



## Strategic Procurement Update: Performance Metrics for 2025

Item 7B

March 24, 2026

Building Investment, Finance and Audit Committee

**Report:** BIFAC:2026-28

**To:** Building Investment, Finance and Audit Committee  
("BIFAC")

**From:** Chief Financial Officer & Treasurer

**Date:** March 11, 2026

### PURPOSE:

This report provides the Building Investment, Finance and Audit Committee ("BIFAC") with an update on the Procurement Performance Metrics for 2025.

These metrics were developed in partnership with Ernst & Young ("E&Y") and are designed to measure and track the key performance indicators ("KPI") for the overall procurement strategy and operations and to identify risks and opportunities for continuous improvement. At its November 20, 2025 meeting, the BIFAC approved the proposed Procurement Performance Metrics to be used as the basis of the Strategic Procurement Unit's quarterly reporting to BIFAC ([Report BIFAC:2025-101](#)).

### RECOMMENDATION:

It is recommended that Building Investment, Finance and Audit Committee receives this report for information.

### FINANCIAL IMPACT STATEMENT:

There are no immediate financial impacts associated with the recommendations in this report.

Resource requirements related to data management, analytics, and any future technological upgrades or system integration needs will be considered for future year budget submissions.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications outlined in the Financial Impact section.

**PROCUREMENT PERFORMANCE METRICS REPORTING UPDATE:**

the Strategic Procurement Unit (“SPU”) has taken the feedback from BIFAC and ELT and incorporated it into the updated Procurement Performance Metrics, which include:

1. Cost Reduction (Savings & Avoidance);
2. Award Approval Cycle Time;
3. Vendor Participation;
4. Vendor Performance Improvement; and
5. Vendor Outreach.

Attachment 1 provides an overview of performance against these metrics in 2025.

**IMPLICATIONS AND RISKS:**

Current technology limitations, including the absence of integrated data management systems, may affect the accuracy and timeliness of performance metric reporting. These limitations may increase the level of manual effort required to compile and validate data.

The SPU will continue to work on the overall procurement metrics, both strategic and operational KPIs, to bring visibility to Business Units, ELT and BIFAC.

The Procurement Transformation team is assessing opportunities to automate data sharing between data owners and the Data Analytics and Reporting teams to improve efficiencies, strengthen data integrity, and reduce manual effort. A PowerBI dashboard is under consideration to support ongoing reporting and enhance data visualization.

**SIGNATURE:**

*“Lily Chen”*

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Lily Chen  
Chief Financial Officer & Treasurer

**ATTACHMENT:**

1. BIFAC Procurement Performance Metrics Presentation

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# Toronto Community Housing Corporation (TCHC)

## Procurement Performance Metrics & Transformation Update

March 24, 2026



COR-1020

# Procurement Performance Metrics

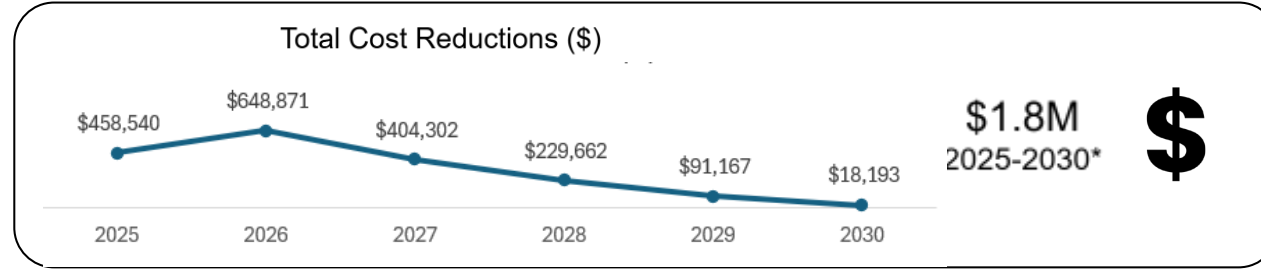
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The enclosed metrics were approved by BIFAC in 2025 and will be reported on a go-forwarded basis.

