

**City Divisions
Public Recommendations – Implemented**

Division: Affordable Housing

Report Title: Review of Affordable Housing Project at 2350 Finch Avenue West

Report Date: June 23, 2008

Recommendation:

- 001 The Deputy City Manager responsible for the Affordable Housing Office coordinate with the City Solicitor to ensure City contracts with proponents developing affordable housing projects provide that:
- adequate controls are followed in hiring of contractors and consultants;
 - contracts include standard performance bonds and warranties; and
 - proponents prepare business case justifications for actions that deviate from the normal business practices, such as awarding a contract to the bidder other than the lowest bidder.
- 002 The Deputy City Manager responsible for the Affordable Housing Office to develop procedures to monitor the controls exercised by proponents responsible for developing affordable housing projects.

Division: City Clerk’s Office

Report Title: Municipal Election 2006 - Review of Financial Filings by Members of City of Toronto Council

Report Date: June 14, 2007

Recommendation:

- 001 Members of Toronto City Council, in preparing their financial statements, utilize the City’s Electronic Financial Filing System. Any errors identified during this process be corrected prior to filing financial statements with the City Clerk.
- 002 City Council request the Province to amend the Municipal Elections Act, 1996 to provide that all candidates seeking election to Toronto City Council be required to use the City’s Electronic Financial Filing System to file their financial statements.
- 003 City Council request the Province to amend the Municipal Elections Act, 1996 to allow candidates the opportunity, within certain criteria, to correct errors or omissions in financial statements which have been filed with the City Clerk.
- 004 City Council request the Province to amend the Municipal Elections Act, 1996 pertaining to the nomination filing fee, to clarify the manner in which the fee is to be accounted for in the candidate’s financial statement.

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Division: City Manager's Office

Report Title: Review of the Implementation of Recommendations of the Final Report of the Task Force on Community Access and Equity

Report Date: January 9, 2004

Recommendation:

007 Departmental Commissioners:

- a) identify in the departmental access and equity action plan opportunities for involving residents in program advisory committees; and
- (b) ensure that the operational effectiveness of these program advisory committees is regularly reviewed for improvement.

Report Title: Audit of City's Performance in Achieving Access, Equity and Human Rights Goals

Report Date: October 14, 2008

001 The City Manager review the organizational placement of the Human Rights Office with a view to identifying opportunities for enhancing its level of independence and authority recognizing:

- (a) The importance attached to the Human Rights Office;
- (b) The need for the independence of the Office; and
- (c) Recent changes to the Ontario Human Rights Code.

Further, the City Manager report to City Council by June 2010 on the impact of the changes to the Ontario Human Rights Code. Such information to include the number of complaints filed at the Human Rights Tribunal of Ontario involving the City, complaint resolutions and the associated costs.

003 City Council request the major Agencies, Boards, Commissions and Corporations to provide an annual human rights report to Council detailing the numbers and types of human rights complaints received by the Human Rights Tribunal of Ontario involving the respective Agency, Board, Commission and Corporation, and the complaint resolutions and associated costs.

009 The City Manager report back to the Executive Committee as requested by City Council in 2006 on methods by which members of the community can be more actively engaged, and how Council can better interact with community groups that reflect the changing demographics across Toronto.

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- 010 The City Manager complete the development of a City-wide civic engagement strategy as recommended by the Governing Toronto Advisory Panel in 2005. The civic engagement strategy should address issues including:
- (a) Defining the term “civic engagement” in the context of City operation and service;
 - (b) Developing an inventory of civic engagement activities; and
 - (c) Developing performance indicators.
- 011 The City Manager, in developing a corporate civic engagement strategy, explore the feasibility and cost-benefit of adding an annual public survey to the City’s civic engagement methods. The public survey should collect information relating to improving City services and decision-making. Survey results should be available to the public via the City Web site.
- 013 The City Manager undertake a review of public suggestions and expert advice from previous public consultations and commissioned research on civic engagement, and incorporate review results into the development of a corporate civic engagement strategy. Future public consultations should focus on obtaining public input related to City services, efforts and decision-making rather than how best to obtain public input.
- 014 The City Manager consider establishing a formal process to seek employee input on a proactive and regular basis on equity and diversity issues related to the community and the workplace.
- 015 The Executive Director of the Human Resources Division provide a detailed report to Council by March 2009 on results of the 2007 workforce survey for non-union employees, including information on representation of designated groups and comparative results with census data.
- 016 The Executive Director of the Human Resources Division review how other large organizations conduct workforce surveys and, where appropriate, adopt methods used by the other organizations to improve the response rate of the City workforce survey of unionized employees.
- 018 The Executive Director of the Human Resources Division consider posting workforce survey results on the City Web site to demonstrate the City’s commitment to creating an inclusive workforce.
- 019 The Executive Director of the Human Resources Division take steps to develop a proactive employment equity plan. Such a plan should include but not be limited to:
- (a) Establishing corporate objectives for equitable representation of diverse groups;
 - (b) Providing measures to remove barriers in achieving employment equity; and
 - (c) Including mechanisms for measuring and monitoring progress.
- 023 The City Manager report to Council on the pilot test results of the application of the Equity Lens and the Equity Impact Statement as directed by Council in 2006. The report should also provide clear recommendations on the next implementation steps of this initiative.
- 024 The City Manager direct all City divisions to develop their respective Access, Equity and Human Rights Action Plan in accordance with Council direction.

**City Divisions
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- 026 The City Manager provide divisions with adequate staff training and corporate support to help improve the effectiveness of action plans including the development of task-specific activities and measurable performance indicators relevant to corporate direction and divisional objectives
- 029 The Executive Director of the Human Resources Division, in consultation with the City Manager, consider including specific access, equity and human rights performance indicators in the annual performance evaluation of management staff.

Division: Employment & Social Services

Report Title: Recovery of Social Assistance Overpayments, Toronto Social Services

Report Date: June 2, 2005

Recommendation:

- 001 The General Manager, Toronto Social Services, review and develop appropriate performance measures and targets in relation to program costs and recoveries. Such performance measures be used to evaluate the financial results and performance of the Inactive Overpayment Unit and determine an appropriate allocation of resources to the Unit.

Report Title: Managing the Risk of Overpayments in the Administration of Social Assistance, Toronto Social Services

Report Date: May 12, 2008

Recommendation:

- 002 The General Manager, Toronto Social Services, subsequent to any policy change by the Province, request the Province to amend the provincial information system such that it calculates overpayments consistent with provincial direction. The information system should exclude non-recoverable benefits from overpayments created by the system.
- 003 The General Manager, Toronto Social Services, give consideration to amending the extent of current participation reviews to include a component which addresses the financial status of all clients. Comprehensive participation reviews, which include a financial component review currently conducted by certain area offices, be expanded as a best practice to all area offices.
- 004 The General Manager, Toronto Social Services, as part of the joint venture agreement with the Province on the development of an on-line client application process, advise the Province of the need to expand this joint venture to include the on-line reporting of client financial information changes.
- 005 The General Manager, Toronto Social Services, revise the current reporting processes in order to ensure that reports meet the requirements of the users. All such reports be developed in a manner which facilitates efficient and effective supervisory review. Evidence of such review be documented.

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- 006 The General Manager, Toronto Social Services, continue ongoing deliberations with the Province in connection with the limitations of the provincial information system. These deliberations should reinforce the need for an efficient system that will reduce both the incidence of overpayments due to system error and the associated resources required to correct these errors.
- 007 The General Manager, Toronto Social Services, establish a case file standard in order to assist staff in preparing and retaining adequate documentation to support decisions concerning overpayments. The following minimum documentation requirements should be included in all files:
- the reason for the overpayment;
 - the date the overpayment occurred;
 - documents that were verified or retained in the file;
 - any adjustments made and the amount; and
 - details of the amount of recovery initiated or an explanation as to why the recovery of an overpayment was deferred.
- 008 The General Manager, Toronto Social Services assess the risk and extent of resources required to determine whether or not there is value in maintaining the current requirement to review all overpayments originating from other municipalities.

Division: Facilities & Real Estate

Report Title: Maintenance and Administrative Controls Review – Facilities and Real Estate

Report Date: September 16, 2005

Recommendation:

- 015 The Deputy City Manager and Chief Financial Officer review:
- (a) the feasibility of implementing a numeric ranking system to establish priorities on a City-wide basis for funding capital repairs to City-owned buildings; and
 - (b) the results of an evaluation of industry best practices and current prioritization processes followed by the Facilities and Real Estate and the Parks, Forestry and Recreation Divisions.

**City Divisions
Public Recommendations – Implemented**

Division: Fire Services

Report Title: Fire Services Operational Review

Report Date: January 13, 2006

Recommendation:

- 007 The Fire Chief and General Manager review the cost and benefits of introducing handheld computing equipment in the fire prevention inspection process. Such an analysis to include the costs of original capital investment plus increased efficiency gains. In conducting this review, the Fire Chief and General Manager ensure coordination with both Toronto Public Health and the Toronto Police Service.
- 011 The Fire Chief and General Manager establish a policy to ensure rotation of Fire Prevention staff regularly to various geographical areas.
- 013 The Fire Chief and General Manager consider taking a “risk based” approach in delivering the fire prevention program in the City and conduct a review to determine:
- (a) the cost effectiveness of the current inspection program of institutional facilities;
 - (b) the number of additional high fire risk premises in the City requiring routine inspections, appropriate inspection frequency and resource requirements, as well as potential risks and liability to the City if identified high fire risk premises are not routinely inspected;
 - (c) the reasonableness of inspection staff resources currently assigned to the four district commands and possible re-organization to facilitate implementation of a “risk based” inspection program; and
 - (d) report results and recommendations to the appropriate City Committee.
- 014 The Fire Chief and General Manager prepare a project plan detailing resource requirements, major milestones and target completion dates, as well as regular status reports to ensure properties requiring retrofit actions, as stipulated by Ontario Fire Code, are inspected within projected time frames. Such plan and the first status report be presented to the appropriate Committee by June 2006.
- 015 The Fire Chief and General Manager take appropriate steps to develop and implement results based performance indicators to measure the productivity and cost effectiveness of the Fire Prevention inspection and enforcement services provided by the City.
- 016 The Fire Chief and General Manager take necessary steps to expedite the development of a new information system for Fire Prevention.
- 017 The Fire Chief and General Manager ensure Toronto Fire Services staff prepare:
- (a) a detailed analysis clearly defining business processes, data and system requirements necessary to effectively manage the Fire Prevention program;
 - (b) an assessment of the system’s ability to accommodate changes in technology, such as handheld computing devices; and
 - (c) recommendations to senior management for system enhancements, estimated costs, target completion and milestone dates.

