

**CITY DIVISIONS IN CLUSTER C
PUBLIC RECOMMENDATIONS – FULLY IMPLEMENTED**

Division: Accounting Services
Report Date: 01/17/2013
Report Title: City Accounts Payable - Payment Controls and Monitoring Require Improvement

Rec No.	Recommendation
3	City Council request the Chief Corporate Officer to develop a process to ensure outstanding accounts payable queries are promptly resolved in order to obtain vendor discounts.
7	City Council request the Director, Accounting Services to evaluate existing vendor accounts and payment monitoring reports with regard to improving reporting efficiency and effectiveness.

Division: Deputy City Manager & Chief Financial Officer
Report Date: 05/31/2010
Report Title: Management of Capital Project 129 Peter Street

Rec No.	Recommendation
12	The Executive Director, Facilities Management, on a case by case basis, evaluate the need to conduct detailed building condition assessments prior to tendering major construction and renovation projects. The results of assessments be adequately documented and conveyed to project management staff.

Division: Facilities Management
Report Date: 02/03/2015
Report Title: Facilities Management - Security and Safety Improvements Required

Rec No.	Recommendation
3	City Council request the Chief Corporate Officer to update Site Information Packages after significant changes have been made to a facility and periodically for all facilities.
8	City Council request the Chief Corporate Officer to implement a review process for corporate sites to identify terminated access cardholders and remove access in accordance with security policies.
11	City Council request the Chief Corporate Officer to update run sheets and develop a protocol to ensure that all City facilities are patrolled over a reasonable period of time by using a combination of scheduled and random patrols.
13	City Council request the Chief Corporate Officer to periodically review work orders for the vendors responsible for the maintenance of security equipment that have been outstanding for longer than two weeks and to follow-up with the vendor to resolve outstanding deficiencies in a timely manner.
14	City Council request the Chief Corporate Officer to request monthly reports and supporting documentation from the vendor and to review and monitor performance. When deficiencies are identified, appropriate corrective action should be taken.

Rec No.	Recommendation
17	City Council request the Chief Corporate Officer to further develop and implement performance measures that will promote performance improvement, effectiveness, efficiency, and appropriate levels of internal controls.
18	City Council request the Chief Corporate Officer to review the current requirement for use of force training and make any necessary adjustments to corporate requirements.

Division: Facilities Management

Report Date: 10/02/2012

Report Title: A Mid-Term Review of the Union Station Revitalization: Managing Risks in a Highly Complex Multi-Year, Multi-Stage, Multi-Million Dollar Project

Rec No.	Recommendation
1	City Council request the Deputy City Manager and Chief Financial Officer to implement additional status reporting for large capital projects, including the Union Station Revitalization including: <ul style="list-style-type: none"> a. Additional detail in capital budget and capital variance reports; and b. Separate status reporting to City Council for large capital projects. Thresholds on milestone slippage and cost escalation should be developed to determine the frequency and extent of such reporting.
4	City Council request the Executive Director, Facilities Management to report to City Council annually on the actual progress of the Union Station Revitalization project against the baseline schedule for each stage of construction. Such reports to include: <ul style="list-style-type: none"> a. Explanations for significant delays; b. Plans to make up for schedule delays; and c. Identification of any significant costs resulting from the implementation of schedule recovery plans.
8	City Council request the Deputy City Manager responsible for the oversight of significant and complex capital projects where the Construction Manager model is being used, to ensure that the Construction Manager is engaged in sufficient time to allow for an effective review of design and contract documents.
17	City Council request that the Executive Director Facilities Management expedite the identification of and billing for additional work undertaken and paid for by the City for third parties.

Division: Facilities Management

Report Date: 09/16/2005

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

Rec No.	Recommendation
28	The Deputy City Manager and Chief Financial Officer ensure the SAP Plant Maintenance Module be used to schedule and track preventive maintenance services.

Division: Financial Planning
Report Date: 05/02/2013
Report Title: Financial Planning Analysis and Reporting System (FPARS) - A Large Scale Business Transformation/Information Technology Project

Rec No.	Recommendation
8	City Council request the Chief Information Officer to establish minimum documentation standards required in support of information technology projects. Standards should include one documentation repository in projects where various project leads exist. In addition, a formal process for collecting, addressing and reporting project risks and a formalized business change request process should be in place.