The PPMs being reviewed include:

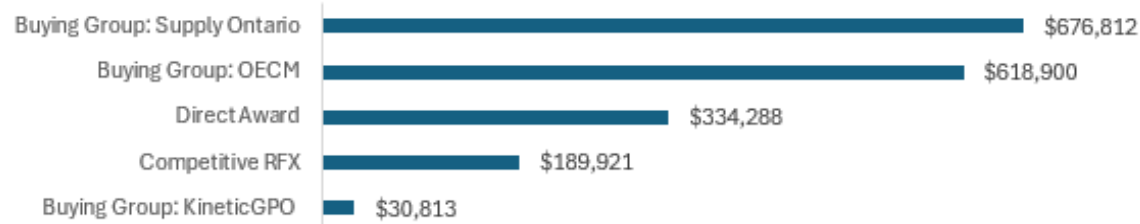
- Cost Reductions (Savings & Avoidance)
- Award Approval Cycle Time
- Vendor Participation
- Vendor Performance Improvement
- Vendor Outreach

# Cost Reductions (Savings + Avoidance)

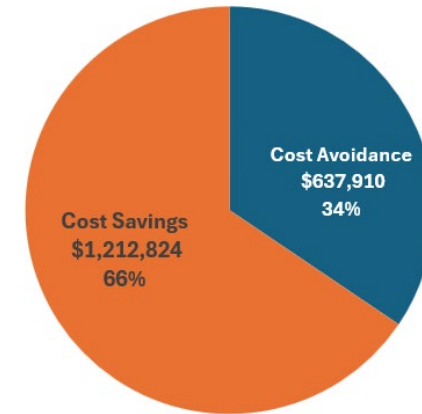


\*\$1.8M cost reduction achieved from procurements completed between Jun 1, 2023 to Jan 31, 2026, realized over 2025–2030

## Cost Reduction by Procurement Type



## Cost Savings vs Cost Avoidance



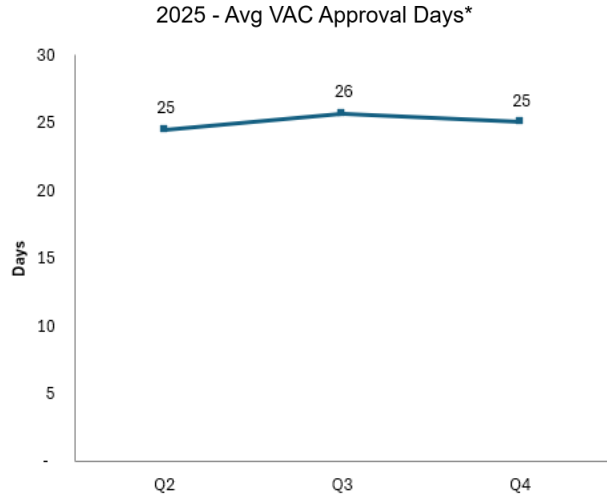
### 2025 Top 3 Cost Savings Suppliers

1. Onx Enterprise Solutions Ltd (\$606K)
2. Stock Transportation Ltd (\$316K)
3. Adobe (\$227K)

### Top 3 Cost Avoidance Suppliers

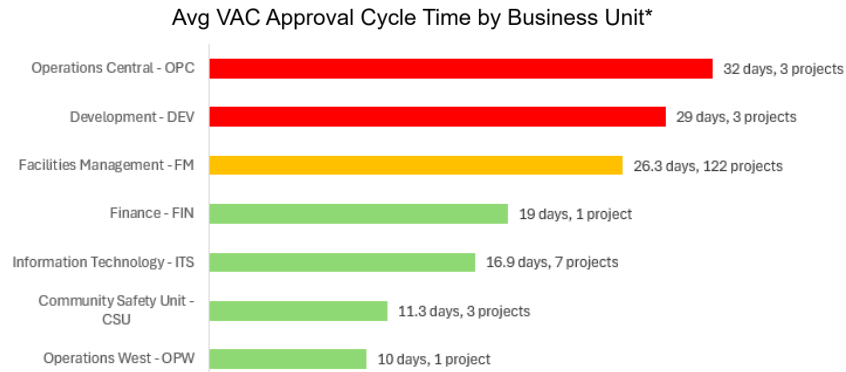
1. Onx Enterprise Solutions Ltd (\$179K)
2. Move-Out Unit Turnover Program (\$174K across 15 vendors)
3. Info-Tech Research Group (\$144K)