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- 021 The Fire Chief and General Manager ensure that:
- (a) the Mechanical Division maintain complete, reliable, accurate vehicle records and comply with regulatory requirements;
 - (b) policies and formal documentation standards for vehicle repairs and maintenance activities are developed;
 - (c) documentation requirements and management expectations are clearly communicated to garage staff; and
 - (d) management regularly review manual and system records and monitor compliance with established documentation policies and standards.
- 022 The Fire Chief and General Manager ensure records maintained by the Mechanical Division accurately account for all repairs performed on each vehicle, including repair and maintenance services rendered under warranty and those performed by private garages.
- 024 The Fire Chief and General Manager take necessary steps to:
- (a) utilize the M4 Fleet Management Information System for recording warranty information and tracking warranty repairs;
 - (b) establish criteria for determining when warranty repairs should be performed internally or referred to the manufacturer; and
 - (c) establish formal arrangements with manufacturers, ensuring the recovery of eligible costs when in-house warranty repairs are made.
- 027 The Fire Chief and General Manager establish procedures to strengthen management controls to ensure:
- (a) adequate documentation to support repairs referred to private garages;
 - (b) vendor selection and payments for work performed by private garages are in compliance with Corporate purchasing policies; and
 - (c) random quality assurance inspections of vehicles serviced by private garages are conducted and adequately documented for review by garage management.
- 028 The Fire Chief and General Manager take appropriate steps to:
- (a) ensure purchases of auto parts are made in compliance with corporate procurement policies; and
 - (b) explore the possibility of coordinating parts and tool purchases with Corporate Fleet Services for volume discounts.
- 031 The Fire Chief and General Manager take necessary steps to expedite the implementation of the M4 Fleet Management Information System and include:
- (a) the development of policies and procedures;
 - (b) the securing of technical support from the Information and Technology Division; and
 - (c) the requirement to provide formal training to staff.

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Public Recommendations – Implemented**

Division: Information & Technology

Report Title: Disaster Recovery Planning for City Computer Facilities

Report Date: March 3, 2008

Recommendation:

001 The City Manager develop a formal disaster recovery planning and preparedness protocol with the Agencies, Boards and Commissions. The protocol should ensure coordination, collaboration and communication related to computer facility disaster recovery planning and preparedness.

Report Title: Integrated Business Management System

Report Date: January 16, 2009

Recommendation:

001 The City Manager in consultation with the Chief Information Officer give consideration to the establishment of an IBMS governance model which provides for senior management approval and prioritization of all IBMS related projects. The governance model follow the process recently established in relation to the development of SAP projects.

Division: Parks, Forestry & Recreation

Report Title: CLASS Recreation Registration and Permitting System Information Technology Review – Economic Development, Culture and Tourism Department

Report Date: October 6, 2004

Recommendation:

012 the Commissioner, Economic Development, Culture and Tourism, direct that a review of current user access rights be performed and that such a review be conducted on a regular basis to confirm that user access rights are compatible with job functions and responsibilities.

Report Title: Review of Receivables Relating to Parks and Recreation Operations and the Review of Revenue and Cash Controls Relating to the Parks and Recreation Division, North and South Districts

Report Date: March 19, 2004

004 The Commissioner, Economic Development, Culture and Tourism, in consultation with the Chief Financial Officer and Treasurer, develop accounts receivable policies and procedures in order to provide guidance for the management of accounts receivable. Specifically the policy and procedure address collection efforts, the granting of credit, routine ageing of accounts, standard time frames for sending accounts to collection agencies and the process for the determination of doubtful accounts and the write-off of uncollectible accounts.

**City Divisions
Public Recommendations – Implemented**

Division: Real Estate Services

Report Title: Review of the Administration of Leases on City Owned Property

Report Date: July 8, 2006

Recommendation:

018 The City Manager ensure that:

- (a) Council reports seeking approval or renewal for leasing space at rates below-market contain the opportunity cost of providing the below-market space; and
- (b) the accounting of all grants in-kind be incorporated into the Corporate Grants Management Information System currently being developed for all City grants.

020 The Deputy City Manager and Chief Financial Officer upgrade the SAP financial information system to automatically produce standard collection reminder letters as soon as possible. When this functionality is implemented, all City Divisions responsible for the billing and collection of accounts receivable be required to use it to create timely reminder notices for all overdue accounts and such notices be sent out on a regular basis.

Division: Revenue Services

Report Title: Property Tax Appeals and Refund Processing

Report Date: February 28, 2007

Recommendation:

008 Review outstanding service requests to assess additional automation features to be incorporated into the next generation of the Tax Management and Collection System.

Division: Shelter, Support & Housing Administration

Report Title: Hostel Operations Review – Community and Neighbourhood Services

Report Date: June 20, 2004

Recommendation:

001 the Commissioner, Community and Neighbourhood Services, report to City Council with proposed provincial subsidy options and recommended changes to the current funding arrangements for the City's shelter system. Such a report:

- (a) clearly articulate the need for a funding model which has as its objectives:
 - (i) the need to provide incentives for shelter operators to transition the homeless to permanent long-term accommodation; and
 - (ii) the need to provide a measure of financial stability to shelter operators; and

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- (b) include funding alternatives, including the short-term and long-term financial implications under each option; and
 - (c) along with any recommendations which City Council may have, form the basis of future negotiations with the Province of Ontario;
- 004 the Commissioner, Community and Neighbourhood Services, ensure that the recommendations in this report, particularly with respect to the financial-related controls are addressed in the development of the Shelter Management Information System. In addition, consideration be given to accelerating the implementation of the Shelter Management Information System.

Division: Solid Waste Management Services

Report Title: Solid Waste Management Services – Review of Major Contracts

Report Date: February 9, 2007

Recommendation:

- 008 The Deputy City Manager and Chief Financial Officer, in consultation with the Deputy City Manager responsible for Solid Waste Management, review purchasing policies and procedures to ensure that they are adequate to meet divisional needs to respond to market conditions relating to the sale of materials recovered through the City's recycling facilities.

Division: Technical Services

Report Title: Contract Management – Reconstruction of The Queensway -Eastbound Lanes

Report Date: July 28, 2006

Recommendation:

- 006 The Executive Director, Technical Services Division, develop appropriate controls and processes to ensure that:
- (a) inspection reports prepared by third-party consultants are reviewed and adequately monitored;
 - (b) follow-up actions on work failing agreed upon standards are taken and documented;
 - (c) reworks are validated and actions not yet taken on failed tests are completed prior to the final payment on the project; and
 - (d) information relating to tests performed by consultants are maintained
- 014 The Executive Director, Technical Services Division, update the procedures manual to include procedures for verifying the thickness of asphalt, concrete and granular material before the release of payment.

**City Divisions
Public Recommendations – Implemented**

Division: Toronto Water

**Report Title: Management of Construction Contracts – Toronto Water and Sewer
Emergency Repair Contracts**

Report Date: July 30, 2007

Recommendation:

008 The General Manager, Toronto Water, take steps to develop policies and procedures for managing emergency repair contracts and ensure staff is appropriately trained.

Report Title: Toronto Water – Wastewater Treatment Phase One

Report Date: July 16, 2007

Recommendation:

004 The General Manager, Toronto Water Division, direct that detailed overtime analyses be performed to determine whether the amount of overtime is reasonable and necessary in the wastewater plants. Such overtime analyses should identify reasons for overtime and trends among work areas and positions within the plants.

007 The General Manager, Toronto Water Division, ensure that the staff in the Toronto Water Division are aware of their responsibilities relating to the attendance management program and require that employee absenteeism is regularly monitored in accordance with City policy.

009 The Chief Financial Officer and Treasurer take appropriate action to identify and recover payroll overpayments resulting from the incorrect use of payroll input codes prior to the enhancement of on-line system controls in August 2006.

010 The General Manager, Toronto Water Division, develop and implement standard payroll procedures in the Toronto Water Division that require supervisory staff to review and approve a standard time sheet that captures all staff time and attendance.

012 The General Manager, Toronto Water Division, consider the possibility of reassigning payroll input duties to plant administrative staff.

Report Title: Toronto Water – Wastewater Treatment Phase Two

Report Date: September 21, 2007

Recommendation:

004 The General Manager, Toronto Water Division communicate procurement needs of the wastewater plants to the Purchasing and Materials Management Division on a timely basis. The procurement needs should include priorities and expected timelines for the completion of purchase requests.

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- 010 The General Manager, Toronto Water Division, ensure that staff responsible for approving purchases are aware of their responsibilities to determine the appropriateness of the services rendered or goods ordered by reviewing appropriate supporting documentation.
- 015 The General Manager, Toronto Water Division, in consultation with the Deputy City Manager and Chief Financial Officer and the Executive Director, Policy, Planning, Finance and Administration, assess whether the centralized inputting of departmental purchase orders by administrative staff in the wastewater plants would improve the efficiency and effectiveness for processing of purchasing documents.

Report Title: Protecting Water Quality and Preventing Pollution – Assessing the Effectiveness of the City’s Sewer Use By-law

Report Date: October 10, 2008

Recommendation:

- 001 The General Manager, Toronto Water ensure that when new industries are identified, site visits be conducted as soon as possible in order to determine whether or not provisions of the Sewer Use By-law apply. In addition, any change in circumstance such as the closure of a business should be updated on the database.
- 002 The General Manager, Toronto Water, review the business location database to ensure that all important information such as potential to pollute, industry identification code and address are recorded for each business location.
- 003 The General Manager, Toronto Water, require that supervisory staff document their review of inspection reports. Non inspection activities such as telephone calls and meetings should not be reported as inspections.
- 005 The General Manager, Toronto Water develop annual and quarterly inspection plans that meet the inspection and sampling frequency targets established by management. Further, actual inspection and sampling activities should be compared to targets by supervisory staff.
- 008 The General Manager, Toronto Water, ensure that officers determine whether a pollution prevention plan was completed and available on site during regular facility inspections.
- 009 The General Manager, Toronto Water, in consultation with the General Manager, Economic Development, Culture and Tourism, determine whether the on-line application currently being used by the Economic Development, Culture and Tourism Division to communicate various licensing requirements could be used to communicate to business owners the Sewer Use By-law requirements, including the submission of pollution prevention plans.
- 011 The General Manager, Toronto Water, assign appropriate staff to the review and approval of pollution prevention plans to ensure as a minimum that plans are reviewed for high-risk industries and a sample of plans from low-risk industries.
- 012 The General Manager, Toronto Water, ensure that timely enforcement action is taken where appropriate, for all identified violations of the Sewer Use By-law. Where enforcement action is not considered appropriate, reasons should be documented and reviewed by supervisory staff. Evidence of supervisory review should be documented.

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Public Recommendations – Implemented**

- 013 The General Manager, Toronto Water, monitor companies in the compliance program to ensure that they are meeting the terms of their agreement with the City. If a company fails to comply with their agreement, the compliance agreement should be terminated and appropriate and timely enforcement actions taken. Where management decides to amend, or not enforce the terms of an agreement, the reasons should be documented and approved by appropriate senior staff.
- 015 The General Manager, Toronto Water review all participants in the reduced water rate program to ensure that they met, as at January 1, 2008, and continue to meet, conditions required to receive the reduced water rate. In circumstances where there is non-compliance immediate action be taken including the retroactive billing of previously reduced rates.
- 016 The General Manager, Toronto Water, ensure that when sampling confirms that excess pollutants are being discharged into the sewer system the subject company be immediately advised that they may enter into a surcharge agreement. Immediate follow up be conducted in circumstances where companies do not respond within established time limits.
- 017 The General Manager, Toronto Water, evaluate all surcharge agreements particularly those that have been in existence for a significant period of time. This evaluation determine the appropriateness of the estimated values of wastewater discharges to the system. Further, all estimates be reviewed on a periodic basis in order to ensure that they are still appropriate.
- 018 The General Manager, Toronto Water, develop a fee policy for all surcharge agreements that reflects the cost of sampling and testing and that all companies subject to surcharge agreements be billed on a cost recovery basis.
- 020 The General Manager, Toronto Water ensure companies subject to sanitary discharge agreements provide, on a timely basis, the information required to calculate any amount payable, and that the City promptly bill and collect any amount due.