Division: Fleet Services
Report Date: 04/18/2013
Report Title: Reliable Data is Needed for Effective Fleet Management

Rec No.	Recommendation
6	City Council request the Director, Fleet Services conduct a review of the City's green fleet vehicles and report to Council on the progress on the City's Green Fleet Plan.

Division: Information & Technology
Report Date: 02/04/2015
Report Title: Software Licenses - Managing the Asset and Related Risks

Rec No.	Recommendation
2	City Council request the Chief Information Officer to ensure there is adequate coordination between asset purchases and anticipated changes in corporate information technology configurations.
3	City Council request the Chief Information Officer to ensure key contract terms and conditions are summarized and used to facilitate effective contract management.
6	City Council request the Chief Information Officer to develop a formal procedure for the coordination of acquisition of information technology with the City's agencies and corporations. Such procedures should include clearly defined steps to be taken to ensure agencies and corporations are made aware of all significant opportunities.
7	City Council request the Deputy City Manager and Chief Financial Officer to direct City divisions to facilitate, to the maximum extent possible, the automated collection and monitoring of software license related information.
9	City Council request the Chief Information Officer to proceed with the software reconciliation process for those software titles where the software owner has been identified.
12	City Council request the Chief Information Officer to develop and implement procedures for the decommissioning and disposal of software assets.
14	City Council request the Chief Information Officer to ensure that a comprehensive and functional database of users with administrative rights is established and maintained

Division: Information & Technology
Report Date: 06/10/2014
Report Title: Controls Over Telecommunication Expenses Need Improvement

Rec No.	Recommendation
9	City Council request the Chief Information Officer to review options for conference calling and evaluate whether cost savings could be achieved.
13	City Council request the Chief Information Officer to perform a detailed review of 2013 and any prior period invoices for telecommunication service providers. Respective wireless vendors should be contacted regarding refund of any overpayments identified.

Division: Information & Technology
Report Date: 09/18/2013
Report Title: IT Service Desk Unit - Opportunities for Improving Service and Cost - Effectiveness

Rec No.	Recommendation
1	City Council request the City Manager, in consultation with the Chief Information Officer, to undertake an assessment of divisional level service desk functions. Such an assessment consider the transfer of divisional service desks to the IT Service Desk Unit. Further the review consider operational need, resource requirements and service levels.
2	City Council request the Chief Information Officer to review the IT Service Desk Unit's first level resolution rate to determine if efficiencies can be gained by bringing the rate more in line with the industry average.
3	City Council request the Chief Information Officer to enhance IT Service Desk Unit's operations through the development and use of additional industry best practice performance metrics.
11	City Council request the Chief Information Officer to put in place a process for the timely collection and analysis of user feedback in relation to the IT Service Desk Unit.

Division: Information & Technology
Report Date: 06/15/2010
Report Title: Review of the City SAP Competency Centre

Rec No.	Recommendation
4	The City Manager in consultation with the Chief Information Officer establish a formal process for ensuring those assigned accountability for overseeing SAP projects understand the City SAP environment and have sufficient knowledge and expertise in SAP best practice and methodology.

Division: Pension, Payroll & Employee Benefits

Report Date: 10/06/2015

Report Title: Management of the City's Long-Term Disability Benefits Phase One: Improving City Management to Address Growing Trends in Long-Term Disability Benefits