# Award Approval Cycle Time



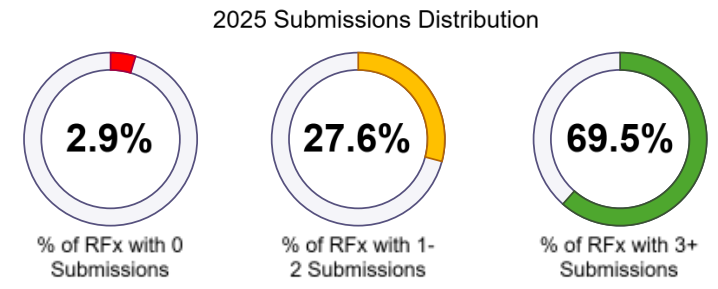
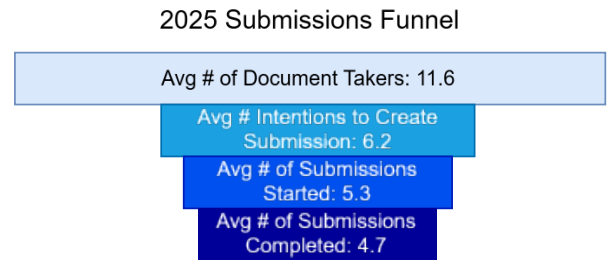
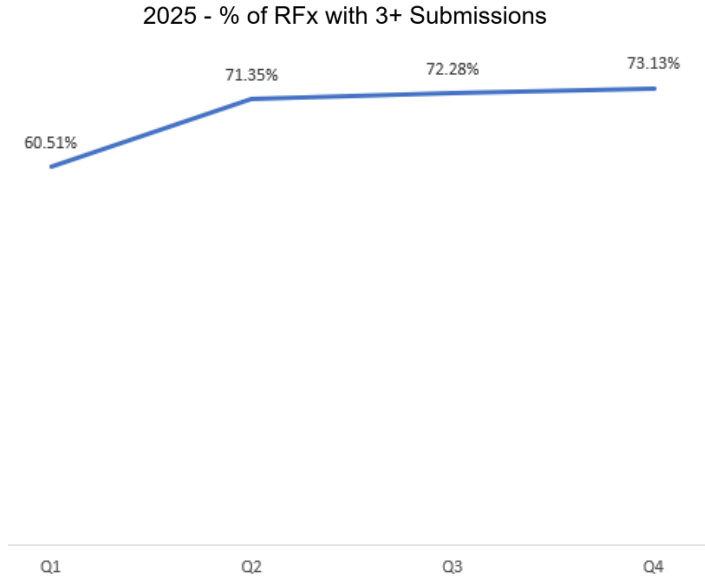
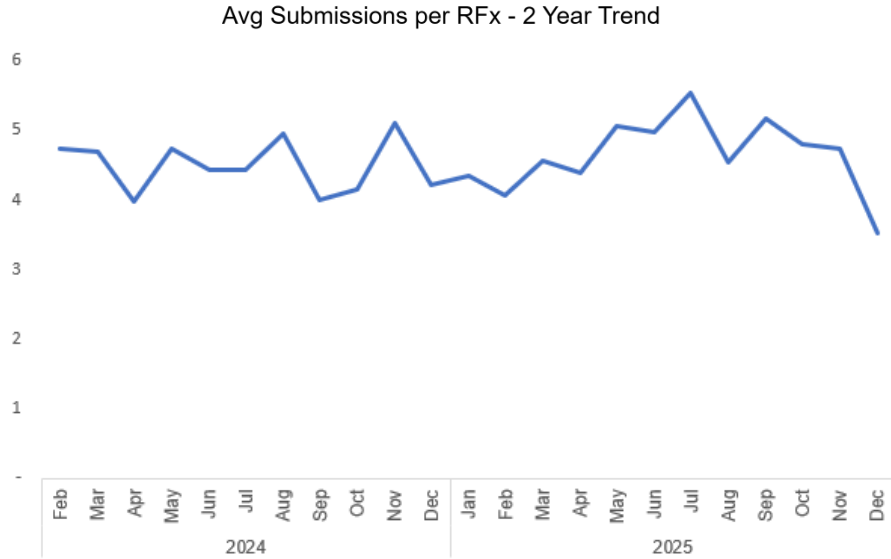
Count of Projects	Awarded Amount \$					
	0-200K	200K-400K	400K-800K	800K-1M	1M +	
VAC Approval Time (Days)	0-10	13	7	2	0	0
	10-20	20	18	4	1	0
	21-30	11	9	4	1	1
	31-40	9	7	4	5	7
	40+	5	2	2	2	7

- Low Value, 40+ Days VAC Approval Time Projects
1. Landscape Renovations at 2265 Jane Street (57 days, \$197K, FM)
  2. Design - Common Area Accessibility at 30 Falstaff (55 days, \$127K, FM)
  3. Playground Repairs at 1901 Sheppard Ave West (55 days, \$98K, FM)
  4. Kitchen Millwork & Countertops Supply Only- 375 Bleecker Street (50 days, \$135K, FM)
  5. IT Hardware (45 days, \$150K, ITS)