Division: Transportation Services

Report Title: Toronto Maintenance Management System Application Review

Report Date: March 30, 2004

Recommendation:

- 010 the Commissioner, Works and Emergency Services, implement a process for tracking activity on the Toronto Maintenance Management System. The tracking strategy consider; the activities or actions to track, the generation of exception reports for review on a regular basis, and follow-up steps for exceptions noted. Further, the Division consult with Records & Archives Division of the Clerks Office, to determine the appropriate retention period for audit records maintained within the system;

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Public Recommendations – Implemented**

Division: Treasurer

Report Title: Review of the City's Bank Reconciliation and Deposit Procedures

Report Date: September 13, 2000

Recommendation:

- 002 the Chief Financial Officer and Treasurer, in conjunction with all other Commissioners, establish a policy requiring daily deposits of cheques received and establish a reporting procedure for deposits such that:
- (a) staff responsible for the receipt of cheques be required to restrictively endorse such cheques with an appropriate City of Toronto corporate name and date stamp;
 - (b) staff preparing bank deposits review the date stamps on cheques being deposited. Where significant delays are noted between the date on the date stamp and the date of deposit, this fact should be brought to the attention of appropriate supervisory staff for necessary action; and
 - (c) the Accounting Services Division work with departments to identify where additional training is required regarding the use of the general ledger account codes.

**City Divisions
Public Recommendations – Not Implemented**

Division: Children Services
Report Title: Review of Children’s Services (Day Care Fees)
Report Date: June 30, 2007

No.	Recommendation	Management’s Comments and Action Plan/Time Frame
005	The General Manager, Children’s Services Division, develop a business case to consider the costs and the benefits of Toronto Children’s Services Operating Criteria.	<p>A three part research project with the Ontario Institute for Studies in Education (OISE) has concluded that the City of Toronto Operating Criteria is a valid measure of child care quality. The final report outlining the studies findings will be received in mid 2010.</p> <p>Now that the Operating Criteria has been validated, it is establishing itself as a North American standard for measuring quality in child care settings and is being considered by the Province of Ontario as a measurement tool in the implementation of Early Learning and Care</p> <p>The Division has received City Council direction to expand the use of the Operating Criteria beyond the centres with Purchase of Service Agreements in 2010.</p> <p>While it is clear that there are benefits associated with using the Operating Criteria, the least of which is risk management, it is also recognized that further cost analysis is needed. The new General Manager of Children’s Services purposes that this be done as part of an organizational review that is commencing in early 2010.</p>

Division: City Manager's Office
Report Title: Environmental Issues and Audit Plan
Report Date: May 30, 2002

No.	Recommendation	Management’s Comments and Action Plan/Time Frame
001	the Chief Administrative Officer, in consultation with the Chair of the Toronto Inter-departmental Environment Team (TIE), review the recommendations of the Environmental Plan and:	

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No.	Recommendation	Management's Comments and Action Plan/Time Frame
	<p>(a) develop corporate environmental priorities based on an evaluation of current environmental risks and the potential for environmental health benefits and cost savings to the City;</p> <p>(b) set objectives, targets and time frames for environmental initiatives, that are achievable, clearly defined and measurable;</p> <p>(c) refine the monitoring and reporting system recently developed to evaluate progress on the targets and objectives set, and to document those environmental initiatives which have been completed;</p> <p>(d) assign an appropriate lead for each environmental initiative, with the responsibility for developing an implementation plan, co-ordinating activities, and defining and achieving expected deliverables or outcomes;</p> <p>(e) develop a process for incorporating environmental initiatives into departmental business plans and the annual budget process; and</p> <p>(f) include in an annual environmental report to City Council, the status of environmental initiatives, results achieved to date as well as the challenges and priorities in both the short and long-term in implementing the Environmental Plan; and report thereon to the Policy and Finance Committee;</p>	<p>(a) External expertise has been selected, through an RFP process, to undertake a risk assessment methodology. This will enable the City to develop priorities based on risks that are particular to each division. Pilot projects have been identified and are expected to roll out by July 2010.</p> <p>(b) to (f) are fully implemented.</p>

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Public Recommendations – Not Implemented

Report Title: Audit of City’s Performance in Achieving Access, Equity and Human Rights Goals

Report Date: October 14, 2008

No.	Recommendation	Management’s Comments and Action Plan/Time Frame
002	City Council request all Agencies, Boards, Commissions and Corporations to report to Council by June 2009 whether they have developed a human rights policy and related complaint procedures, whether the policy and procedures are in keeping with provisions in the City’s policy and procedures, and implementation of these policies and procedures.	At the Oct. 20, 2009 Audit Committee meeting, the Committee recommended that the 28 responses received from ABCC’s regarding access, equity and human rights policies and procedures be forwarded to the City Manager for evaluation as to whether they comply with the City’s human rights policy and procedures. The analysis will begin in the Spring of 2010.
004	The City Manager, in consultation with the City Solicitor, review the existing complaint protocol of the Integrity Commissioner in order to ensure that Councillor related human rights and harassment complaints are dealt with in a manner consistent with other complaints and is in the best interest of the public	The Executive Committee was updated via EX35.2, October 2009. The joint review and development of Human Rights and Anti-Harassment Complaint Procedures for Members of Toronto City Council is currently in progress. A review of the applicability of human rights complaints and the Integrity Commissioner’s function is part of this review.
005	The Executive Director of the Human Resources Division, in view of current changes to the Ontario Human Rights Code, review the current level of resources in the City’s Human Rights Office to ensure that it is adequately resourced to carry out its responsibilities.	A full-time Human Rights Consultant position was approved in the 2009 budget and the position has been filled. As reported in the recent Annual Human Rights Office (HRO) Report (reported to Council June 8, 9 2010) there continues to be an increasing trend in the number of consultations and complaints undertaken by the HRO in light of the provincial legislation changes in 2008 and subsequent City policy changes; therefore, there will be a need to further monitor the workload requirements of the HRO to ensure it continues to be adequately resourced.
006	The Executive Director of the Human Resources Division consider adapting the Fraud and Waste Hotline complaint management system for use by the Human Rights Office to improve efficiency in complaint in-take and management functions.	The Executive Director of Human Resources and Human Rights Office staff have attended a demonstration of the Fraud and Waste Hotline complaint management system. Further review of the system is ongoing including consultation with the I& T division and consideration of resource costs.

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No.	Recommendation	Management's Comments and Action Plan/Time Frame
007	<p>The City Manager increase the profile of the Human Rights Office in order to ensure the general public and City employees are aware of its role and mandate. The increased profile be accomplished by providing additional information on the Human Rights Office via the City's Web site. Consideration also be given to revising the Web page to accommodate a process whereby human rights complaints can be submitted online.</p>	<p>The Human Rights public web page has been updated as reported in the previous status report. An on-line complaint form has been developed and will be implemented as part of the Human Resources Web project being implemented in 2010.</p>
008	<p>The City Manager, in consultation with the City's Agencies, Boards, Commissions and Corporations, consider creating a consolidated Human Rights Office Web page for receiving human rights or harassment related complaints or enquiries concerning services and practices of the City's Divisions, Agencies, Boards, Commissions and Corporations.</p>	<p>As noted in the previous status update, consultations with ABCC's will take place in 2010.</p>
012	<p>The City Manager, in developing a corporate civic engagement strategy, identify and advise Council on the need for establishing formal civic engagement mechanisms connecting the City's diverse population groups with City government. Steps to be undertaken should include but not be limited to:</p> <ul style="list-style-type: none"> (a) Review and address past operational issues encountered by the Community Advisory Committees, the Working Groups, and the Roundtable on Access, Equity and Human Rights; (b) Assess current needs for providing opportunities for specific population groups to advise City Council of issues specific to the groups; and (c) Periodically evaluate formal civic engagement structures to identify and address issues affecting their effectiveness. 	<p>Council reviews all advisory bodies early in each term and makes decisions about their status. Council also determines each term any new Advisory Bodies it wishes to establish and can at any time in its term appoint additional advisory bodies on a variety of issues and initiatives as required. The particular bodies referenced in this recommendation were not re-established by City Council for the 2006 to 2010 term.</p> <p>The advisory committee structures were reviewed before the 2003 and 2006 terms of Council.</p> <p>The status of all Council advisory bodies will be reviewed and determined at the beginning of the 2010 to 2014 term of City Council.</p>

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Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
017	<p>The Executive Director of the Human Resources Division take steps to increase the workforce survey response rate among new City employees. Such steps should include, but not be limited to:</p> <p>(a) Improving the survey distribution method;</p> <p>(b) Improving the communication of the purpose and benefits of the survey to new City employees.</p>	<p>On January 26, 2010, City Council received the City Manager's report EX 39.7 on the workforce survey for non-union staff. It was also reported that the City will meet with, which it subsequently did, and is continuing a process of engagement and dialogue with the unions to have their input, commitment and support for conducting a new survey for unionized staff that will ensure a strong response rate to the full workforce survey. Plans are underway to carry out this survey in the fall-winter of 2010.</p>
020	<p>The City Manager determine the feasibility and merit of establishing a corporate fund for employment accommodation. Where appropriate, divisional budgets be adjusted to reflect this change. Such a review take into account the practices of other organizations.</p>	<p>A comprehensive HR organized review is currently underway on this subject including a 2-day City-wide senior manager review meeting (March 8, 9, 2010) to discuss, review and develop a proposal for senior management and City Manager approval.</p>
021	<p>The Executive Director of the Human Resources Division develop strategies, objectives and action plans to increase employees' awareness of human rights and diversity issues in the workplace. Further, the Executive Director ensure diversity and human rights training is considered a corporate priority in developing training strategies, goals and objectives under the City's Learning Strategy 2008-2011.</p>	<p>The specific training requirements and objectives are embedded in the Diversity and Positive Workplace Strategy document. The implementation (action) plan will be developed through a collaborative effort between Human Resources and the soon to be consolidated staff creating the new Office of Equity, Diversity and Human Rights (consolidation expected in the fall 2010 on hiring of new Director). Upon the establishment of this Office, discussions on an implementation plan will begin and such plan will be developed by/for January 2011.</p>
022	<p>The City Manager report to Council on the development of a Toronto Urban Aboriginal Strategy and an Aboriginal Office by June 2009.</p>	<p>In August 2009, City Council approved the timeframe for this report. A framework is under development and progress will be reported in June 2010.</p>
025	<p>The City Manager consider the following for further improving divisional action planning in relation to access, equity and human rights:</p> <p>(a) Shortening the planning cycle from three to two years; and</p> <p>(b) Requesting divisions to link implementation status to planned activities on an annual basis.</p>	<p>(a) City Divisions reported 3 year Action Plans to Council in January 2009 to cover the period 2009-2011. Consideration of the planning cycle for the next multi-year action plan is likely to take place in 2011.</p> <p>(b) Fully implemented</p>

