions, which include consideration of environmental and climate impacts.

**DELEGATION OF AUTHORITY IMPLICATIONS**

This report includes information on all contracts awarded under Delegated Authority equal to or exceeding \$25,000 for January 1, 2024 to December 31, 2024, in accordance with the Procurement By-law.

**INDIGENOUS, GENDER AND EQUITY IMPLICATIONS**

Staff have identified a variety of opportunities to adapt procurement processes, to support and advise departmental staff on the integration of social impacts into their business operations and objectives and to empower and encourage potential vendors to

participate in City procurement. The combination of the work being conducted will support participation of equity-denied communities in the City procurement process.

## **TERM OF COUNCIL PRIORITIES**

This report supports the current 2023-2026 Term of Council Priorities as well as the City's commitment to financial sustainability and transparency.

## **SUPPORTING DOCUMENTATION**

Document 1 – 2024 Consolidated Delegation of Authority Report Summary

Document 2 – 2024 Payments Without Reference Report

Document 3 – 2024 Annual Commodity Price Hedging Report

Document 4 – 2024 Public Private Partnership (P3) Report

Document 5 – Contracts ≥\$25,000 Awarded Under Delegation of Authority for the Period July 1, 2024 to December 31, 2024

Document 6 – Appendix A - Terminology

*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.