\*Average number of business days from initial routing for VAC approval to final approval, per policy  
Data collection for approval cycle times began in Q2 2025

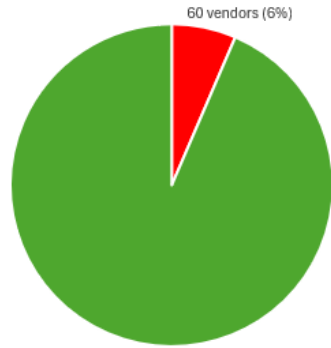
# Vendor Participation – Bid Submissions



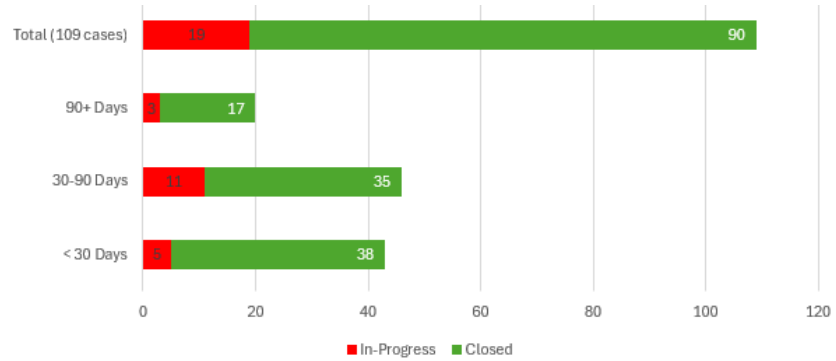
\*total RFX in 2025: 665, includes: RFQ, RFP, RFSQ, RFVQ, RFI

# Vendor Performance Improvement

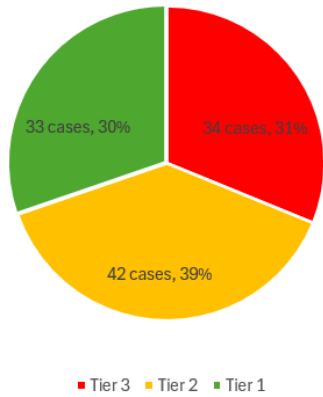
% of Vendors Engaged by Vendor Compliance Office  
(out of 930 active vendors)



Vendor Compliance Office - 2025 Closure Rates



% of Cases by Impact Level (out of 109 cases)



Legend

**Tier 3 (Active Intervention, High Impact):** Critical threats to project completion. Requires formal Performance Improvement Plans (PIPs) or debarment review.

**Tier 2 (Progressive Management and Medium Impact):** Identified infractions requiring formal warning letters and compliance monitoring to prevent escalation.

**Tier 1 (Oversight & Guidance, Low Impact):** Proactive monitoring and Business Unit support to ensure continued vendor's health.

# Vendor Outreach

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Initiatives being undertaken by Strategic Procurement:

- Reviewing the RFX process documents along with Category Strategy
- Vendor Outreach phase prior to public posting of initiatives
- Market Sounding / RFI
- Supplier Outreach Days in conjunction with other public buying groups
- Leverage Co-operative buying groups
- Semi-annual “Doing Business with TCHC” virtual supplier information sessions

# Appendix: Procurement Performance Metrics Methodology

KPI	Description	Definition	Source	Data Owner
Cost Savings	Reduction in actual expenditure compared to a validated historical baseline for the same or materially comparable scope.	Baseline cost minus awarded cost for an identical or materially comparable scope.	Manually compiled report	Manager, Data and Analytics
Cost Avoidance	Preventing or reducing a future cost that would have been incurred, even though no historical spend exists or the cost would have increased without intervention	Difference between the validated potential cost (market estimate or forecast) and the awarded cost.	Manually compiled report	Manager, Data and Analytics
Award Approval Cycle Time	Average overall cycle time in days to complete the award approval process	Average number of business days from initial routing for approval to final approval, per policy.	Compiled reports	Manager, Data and Analytics
Vendor Participation	Number of vendors participating per RFX.	Count of RFX closing in the reporting period, categorized by number of bid submissions (0, 1, 2, or ≥3).	Data extract from Bonfire	Manager, Data and Analytics
% of Vendors on Performance Improvement Plans	Vendors requiring intervention by the Vendor Compliance Office due to underperformance or failure to meet contractual obligations.	Count of active vendors with open or closed compliance cases during the reporting period, categorized by severity (Tier 1–3).	Manually compiled reports	Sr Manager, Vendor Compliance Office
Vendor Outreach	Vendor participation in the outreach events	In development, reporting to begin next BIFAC.		Category Managers