City Divisions
Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
027	The City Manager establish a formal process whereby access, equity and human rights initiatives and accomplishments by the City's major Agencies, Boards, Commissions and Corporations is systematically tracked and reported to City Council on a periodic basis.	<p>City Council requested the City Manager to change the reporting format for Divisions to report on their access equity and human rights accomplishments. This change was made in 2009. This format is under review for the 2010 report on accomplishments by City Divisions.</p> <p>The final format used for reporting by City Divisions will be adapted for use by ABCCs to ensure that there is consistency in reporting.</p> <p>A template will be provided to ABCCs in the fall of 2010.</p>
028	City Council request the City major Agencies, Boards, Commissions and Corporations to complete an access, equity and human rights action plan consistent with divisional action plans by 2010. The City Manager should facilitate the planning process and report to City Council on implementation status.	See Recommendation 27 above

Division: Employment & Social Services

Report Title: Recovery of Social Assistance Overpayments, Toronto Social Services

Report Date: June 2, 2005

No.	Recommendation	Management's Comments and Action Plan/Time Frame
003	The General Manager, Toronto Social Services, establish appropriate performance measures in relation to collection follow-up procedures for all overpayments relating to Ontario Works clients. Such performance measures be subject to supervisory review and appropriate management action. The ongoing monitoring of collection activities be reviewed and evidence of such review be contained in all files.	<p>Performance measures have been established.</p> <p>The reporting tools are tied to the automation of the management of overpayments-case management system.</p> <p>The Automation is scheduled to be completed in May 2010</p>
007	The General Manager, Toronto Social Services, evaluate the reporting capabilities of the current management information systems in order to ensure that the needs of the Inactive Overpayments Unit are addressed. The functionality of such a	The automation of the case management system is scheduled to be completed in May 2010.

City Divisions
Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
	<p>system should include:</p> <ul style="list-style-type: none"> - automated receipt issuance when a recovery is processed; - automated consolidation of daily funds received and processed; - outstanding overpayment account balance information; - standardized collection letters; - automated bring forwards; - tracking of post-dated repayment cheques; - automated priority ranking of accounts; and - performance reports indicating key financial ratios such as overpayment recoveries compared to outstanding overpayments. 	
013	<p>The General Manager, Toronto Social Services, review and measure the impact created by the implementation of full portability of overpayments on the administration of social assistance and report the current and projected operational impact to the Community Services Committee and the Ministry of Community and Social Services.</p>	<p>A Report Providing an analysis of the impact created by the implementation of full portability of overpayments on the administration of social assistance was adopted by TESS' Senior Management Team on November 25, 2009.</p> <p>Reporting to the Committee and Ministry as per recommendation is planned to be done in 2010 as part of TESS' annual Scorecard.</p>

**City Divisions
Public Recommendations – Not Implemented**

Division: Facilities & Real Estate

Report Title: Maintenance and Administrative Controls Review – Facilities and Real Estate

Report Date: September 16, 2005

No.	Recommendation	Management's Comments and Action Plan/Time Frame
002	The Deputy City Manager and Chief Financial Officer ensure priorities are established on a City-wide basis for the capital repair of City-owned buildings. All divisional capital repair budgets should be evaluated and priorities established irrespective of budget responsibilities.	The Facilities Management Division has fully implemented this recommendation and continues to prioritize projects as reflected in the capital submission. Other Divisions projects will be prioritized as responsibilities are transferred to Facilities Management by 2012.
004	<p>The Deputy City Manager and Chief Financial Officer give priority to the completion of an implementation plan for facilities maintenance standards including:</p> <ul style="list-style-type: none"> (a) a process to monitor compliance with legislative requirements; (b) funding, staffing and operational requirements of the Facilities and Real Estate Division and all other City divisions; (c) the development of specific facilities maintenance standards, if necessary, for speciality facilities such as water treatment plants and arenas; and (d) timelines for implementation. 	The Facilities Management Division's work on an implementation plan for facilities maintenance is dependent on the introduction of the SAP Plant Maintenance Module - Preventative Maintenance functionality in 2010/11.
012	<p>The Deputy City Manager and Chief Financial Officer take appropriate steps to:</p> <ul style="list-style-type: none"> (a) develop and implement results based performance indicators measuring the productivity of building maintenance and cleaning services; 	<ul style="list-style-type: none"> (a) The following indicators were developed as part of the Program Map Review: <ul style="list-style-type: none"> - total maintenance & lease costs per sq ft by facility (\$) - space utilization statistics (%) - capital project delivery budget vs. actual (%, \$) - total maintenance operating and capital costs by facility (\$) - SLA client satisfaction rating scale (%)

**City Divisions
Public Recommendations – Not Implemented**

No.	Recommendation	Management’s Comments and Action Plan/Time Frame
	<p>(b) use performance indicators to compare internally between building locations and previous performance or externally with other leading local government and private sector organizations;</p> <p>(c) incorporate performance measures into service level agreements with City-user divisions; and</p> <p>(d) implement a process to track service delivery against agreed upon benchmarks.</p>	<p>- energy and greenhouse gas reduction in megawatts (#)</p> <p>- lease revenue maximization in (\$ millions)</p> <p>- properties processed by Property Management Committee (#)</p> <p>(b) FM is using performance indicators to compare internally and externally employing a Balanced Scorecard approach.</p> <p>(c) FM has incorporated performance measures into service level agreements with City-user divisions.</p> <p>(d) FM is implementing a process to track service delivery against agreed upon benchmarks.</p>
013	<p>The Deputy City Manager and Chief Financial Officer take appropriate steps to:</p> <p>(a) determine the complete state of good repair backlog for all City-owned buildings;</p> <p>(b) develop City-wide funding priorities for the state of good repair backlog; and</p> <p>(c) ensure that approved capital projects are completed on a timely basis.</p>	<p>The Facilities Management Division determines the complete state of good repair backlog for all corporate buildings and establishes funding priorities for the state of good repair backlog. The Facilities Management Division approved capital projects are completed on a timely basis and rank at the top of the City in terms of overall completion rates. Also, refer to recommendation #14 regarding CAMS.</p> <p>Other Division’s backlog will be prioritized as responsibilities are transferred to The Facilities Management Division by 2012.</p>
014	<p>The Deputy City Manager and Chief Financial Officer ensure that a database of the physical condition of all City-owned buildings is developed and forms the basis for a long-term capital plan. In addition, building condition assessments should be completed for all City-owned buildings using criteria based on industry standards and best practices developed by the Facilities and Real Estate Division.</p>	<p>The Facilities Management Division has completed building condition assessments on 100% of facilities. Efforts are underway to fully automate the data collected in a Capital Asset Management System, (CAMS) in 2010.</p>
016	<p>The Deputy City Manager and Chief Financial Officer take appropriate steps to establish a maintenance plan for each City building that:</p> <p>(a) includes both capital and operating</p>	<p>The Facilities Management Division is on track to implement a Capital Asset Management software solution and a Preventative Maintenance software solution to address the recommendations outlined in 16 a,b,c. These applications will be operationalized over the next two to three years.</p>

**City Divisions
Public Recommendations – Not Implemented**

No.	Recommendation	Management's Comments and Action Plan/Time Frame
	repairs for current and future years; (b) addresses building deficiencies identified in building condition assessments; and (c) effectively coordinates maintenance and repair activities between the Design, Construction and Asset Preservation and Facilities Operations Units of the Facilities and Real Estate Division.	
017	The Deputy City Manager and Chief Financial Officer ensure that all necessary building information is incorporated into the SAP Plant Maintenance and Asset Management Modules to assist in maintenance planning and repair decisions and provide a record of regulatory inspections.	Core building data variables to be incorporated into the SAP Plant Maintenance – Preventative Maintenance Module have been identified including: maintenance planning, and regulatory inspection requirements. The requisite information will be incorporated into this SAP module for implementation in 2010.
028	The Deputy City Manager and Chief Financial Officer ensure the SAP Plant Maintenance Module be used to schedule and track preventive maintenance services.	The Facilities Management Division plans to introduce the SAP Plant Maintenance Module - Preventative Maintenance functionality to schedule and track preventive maintenance services in 2010.

Division: Fire Services

Report Title: Fire Services Operational Review

Report Date: January 13, 2006

No.	Recommendation	Management's Comments and Action Plan/Time Frame
019	The Fire Chief and General Manager review and take necessary steps to: (a) ensure the implementation of a proactive and enhanced preventive maintenance program for firefighting vehicles and equipment; and	(a) We've added automatic lubrication systems and additional oil filtration on all apparatus, and reduced one road-service position to create a dedicated daily PM program. Completed

**City Divisions
Public Recommendations – Not Implemented**

No.	Recommendation	Management's Comments and Action Plan/Time Frame
	(b) monitor and minimize fire vehicle downtime and service disruptions associated with unscheduled and unexpected repairs	(b) When the M5 data is more accurate and the performance measures are in place given the specific reports to be drawn from the system. TFS are not able to use the CAD system to define apparatus downtime as originally anticipated. Completion Date: Mid 2010.
023	<p>The Fire Chief and General Manager take steps to ensure cost-effective management of the Mechanical Division including:</p> <p>(a) establishing and maintaining formal, written and enforceable job standards and monitor compliance with those standards; and</p> <p>(b) ensuring accurate tracking of repair time by utilizing the capability built into the M4 Fleet Management Information System.</p>	<p>(a) The continued use of the M5 system will produce a viable list of job standards, and/or average repair times, for some of the common labour components.</p> <p>As mentioned in Recommendation #032, the various performance measures to be tracked as a result of the EFMCC Fleet Study will aid in the development of job standards and the calculations required to indicate the staff efficiency level.</p> <p>Completion Date: Mid 2010</p> <p>(b) Staff members are regularly reminded that all job lines are to be scanned on and off when using the system, capturing all of the labour in its separate components. Captains are required to assure compliance.</p> <p>Completion Date: Mid 2010</p>

City Divisions
Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
030	<p>The Fire Chief and General Manager take appropriate steps to ensure implementation of adequate inventory controls, including:</p> <p>(a) utilizing available system features for tracking inventory usage;</p> <p>(b) assigning a staff position to monitor receipts and issuance of parts inventory and restricting physical access to the stockroom to authorized personnel;</p> <p>(c) recording all parts and labour in the M4 Fleet Management Information System, including unit cost, vendor information and labour hours; and</p> <p>(d) establishing policies and guidelines to provide for an annual inventory process and periodic surprise physical counts of items and ensuring that discrepancies are adequately investigated and resolved.</p>	<p>(a) As per Recommendation #28, TFS is currently converting the NAPA parts consignment contract, so all items will be received in SAP and entered in M5 when used. Completion Date: Mid 2010</p> <p>(b) A new ID card system has been installed in the store room at Toryork, and the system is live. Access is only by authorized personnel. TFS have "accommodated" a modified duty staff member to act as store room clerk until a permanent position is approved. Completed</p> <p>(c) As per previous recommendations, the implementation of the M5 system has meant the addition of this information to the database. Completed</p> <p>(d) The NAPA program is a consignment based system requiring monthly audits to reconcile inventory counts. Completion Date: Mid 2010</p>
032	<p>The Deputy City Manager ensure the Mechanical Division of Toronto Fire Services:</p> <p>(a) establish clear and measurable objectives and performance goals;</p> <p>(b) coordinate with Fleet Services in establishing efficiency and effectiveness performance measures to evaluate progress toward those goals; and</p>	<p>(a) TFS are currently defining which monthly reports are required from M5 to satisfy this recommendation. Completion Date: Mid 2010</p> <p>(b) The Executive Fleet Management Coordinating Committee (EFMCC) meets monthly to discuss coordination efforts, and has just begun the process to pick the three most important Performance Measures that each of our individual groups will focus on to be used to</p>

City Divisions
Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
	(c) regularly measure and report on progress in achieving performance goals.	<p>track our service performance in the years to come. All groups are measuring the same indicators in the same way, not to compare to each other, but for uniformity.</p> <p>Completion Date: Mid 2010</p> <p>(c) The measures to be tracked are Service Level, Efficiency, and Customer Service, each of which breaks down into separate topics.</p> <p>Completion Date: Mid 2010</p>
033	The City Manager ensure coordination of Fleet Services, Toronto Fire Services and other City fleet operations in establishing common performance measures and standard for fleet operations City-wide	See Recommendation 32 (b) above.

Division: FLEET SERVICES

Report Title: Fleet Operations Review – Phase Two

Report Date: April 11, 2005

No.	Recommendation	Management's Comments and Action Plan/Time Frame
007	The City Manager report to the Administration Committee, upon completion of the Yards Rationalization Study, on the status of the recommended closures of the maintenance garages located at 875 Eastern Avenue, 1008 Yonge Street, 1401 Castlefield Avenue and 30 Northline Road.	<p>875 Eastern has been transferred to PF&R</p> <p>1008 Yonge, 1401 Castlefield Ave, and 30 Northline Road to be included in future yards Rationalization Studies primed by Real Estate.</p>

**City Divisions
Public Recommendations – Not Implemented**

Division: Information & Technology
Report Title: Telecommunication Services Review
Report Date: January 31, 2005

No.	Recommendation	Management's Comments and Action Plan/Time Frame
009	The Commissioner, Corporate Services, in consultation with the service providers, ensure that an appropriate level of cellular telephone billing information is provided to all departments. Departments ensure that controls are in place for the recovery of non-business related calls;	<p>While cellular telephone billing information is provided to Divisions on a periodic basis, this process is not yet automated.</p> <p>The Telecom Expense Management System (TEMS) is partially implemented for landline telephone, transportation and network circuits (completed: November 2008).</p> <p>Cellular telephone billing was partially implemented in December 2009.</p> <p>Completion of the project that will allow Divisions to see the cellular telephone billing information online versus having to receive it in report format.</p> <p>Policies have been published regarding divisional responsibility for recovering costs for personal use of land line and cellular phone calls (October 2010).</p>

Report Title: Management of City Information Technology Assets
Report Date: January 26, 2006

No.	Recommendation	Management's Comments and Action Plan/Time Frame
005	The Chief Corporate Officer, subsequent to the implementation of the Enterprise Information Technology Management System, be required to coordinate periodic asset inventory counts. Any inaccuracies discovered during the inventory count be investigated and appropriate adjustments made accordingly, subject to supervisory review and approval.	<p>The functionality to perform this activity exists in the Information Technology Asset Management tool (Maximo). However, this process has not yet been fully implemented. Additional IT funding and resources have been allocated to this function: 2.5 resources re-allocated to this task; additional resources will be added as required.</p> <p>An upgrade to the new version of the tool is planned for 2010. An Asset Management policy, being developed in conjunction with city-wide key users, is nearing completion: Q2 2010. It is expected that by the end of 2010, a functioning and effective periodic inventory and reconciliation process will be in place.</p>

**City Divisions
Public Recommendations – Not Implemented**

Report Title: Internet Access Review

Report Date: July 31, 2007

No.	Recommendation	Management's Comments and Action Plan/Time Frame
002	<p>The Chief Information Officer, in consultation with the Executive Director of Human Resources Division and the City Solicitor, implement systematic Internet usage monitoring for compliance with the City's Acceptable Use Policy, including:</p> <ul style="list-style-type: none"> a. developing criteria for Internet use that may not be in compliance with the policy, particularly relating to Internet time, bandwidth usage and visits or attempts to visit inappropriate sites; b. utilizing appropriate analysis tools to generate exception reports identifying users with Internet activity deemed to be inappropriate according to established criteria; c. providing Divisional management with detailed reports and technical support to facilitate review of apparent violations of the City's Acceptable Use Policy; 	<p>October 22-23, 2007. Council directed the Chief Information Officer to undertake a Feasibility Study to explore the impacts of Recommendation 2.</p> <p>July 2008-October 2008. Results of the feasibility study highlighted both the significant labour effort and the expected increase on the I&T Division's operating budget if the I&T Division was to proceed.</p> <p>These consultations and the feasibility study results were included in the Response to Employee Internet Usage Review Staff Report which was received for information at the Government Management Committee on October 23, 2008.</p> <p>IT further obtained Legal services' opinion on January 21, 2009 regarding a proposal to continuously monitor employee Internet use.</p> <ul style="list-style-type: none"> (a) IT website displays a list of blocked site categories. (b) From the report issued by Legal services on Continuous Monitoring – Employee Internet Use, the I&T Division will replace the current "reasonable grounds" User monitoring process to Enhanced Systems Monitoring, which means it will include a threshold to monitor employees Internet use on a continuous basis. This system is currently under development. (c) Most violated websites are blocked at the enterprise configuration level. In order to comply with the Acceptable Use Policy, the manager is reviewing the 2 kinds of site monitoring reports from the Bluecoat system on a monthly basis, identifying the top 10 internet websites visited by staffs.

**City Divisions
Public Recommendations – Not Implemented**

No.	Recommendation	Management's Comments and Action Plan/Time Frame
	<p>d. establishing written procedures outlining the types and frequency of management reports on Internet usage and the responsibility for review and follow-up of such reports; and</p> <p>e. communicating to all City staff reiterating the City's Acceptable Use Policy, clarifying the responsibility of the City and users, and advising of the procedures in place to monitor compliance with the Policy.</p>	<p>(d) The I&T Division supports the recommendation of Legal Services. New monitoring thresholds and associated procedures based on Legal's opinions and recommendations will be established.</p> <p>(e) Systems Monitoring is already available under the Acceptable Use Policy which is published on the city intranet.</p> <p>Completion Date: 4th Quarter - 2010</p>
004	<p>The Chief Information Officer take appropriate steps to ensure Internet connections of all City computers are consistently configured so that Internet logs record all Internet activity of all users but exclude visits to City internal sites.</p>	<p>A system procedure (i.e. an Active Directory procedure) has been implemented to ensure that all City workstations by-pass the proxy server when accessing internal websites. This system procedure automatically enforces the correct settings upon login and refreshes the settings every 90 minutes.</p> <p>By the end of September, 2010 all City workstations will be configured so that users will no longer be able to avoid by-passing the proxy server (i.e. this capability will be disabled).</p> <p>An exemption list will be established (i.e. for approximately 10% of City workstations) for those divisional applications / workstations still requiring access to the proxy server.</p> <p>There are not security related issues with this process.</p> <p>All City computer access to the Internet is logged.</p> <p>Completion Date: 3rd Quarter - 2010</p>

**City Divisions
Public Recommendations – Not Implemented**

Report Title: Disaster Recovery Planning for City Computer Facilities

Report Date: March 3, 2008

No.	Recommendation	Management's Comments and Action Plan/Time Frame
002	The City Manager implement a disaster recovery and business continuity program that includes divisional roles and responsibilities, resource and training requirements, and simulation and plan maintenance schedules.	<p>The Manager, Risk Management and Information Security (RM&IS) was hired in April 2009.</p> <p>A RFP has been drafted to implement a disaster recovery and business continuity program that includes divisional roles and responsibilities, resource and training requirements, and simulation and plan maintenance schedules.</p> <p>Phase I is updating the previous BIA completed in 2005.</p> <p>Completion Date: December 31, 2010</p>
005	<p>The Chief Information Officer review the backup and storage procedures of City information technology units for:</p> <p>(a) compliance with acceptable standards and practices for data backup and storage requirements; and</p> <p>(b) provide divisions with the opportunity to participate in existing data storage arrangements within the City or with the outside service provider.</p>	<p>The I&T Division currently backs up its data on a nightly basis and sends the backup media offsite daily to an external storage provider.</p> <p>RM&IS will review the backup and storage procedures of City information technology units with a view towards compliance with acceptable standards and practices for data backup and storage requirements.</p> <p>Completion Date: December 31, 2011</p> <p>Divisions currently using I&T's external offsite data storage provider are Policy, Planning, Finance & Administration & Toronto Public Health.</p> <p>Other divisions can participate once the IT Transformation process is completed by Q2 2010.</p> <p>Completion Date: 2011</p>
006	The City Manager, in consultation with the Chief Information Officer, direct divisions to test information technology disaster recovery plans on a regular basis.	<p>As noted in Management Response #2, the I&T Division is in the process of planning for the implementation of a Business Continuity Plan / Disaster Recovery Plan (BCP/DRP) for the I&T Division. The DRP portion, when implemented, will provide the ability to support divisional BCP/DR requirements. Recent 2010 budget cuts will severely limit any enhancements to divisional disaster recovery solutions for 2-3 years.</p> <p>Completion Date: 2013</p>

City Divisions
Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
007	The Chief Information Officer develop disaster recovery testing guidelines and provide training necessary to ensure cross-divisional consistency.	Guidelines have been created for testing the I&T Division Disaster Recovery program. After the development of the I&T Division BCP/DRP program, we will be able to accommodate the expansion of scope required to support divisional BCP/DRP requirements. Completion Date: 2014

Report Title: Integrated Business Management System (IBMS)

Report Date: January 16, 2009

No.	Recommendation	Management's Comments and Action Plan/Time Frame
002	The City Manager in consultation with the Chief Information Officer require that divisions identify business risks relating to the IBMS Information Technology System. The Chief Information Officer review all such risks and ensure strategies and processes are in place to address all such risks.	Requested to be discussed at the next IBMS Steering Committee meeting and appropriate business staff (City Planning, Toronto Building and ML&S) be assigned to identify the business risks. The business divisions must identify the risks prior to the I&T Division being in a position to address this recommendation. Completion Date: 2 nd Quarter – 2011
003	The City Manager in consultation with the Chief Information Officer and divisions develop IBMS performance measures. Such measures be used to monitor ongoing performance. Where performance does not meet such measures, corrective action be taken.	Requested to be discussed at the next IBMS Steering Committee meeting and appropriate business staff be assigned to respond to this recommendation. IBMS Support staff have prepared some examples of system and service performance measures to help initiate this exercise. This recommendation will be addressed via recommendation # 5 (creation of service level agreements [SLA]). The I&T division's Business Enablement & Client Services (BECS) section has been assigned to engage the client divisions in identifying IBMS performance measures in consultation with the IBMS support team. The BECS section will ensure this recommendation is covered in the development of the forthcoming SLA's with Cluster B. Completion Date: 1 st Quarter - 2011

**City Divisions
Public Recommendations – Not Implemented**

No.	Recommendation	Management's Comments and Action Plan/Time Frame
004	The City Manager and Chief Information Officer as part of the IBMS governance process give priority to the development of IBMS business continuity plans. Such plans should include disaster and recovery planning.	Requested that this item be discussed at the next IBMS Steering Committee meeting. The Manager of the I&T division's Risk Management & Information Security team will be invited to this meeting to provide an update regarding the vision for City's business continuity and disaster recovery plans. Business prioritization of IBMS has been completed. Gathering and confirming the IBMS infrastructure requirements is currently underway. However, the earliest target date for any possible fully functioning back-site for IBMS would be 2012. Completion Date: 4 th Quarter - 2013
005	The City Manager in consultation with the Chief Information Officer develop and formalize service level agreements for information technology services provided to City Divisions by the Information and Technology Division.	The I&T division's Business Enablement & Client Services section has begun work to develop a Cluster B service level agreement (SLA) between the Cluster division and the I&T Division. BECS also plans to complete individual divisional SLA's in 2010. It has been recommended to the BECS team to start with the IBMS client divisions in Cluster B. This recommendation will be addressed by the I&T Division's BECS section. Completion Date: 1 st Quarter - 2011
006	The City Manager in consultation with the Chief Information Officer review current levels of training available to IBMS users, and solicit input from divisional users in relation to training effectiveness. Deficiencies in regard to training identified by users be appropriately addressed.	An IBMS training survey was distributed to managers of the IBMS User Community in Q4, 2009. These results (that did not identify any deficiencies) and determination if any further action is required prior to considering this recommendation closed will be scheduled for discussion at a 2010 IBMS Steering Committee meeting. Completion Date: 4 th Quarter - 2010
007	The City Manager in consultation with the Chief Information Officer develop and implement a change management protocol for IBMS. Such a protocol take into account the SAP change management protocol.	Enhanced IBMS change management protocols have been drafted for review and approval. This will be scheduled for discussion at a 2010 IBMS Steering Committee meeting. Completion Date: 4 th Quarter – 2010
008	The City Manager in consultation with the Chief Information Officer develop security plans, standards and related staff responsibilities for managing and overseeing IBMS security.	Enhanced IBMS security plans, policies and procedures have been drafted for review and approval. This item will be scheduled for discussion at a 2010 IBMS Steering Committee meeting. Completion Date: 4 th Quarter – 2010

City Divisions
Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
009	The City Manager in consultation with the Chief Information Officer be required to conduct periodic reviews of current IBMS user security to ensure access is compatible with user roles. Such review should also include an analysis of the last date of use. Dormant users should be eliminated from system access.	<p>These periodic reviews are being completed by the IBMS Support Team. This review schedule and associated procedures will be scheduled for review and approval at a 2010 IBMS Steering Committee meeting.</p> <p>A procedure to identify and contact dormant users has been established. It will be implemented on a scheduled/regular basis.</p> <p>Completion Date: 4th Quarter – 2010</p>
010	The Chief Information Officer develop formal written procedures for granting, changing or removing IBMS user access.	<p>Formal written procedures have been drafted for review and approval. This process will be scheduled for review and approval at a 2010 IBMS Steering Committee meeting.</p> <p>Completion Date: 4th Quarter - 2010</p>
011	The City Manager and Chief Information Officer develop as a priority an electronic interface between IBMS and the City's SAP Financial System. Such an interface would reduce the requirement for manual analysis and processing	<p>This item will be scheduled for discussion at a 2010 IBMS Steering Committee meeting. Prior to this discussion, it should be confirmed that financial information managed with IBMS currently does reconcile with the daily deposits with the City's designated bank(s). A capital project business case will need to be prepared to complete the requirements to develop this IBMS/SAP interface. It is at the discretion of the IBMS Steering Committee, and the City's IT Governance bodies [EARP and BAP] to determine the priority (when this project would be initiated). Therefore, it is impossible to propose a completion date for this recommendation.</p> <p>Completion Date: Not projected</p>
012	The City Manager in consultation with the Chief Information Officer and City Clerk review the record retention policy for all IBMS related records. Such a review include the establishment of policies and procedures for archiving IBMS records.	<p>A review of the record retention policy for all IBMS records was completed in Q4, 2009. In addition some assessment for archiving IBMS records has begun. This review and approval for proposed archiving directions will be scheduled for discussion at a 2010 IBMS Steering Committee meeting. A capital project business case will need to be prepared to complete the requirements to develop any archiving technology.</p> <p>Completion Date: 3rd Quarter - 2011</p>

**City Divisions
Public Recommendations – Not Implemented**

No.	Recommendation	Management's Comments and Action Plan/Time Frame
013	The Chief Information Officer obtain a copy of the System source code for the current release of the System software and ensure future releases are accompanied with System software under the terms of the agreement.	A request to the vendor has been drafted and is currently being circulated to City stakeholders, including the IT Risk Management & Information Security section. This item will be scheduled for discussion at a 2010 IBMS Steering Committee meeting. Completion Date: 4 th Quarter – 2010
014	The City Manager conduct a review of related System users in the City and its Agencies, Boards and Commissions and update the existing software maintenance contract as required.	Although the review and development of a new software maintenance contract was identified as an item on the Contract Management Office's (CMO) 2009 work plan this was not achieved last year. This item has been re-allocated to their 2010 work plan. The initial meeting with the CMO to schedule the start of this work has been done. It is planned to be completed in 2010 and will likely be a minimum of a 3 month project. Completion Date: 1 st Quarter - 2011
015	The City Manager ensure staff from business units perform the procedure for revising service fees maintained in IBMS and that the process be appropriately documented.	Changes were made in 2009 to ensure that staff from the business units perform a review for any revised service fees in IBMS. This process has been documented. This process will be scheduled for review and approval at a 2010 IBMS Steering Committee meeting. If the current revised process is deemed not acceptable then it is likely that this will require a new capital budget business case and/or requesting the vendor to change their product to accommodate this recommendation. Completion Date: 3 rd Quarter – 2010

Division: Real Estate Services

Report Title: Review of the Administration of Leases on City Owned Property

Report Date: July 8, 2006

No.	Recommendation	Management's Comments and Action Plan/Time Frame
002	The City Manager, at the conclusion of the review of the governance structure relating to the City's property maintenance program, give consideration to how the recommendations resulting from the	The implications of the recommendations are currently being considered. Completion Date: June 2010

**City Divisions
Public Recommendations – Not Implemented**

No.	Recommendation	Management's Comments and Action Plan/Time Frame
	governance review may have relevance to the management of the City's lease portfolio.	
019	The City Manager ensure that eligibility reviews conducted for below-market tenants include, where practical, a site visit and a review of other required documentation such as the lease agreement and financial statements. Evidence of completion of the eligibility review, including copies of documentation, should be retained in the lease file.	SDFA has been working with Real Estate Services and the other program divisions (PFR and EDC) to fully implement a standard review and monitoring process for existing tenants including file review to ensure full financial, governance, and lease documentation; population of information, including opportunity costs for lease renewals and new leases, into a BMR database that monitors tenant status; a prioritization process to identify potential higher risk tenants for support and/or problem-solving, and tenants in need of re-assessments for potential lease renewals. Completion Date: May 2010

Division: SHELTER, SUPPORT & HOUSING ADMINISTRATION

Report Title: Hostel Operations Review – Community and Neighbourhood Services

Report Date: June 20, 2004

No.	Recommendation	Management's Comments and Action Plan/Time Frame
017	<p>the Commissioner, Community and Neighbourhood Services, review the Out of the Cold Program, with a view to:</p> <ul style="list-style-type: none"> (a) evaluating the costs and benefits of the program; (b) reporting to the Community and Neighbourhood Services Committee, together with a recommendation on the future direction of the program both in the short-term and the long-term based on the evaluation; and (c) in the interim, provide clear direction as to how the program fits into the overall City shelter system, including: <ul style="list-style-type: none"> (i) the City's role in the provision of the support services by the agency running the program; and (ii) the City's role in the provision of 	<p>A number of changes have been introduced at the Out of the Cold program since original audit and a number of issues in the recommendation have been addressed.</p> <p>Next steps will require a full time temporary additional staff position to co-ordinate agency and client survey and oversee financial analysis of the value of volunteer funding/services and in kind being provided, cost of operating a seasonal program etc.</p> <p>Cannot implement at present time due to lack of budget and human resources.</p>

City Divisions
Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
	<p>emergency shelter services by the participating community organizations, particularly with respect to the applicability of the City's Shelter Standards to these organizations;</p>	
018	<p>the Commissioner, Community and Neighbourhood Services, assess the reliability of the financial information in the Hostel Utilization System currently used by the City-operated shelters and ensure that any information that is required to be carried forward to the new Shelter Management Information System, currently under development, is complete and accurate;</p>	<p>SMIS is in production stage as noted in response to #004 above. Bed Management and Case Management system are live. Client Financial management programs will be under development in 2010.</p> <p>Minimal financial data will be transferred into SMIS. Only client fund balances (Personal Needs Allowance funds that have not been collected within 30 days or funds that are in safekeeping) at directly operated shelters (9 of 57 sites) will be transferred.</p> <p>Staff will ensure that any information carried forward is complete and accurate.</p>
024	<p>the Commissioner, Community and Neighbourhood Services, develop a policy that clearly establishes standard rates for maintenance fees for emergency shelter users. Such policies determine at what income levels maintenance fees become due. The policy be applied consistently to both City-operated and purchased service shelters. Internal controls commensurate with the level of fees collected be established.</p>	<p>Preliminary internal research has been done regarding extent to which service and maintenance fees are being applied in shelters</p> <p>This is a highly complex issue which will involve discussions with both the Provincial and the Federal Governments (possible client sources of income include employment, OW, ODSP, CPP, OAS, GIS, GAINS, Veterans Pensions, WSIB and LTD benefits, Student Loans)</p> <p>Policy issues that will need to be considered include: where clients will go if they refuse to pay a fee, how charging of fee interacts with the Residential Tenancy Act, how fees collected may affect revenue from Province</p> <p>A full time temporary staffing position would be required to complete this work.</p> <p>Cannot implement at present due to lack of budget and human resources.</p>

**City Divisions
Public Recommendations – Not Implemented**

Division: Solid Waste Management Services

Report Title: Solid Waste Management Services – Review of Major Contracts

Report Date: February 9, 2007

No.	Recommendation	Management's Comments and Action Plan/Time Frame
011	<p>The Deputy City Manager and Chief Financial Officer, in consultation with the other Deputy City Managers and the City Solicitor:</p> <ul style="list-style-type: none"> a. review the appropriate standard content of performance bonds and insurance certificates and the appropriateness and criteria for deviations from such standards in light of relevant risk exposure, including the respective roles of the Legal Services Division and Corporate Finance's Insurance and Risk Management section in deciding on any deviation of submitted documents; b. review and take necessary steps to ensure current administrative policies and procedures, including clarifying the roles and responsibilities of City Finance and City divisions in the safekeeping, recordkeeping and administration of performance bonds, letters of credit, and insurance certificates, are effective in protecting the City from claims, risks and losses in connection with activities performed by City contractors; and c. issue written directives to clearly communicate relevant corporate policies and procedures to staff. 	<p>Only Part (b) has not been fully implemented.</p> <p>Surety Bond Policy will be updated in 2011 to include a standard performance bond wording and clarification that bond retention and compliance verification is the responsibility of the contract manager.</p>

**City Divisions
Public Recommendations – Not Implemented**

Division: Technical Services

Report Title: Contract Management – Reconstruction of The Queensway -Eastbound Lanes

Report Date: July 28, 2006

No.	Recommendation	Management's Comments and Action Plan/Time Frame
016	<p>The Executive Director, Technical Services Division, take steps to ensure compliance with policies and procedures in relation to:</p> <ul style="list-style-type: none"> - documenting the daily work completed in the Field Inspector's Daily Work Report; - documentation of monthly field meetings; - preparation of the Deficiency List and List of Incomplete Items on achieving substantial completion; - confirmation of final inspection before release of final payment; and - obtaining statutory declaration and WSIB clearance as required by the procedures manual. 	<p>The Field Services Manual has been rolled out to Technical Services staff. An emphasis on continual compliance and training will ensure consistent implementation during 2010 within all the districts.</p> <p>Completion Date: December 2010</p>

Report Title: Management of Construction Contracts – Leaside Bridge Structure Rehabilitation Contract

Report Date: March 23, 2007

No.	Recommendation	Management's Comments and Action Plan/Time Frame
009	<p>The Deputy City Manager and Chief Financial Officer consider the implementation of a policy for the recovery of administration fees relating to the management of contracts by the City on behalf of third parties. Such a policy be included in the Technical Services Capital Works Projects Procurement and Administration Procedures Manual.</p>	<p>This matter is under review by Technical Services in consultation with the Deputy City Manager and CFO.</p> <p>Completed Date: December 2010</p>

**City Divisions
Public Recommendations – Not Implemented**

Division: Toronto Water

**Report Title: Management of Construction Contracts – Toronto Water and Sewer
Emergency Repair Contracts**

Report Date: July 30, 2007

No.	Recommendation	Management's Comments and Action Plan/Time Frame
011	The General Manager, Toronto Water, ensure that extra work is awarded through authorized change directives and that separate inspector reports are used for recording work pertaining to extra work orders.	The newly developed Toronto Water District Operations Field Services Manual will be implemented on all 2010 contracts. New forms and procedures are included in the Field Services Manual. Training for all District Contract Services staff on the revised contract management processes and the use of new forms was conducted in November 2009.
014	The General Manager, Toronto Water, ensure contractor performance issues are consistently documented and monitored. Significant contractor performance issues that can not be resolved through the regular contract management process should be communicated to Purchasing and Materials Management for consideration in future contract award decisions.	Toronto Water Staff continue to work on the development of a Contractor Performance Evaluation Template and procedures. Implementation expected by the end of Q2 – 2010. When all forms and procedures have been established Toronto Water will roll out the Contractor Performance Evaluation process for all construction contracts. Completion Date: 2nd Quarter 2010
015	The General Manager, Toronto Water, expedite the review and assessment of existing work management systems, including an assessment of the SAP Plant Maintenance Module. Following the selection of a work management system, its implementation should be expedited and the cost benefits of its integration with SAP be evaluated.	City-wide Work Management Systems Community of Practice committee and terms of reference have been established. Objective of the committee is to review and rationalize current work management systems, find potential cross-divisional efficiencies beneficial to the development of service plans and e-business initiatives. This committee is being lead by Corporate IT. The committee reviewed the SAP Plant Maintenance Module as implemented in F&RE and groupings of work management classifications were created. Toronto Water was grouped in the "Asset Management" Recently it has been determined that Toronto Water will align with Transportation (asset management work management) to consider rationalization opportunities. Senior Management meetings are planned for mid March 2010 to discuss and consider opportunities. Completion Date: 4 th Quarter 2010

City Divisions
Public Recommendations – Not Implemented

Report Title: Toronto Water – Wastewater Treatment Phase One

Report Date: July 16, 2007

No.	Recommendation	Management's Comments and Action Plan/Time Frame
008	<p>The General Manager, Toronto Water Division, ensure that:</p> <p>(a) divisional staff, independent of the payroll input process, review and verify the accuracy and completeness of payroll transactions; and</p> <p>(b) Toronto Water staff do not input their own payroll data into the payroll system.</p>	<p>Several Toronto Water work locations have transferred the time keeping data entry activities to staff of the PPFA Division located at 505 Richmond Street. The remaining Toronto Water locations are expected to be completed in April 2010 as additional PPFA staff resources (Payroll Program Assistants) are hired.</p> <p>Although some payroll data entry is still performed by Toronto Water staff, no individual inputs their own payroll data.</p>
011	<p>The General Manager, Toronto Water Division, review the use of alternate rate assignments to ensure that such assignments are necessary and properly processed in accordance with policies and procedures as well as the provisions in the collective agreement.</p>	<p>The annual review of alternate rate assignments is now initiated by the Staffing, Workforce Transition & Employment Equity unit of the HR division.</p> <p>The review for Local 79 staff was last completed in April 2009. The current review will be completed by April 30, 2010.</p> <p>A similar review for Local 416 staff is planned to start in May 2010 and completed by September 30, 2010.</p>
013	<p>The General Manager, Toronto Water Division, require that an evaluation of the use of the work management system be conducted following implementation of the system at each plant location. In addition, timely action should be taken to correct problems that are identified during the evaluation process.</p>	<p>City-wide Work Management Systems Community of Practice committee has been established and is being led by Corporate IT.</p> <p>Objective of the committee is to review and rationalize current work management systems, find potential cross-divisional efficiencies beneficial to the development of service plans and e-business initiatives.</p> <p>Recently it has been determined that Toronto Water will align with Transportation to consider rationalization opportunities. Senior Management meetings are planned for mid March 2010 to discuss and consider opportunities.</p> <p>Concurrently, Toronto Water is implementing the Works Management System with corrective measures in all plants (approximately 50% completed). Following the implementation, performance metrics related to usage will be implemented and an audit will be conducted representing all plants.</p>

**City Divisions
Public Recommendations – Not Implemented**

No.	Recommendation	Management's Comments and Action Plan/Time Frame
015	<p>The General Manager, Toronto Water Division, expedite the review and assessment of the existing work management systems and the SAP Plant Maintenance Module and consider the feasibility of creating an interface between the selected system and the SAP Financial Information system.</p>	<p>City-wide Work Management Systems Community of Practice committee has been established and is being led by Corporate IT.</p> <p>Objective of the committee is to review and rationalize current work management systems, find potential cross-divisional efficiencies beneficial to the development of service plans and e-business initiatives.</p> <p>Recently it has been determined that Toronto Water will align with Transportation to consider rationalization opportunities. Senior Management meetings are planned for mid March 2010 to discuss and consider opportunities.</p>

Report Title: Toronto Water – Wastewater Treatment Phase Two

Report Date: September 21, 2007

No.	Recommendation	Management's Comments and Action Plan/Time Frame
001	<p>The General Manager, Toronto Water Division, take appropriate steps to ensure compliance with the City's purchasing policies such as:</p> <ul style="list-style-type: none"> (a) discontinue the practice of using DPOs for repetitive purchases where the use of a blanket contract would be more appropriate; (b) ensure that DPOs are prepared prior to ordering goods and services; (c) ensure that three quotes are obtained where required; (d) discontinue the practice of splitting DPOs to keep the purchase amount below the maximum of \$7,500 for a DPO or below the \$3,000 limit for three quotes; and (e) take steps to identify areas of continued non compliance and impose a appropriate discipline for non compliance with City policies. 	<p>A working group that included Toronto Water and PPFA staff reviewed the division's procurement processes and developed a new service delivery model.</p> <p>Purchasing and payables functions will be transferred to PPFA staff. This will include proper segregation of duties, documentation, ongoing review and oversight to be performed by the new/additional PPFA support staff that will be located at the various locations across Toronto Water.</p> <p>Completion Date: June 2010</p>

City Divisions
Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
003	The General Manager, Toronto Water Division, in consultation with the Director, Purchasing and Materials Management and the Executive Director, Policy, Planning, Finance and Administration, devise a procurement plan to ensure blanket contracts are issued for repetitive purchases.	<p>A working group that included Toronto Water and PPFA staff reviewed the division's procurement processes and developed a new service delivery model.</p> <p>The new service delivery model will include more support for blanket contracts and will be provided by the new/additional PPFA staff.</p> <p>Completion Date: June 2010</p>
007	<p>The General Manager, Toronto Water Division, assign a contract lead to all contracts and ensure that all staff participating in contracts are aware of the relevant contract provisions and their responsibilities in managing the contract. These responsibilities include:</p> <p>a. ensuring that goods delivered and payments comply with contract provisions; and</p> <p>b. obtaining and retaining relevant contract documents.</p>	<p>All major wastewater supply and services contracts have an assigned lead.</p> <p>Administration of blanket contracts requires further improvements and will be considered as part of the new service delivery model implementation.</p> <p>Toronto Water staff involved with contract management will be identified at that time and any additional training required will be scheduled.</p> <p>Completion Date: June 2010</p>
008	The General Manager, Toronto Water Division, ensure that all staff involved in managing and developing contracts receive appropriate training to effectively carry out their responsibilities.	<p>Once the new service delivery model has been implemented, Toronto Water staff involved with contract management will be identified and any additional training required will be scheduled.</p> <p>Completion Date: September 2010</p>
009	The General Manager, Toronto Water Division, require that supervisory staff with contract management responsibilities evaluate and document vendor performance both during a contract and at its conclusion.	<p>Toronto Water reviewed the draft "Contractor Performance Evaluation Form" prepared by Technical Services to assess applicability to the Wastewater Treatment operation.</p> <p>Once the new service delivery model has been implemented, Toronto Water staff involved with contract management will be identified and the method to review and document vendor performance will be revisited.</p> <p>Completion Date: September 2010</p>
011	The General Manager, Toronto Water Division, require that detailed checking of invoices and receiving documents be performed for high value and complex contracts to ensure that amounts billed to the City agree with the contract terms.	<p>Toronto Water has a standing practice to review high value service contracts to ensure the appropriate billing.</p> <p>The new service delivery model will also provide more support for detailed checking.</p>

City Divisions
Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
		See comment on #001 above. Completion Date: June 2010
013	The General Manager, Toronto Water Division, ensure that there is a segregation of duties between ordering, receiving and the recording of goods and services. Where feasible, the same individual should not both order and receive goods and record these transactions in the accounting system.	Toronto Water has segregated duties wherever possible. Segregation will be enhanced with the implementation of the new service delivery model. See comment on #001 above Completion Date: June 2010
014	The General Manager, Toronto Water Division, develop a consistent approach to maintaining purchasing records in the wastewater plants such as centrally in each work area.	Toronto Water maintains purchasing records on file in its wastewater plants. Centralized storage of documents may be considered with the implementation of the new service delivery model. See comment on #001 above. Completion Date: June 2010

Report Title: Toronto Protecting Water Quality and Preventing Pollution – Assessing the Effectiveness of the City's Sewer Use By-law

Report Date: October 10, 2008

No.	Recommendation	Management's Comments and Action Plan/Time Frame
004	The General Manager, Toronto Water review inspection and sampling targets to ensure that they are reasonable given risks to pollute and the staff resources available and report to City Council by September 2009 on recommended targets and resources required to meet those targets.	TW has initiated an internal program review that includes reviewing the inspection and sampling targets identified in its operational practice document known as "Practice 32". A Project Scope was drafted in March 2009 and data reviewed and assessed during March and April 2009. Completion of final report has been significantly delayed due to labour disruption. Some of the Practice 32 targets were modified in October 2008 outlining how an industry with High Potential to pollute can be downgraded to Medium Potential and that Low Potential industries will be inspected once every 3 years. Completion Date: 2 nd Quarter 2010 of consideration of 2011 Budget process

City Divisions
Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
006	The General Manager, Toronto Water develops and implement tailored inspection checklists for certain industries to ensure that industry specific risks are addressed on a consistent basis.	New Annual streamlined inspection form was developed and approved for use by staff in 2 nd Quarter of 2009. Automotive template has been completed and in use. Existing dental template is in use. Other sector reports have been drafted and will be reviewed for implementation in 2010. Completion Date: 4 th Quarter 2010
007	The General Manager, Toronto Water, in consultation with the City Legal Division, reassess the City's authority to enforce the implementation of pollution prevention plans. Should it be determined that no such authority exists, the General Manager consider whether seeking such authority is necessary	TW is still reviewing the matter with Legal Services staff. Completion Date: 4 th Quarter 2010
010	The General Manager, Toronto Water, develop criteria and procedures to guide the review and approval of pollution prevention plans including verification of the accuracy of the plan by: <ul style="list-style-type: none"> - comparing the plan to recent sampling results; - comparing the current plan to the previous plan to determine whether targets for reducing pollutants were being met; and - requesting companies to provide supporting documentation with their pollution prevention plans. 	Action, if any, to be taken with respect to this recommendation will be dependent upon the results of Legal Services review of the City's authority to enforce the implementation of the pollution prevention plans. TW is already comparing pollution prevention plans to current sample results routinely for larger industries. Completion Date: 4 th Quarter 2010
014	The General Manager, Toronto Water, assess the feasibility of using infraction notices to enforce the Sewer Use By-law.	TW has initiated a review with Legal Services to assess the effectiveness and benefit of this approach in the enforcement of the Sewers By-law considering the significant amendments to the Sewer Use By-law in the past two years. Completion Date: 4 th Quarter 2010

City Divisions
Public Recommendations – Not Implemented

No.	Recommendation	Management's Comments and Action Plan/Time Frame
019	<p>The General Manager, Toronto Water, take steps to ensure that all financial terms of surcharge agreements are complied with. Interest on overdue payments owed to the City should be charged according to the terms of the surcharge agreement. Agreements should set interest rates in accordance with the rate prescribed by the Municipal Code.</p>	<p>TW is restricted to the current terms and conditions of the Agreement until a revised Agreement is established. TW will continue working with Legal Services to revise Agreements which address the financial terms.</p> <p>New revised surcharge agreements will be issued in 2010.</p> <p>Completion Date: 4th Quarter 2010</p>
021	<p>The General Manager, Toronto Water Division, in consultation with the Executive Director, Municipal Licensing and Standards Division, and the City Solicitor, review areas where reciprocal inspections between the two divisions would be possible and if appropriate, establish a written protocol governing such inspections.</p>	<p>Preliminary discussions with staff from the Municipal Licensing and Standards Division to review potential for reciprocal inspections have started and will continue in 2010.</p> <p>Completion Date: 2nd Quarter 2010</p>
022	<p>The General Manager, Toronto Water, prior to the development or acquisition of any new work management system, re-evaluate in detail all reporting requirements relating to inspection, sampling and enforcement activities. Such an evaluation be conducted in concert with all users. Further, development of any new system be required to incorporate detailed performance measurement reporting as well as the reporting requirements outlined in this report.</p>	<p>TW initiated the internal review in late 2007 and is participating in the Corporate review of Work Management Systems.</p> <p>A project team has reviewed EM&P's needs and a contract has been signed with enfoTech Consultants (supplier of PACs) for the development of a new web based application "iPACS". This version will be more user friendly and will have configurable reports and front end user screens. The application should provide EM&P management with more tools to monitor performance of the Unit.</p> <p>Completion Date: 4th Quarter 2010</p>

Division: Transportation Services

Report Title: Contract Management Procedures – Transportation Services Division

Report Date: March 19, 2001

No.	Recommendation	Management's Comments and Action Plan/Time Frame
001	<p>the Commissioner of Works & Emergency Services, take the necessary action to strengthen quality assurance over projects by:</p> <p>(a) developing a harmonized quality assurance program, for implementation by the 2001 construction season, which</p>	<p>A "Road Operations -Contract Inspection Manual" has been developed which describes quality assurance procedures and includes standardized forms for inspections and quality testing. The manual was rolled out electronically to the entire division in April 2010. Training sessions to orient field staff on the use of the manual is scheduled for May 2010, prior to the start of the construction 2010 contracts in June. Rotation of</p>

**City Divisions
Public Recommendations – Not Implemented**

No.	Recommendation	Management’s Comments and Action Plan/Time Frame
	<p>includes inspection and quality testing guidelines and standards to effectively manage road maintenance contracts. The program should take into account the need for more frequent, independent verification of truckload weights and regular material quality testing;</p> <p>(b) designing a form for documenting and reporting on the completion of required lab tests and related results on each project for review by district road operation managers and supervisors;</p> <p>(c) providing staff training to ensure that all inspectors are aware of the Transportation Services Division’s inspection, testing and documentation requirements, as well as management expectations in this regard;</p> <p>(d) regularly monitoring staff adherence to the harmonized quality assurance program;</p> <p>(e) considering the rotation of inspectors, as appropriate;</p>	<p>inspectors has already occurred and continues.</p> <p>The harmonized quality assurance processes defined in the Manual will be put into practice during the 2010 construction season. Site visits and spot-checks will be performed by supervisors to monitor staff adherence to these processes.</p> <p>The recommendation will be subject to further follow-up by the Auditor General’s Office in 2011 to ensure compliance with the new procedures.</p>

**City Divisions
Public Recommendations – Not Implemented**

Report Title: Toronto Maintenance Management System Application Review

Report Date: March 30, 2004

No.	Recommendation	Management's Comments and Action Plan/Time Frame
013	<p>the Commissioner, Works and Emergency Services, ensure that:</p> <p>(a) a business continuity plan that integrates operational needs with the technology component of the Toronto Maintenance Management System is prepared, and that such a plan is documented and tested on a regular basis; and</p> <p>(b) this plan be incorporated into the departments overall disaster recovery plan;</p>	<p>Divisional and IT staff have prepared a draft business continuity plan and checklist for system resumption in the event of a disruption. This documentation will be expanded and finalized based on further comments received from AG staff, and it is expected to be completed, communicated and implemented with users by September 2010.</p>

**City Divisions
Public Recommendations – No Longer Relevant**

Division: Employment & Social Services

Report Title: Managing the Risk of Overpayments in the Administration of Social Assistance, Toronto Social Services

Report Date: May 12, 2008

No.	Recommendation	Management's Comments and Action Plan/Time Frame
001	<p>The General Manager, Toronto Social Services, in the event that the Province does not amend its policy in relation to the recovery of certain benefit overpayments, be required to report to City Council on the following:</p> <ul style="list-style-type: none"> a. the amount of such non-recoverable overpayments; and b. the administrative costs involved in determining the overpayment amounts. 	<p>The Province amended its policy in relation to the recovery of non- quantifiable benefit overpayments and TESS' revised procedures are in line with the Province's policy.</p>

Division: Parks Forestry & Recreation

Report Title: CLASS Recreation Registration and Permitting System Information Technology Review – Economic Development, Culture and Tourism Department

Report Date: October 6, 2004

No.	Recommendation	Management's Comments and Action Plan/Time Frame
015	<p>the Commissioner, Economic Development, Culture and Tourism, establish a policy and corresponding procedures for archiving records maintained on the CLASS Recreation Registration and Permitting System.</p>	<p>This recommendation was made to address degradation of system performance experienced when large amounts of data are retained on a system. Since the original recommendation significant improvements in database storage and technology have alleviated these concerns.</p>

**City Divisions
Public Recommendations – No Longer Relevant**

Report Title: Review of Receivables Relating to Parks and Recreation Operations and the Review of Revenue and Cash Controls Relating to the Parks and Recreation Division, North and South Districts

Report Date: March 19, 2004

No.	Recommendation	Management's Comments and Action Plan/Time Frame
003	<p>The Commissioner, Economic Development, Culture and Tourism review in detail the outstanding accounts receivable balances and ensure that:</p> <p>(e) In consultation with the Chief Financial Officer and Treasurer, consideration be given to the charging of interest on accounts which have been outstanding for a pre-determined period of time.</p> <p>(h) Specific performance measures be developed in order to measure the effectiveness of the receivable collection process. Management reports be amended to facilitate the disclosure of receivables by District and appropriate action be taken where collection efforts are not meeting performance expectations.</p>	<p>(e) The Division considered charging interest on past due accounts and decision made not to do so due to high administrative costs of charging interest. The Division has implemented a 'Pay-As-You-Go' policy to minimize opportunities for outstanding balances. Therefore on a go forward basis this recommendation is not applicable.</p> <p>(h) Receivables are minimal on a go forward basis for PF&R. Aging and Exception Reports are reviewed regularly and any receivables created through override and NSF cheques are followed up.</p>

**City Divisions
Public Recommendations – No Longer Relevant**

Division: Real Estate Services

Report Title: Review of the Administration of Leases on City Owned Property

Report Date: July 8, 2006

No.	Recommendation	Management's Comments and Action Plan/Time Frame
015	<p>The City Manager ensure that:</p> <p>(a) a detailed financial assessment is conducted for all organizations being considered for below-market rent; and</p> <p>(b) the amount of any rent subsidy provided to organizations be based on the financial capacity of organizations to pay rent.</p>	<p>a) Detailed financial assessments are carried out for all organizations under consideration for below-market rent (BMR) as part of the eligibility review process by the relevant program division (SDFA, PFR, and EDC). This financial assessment is repeated for BMR tenants seeking lease renewals.</p> <p>(b) At its meeting on September 25-27, 2006, Council approved a standard basic rent and additional rent for below-market leases which guides staff's execution of lease arrangements in the portfolio. Any exceptions need to be brought to Council for approval.</p>