Rec No.	Recommendation
2	City Council request the City Manager to ensure contract documents are finalized by the parties within a reasonable time period after an award of the contract. Prior to City authorization, staff should ensure the contracts fully reflect the terms and conditions in the bid proposals, in particular the terms relating to bid prices.
3	City Council request the Director, Pension, Payroll and Employee Benefits Division, to strengthen management controls in the next Long-Term Disability Group Benefits contract. Steps to be taken should include but not be limited to: a. Developing an administrative fee cost structure in the Request for Proposal (RFP) that would not inevitably provide an incentive for the Benefit Carrier to approve more Long-Term Disability claims, b. Including appropriate clauses in the RFP to enable the Auditor General to conduct an audit of the Carrier's claims operation and adhere to relevant privacy and confidentiality legislation, and c. Including a third-party audit clause in the RFP and the audit fee to be payable by the Benefits Carrier.
7	City Council request the Director, Pension, Payroll and Employee Benefits Division, to review the amount of refund from Manulife in relation to the "Regular Medical Correspondence" charges since 2003 as part of the Long-Term Disability benefit administration agreement to ensure the refund amount is complete and accurate.
9	City Council request the Director, Pension, Payroll and Employee Benefits Division, to incorporate in the next Request for Proposal for Long-Term Disability benefit administration a requirement for the benefit carrier to provide supporting documents and cost breakdowns for all charges.
10	City Council request the Director, Pension, Payroll and Employee Benefits Division, to take steps to minimize overpayments to employees receiving Long-Term Disability benefits. Such steps should include but not be limited to: a. Improving management oversight b. Ensuring timely notification of the Benefit Carrier of employee changed status, and c. Ensuring timely contacts with claimants to negotiate a payment plan to recover the overpayments.
11	City Council request the Director, Pension, Payroll and Employee Benefits Division, to explore ways to encourage better cooperation from Canada Pension Plan and Workplace Safety and Insurance Board in remitting benefit payments to City employees who are also receiving Long-Term Disability benefit payments.
12	City Council request the Director, Pension, Payroll and Employee Benefits Division, to ensure uncollectable Long-Term Disability overpayments are written off according to City procedures and reported to the appropriate Standing Committee.

Division: Purchasing & Materials Management
Report Date: 02/07/2014
Report Title: The Charbonneau Commission - An Opportunity for the City to Re-evaluate its Procurement Practices

Rec No.	Recommendation
1	City Council request the Director of Purchasing and Materials Management review the upcoming report of the Commission of Inquiry on the Awarding and Management of Public Contracts in the Construction Industry, otherwise known as the Charbonneau Commission. Such a review determine whether recommendations pertaining to establishing measures to identify, reduce and prevent collusion and corruption in the awarding and managing of public contracts in the construction industry have relevance to the City of Toronto.

Division: Revenue Services
Report Date: 10/03/2015
Report Title: Improving Controls Over Property Tax Assessments and Payment in Lieu of Taxes (PILTs)

Rec No.	Recommendation
1	City Council request the Director Revenue Services develop a process and criteria to review and identify significantly under-valued Payment in Lieu of Tax properties and initiate applications for review when warranted.
3	City Council request the Director Revenue Services report annually to Council on Payments in Lieu of Tax amounts which remain unpaid. Reported information should include agency name, assessment values, number of years outstanding and amounts received, and action taken to address Payment in Lieu of Tax disputes.
5	City Council request the Director Revenue Services automate the process for identifying, analyzing and managing the assessment review process. At a minimum, automation should include identification of potential properties for appeal: <ul style="list-style-type: none"> a. Based on Sales and Current Value Assessment comparisons b. Low Current Value Assessment compared to previous year. <p>Consideration should be given to potential benefits of leveraging a case management system such as Integrated Business Management System to track properties under review.</p>
6	City Council request the Director Revenue Services review all properties identified during the audit for potential appeal.
7	City Council request the Director Revenue Services to coordinate with Municipal Property Assessment Corporation on the potential for electronically sharing data, including the status of Municipal Property Assessment Corporation inspections and related assessments on closed building permits between the City and Municipal Property Assessment Corporation.
8	City Council request the Director Revenue Services to evaluate the potential for reviewing similar non-residential properties in close proximity to recently sold properties which have been appealed by the City.
10	City Council request the Director Revenue Services to follow-up with Municipal Property Assessment Corporation on the status of the properties identified during the audit. Those properties deemed taxable should be corrected and billed accordingly.

Rec No.	Recommendation
11	City Council request the Director Revenue Services to evaluate the feasibility of reviewing high value under-assessed residential properties and request Municipal Property Assessment Corporation to review and update for the next roll return when appropriate.
12	<p>City Council request the Director Revenue Services develop additional review criteria and a process to ensure Municipal Property Assessment Corporation provided data is adequately reviewed and validated. At a minimum, the process should include:</p> <ul style="list-style-type: none"> a. Review of declining assessment values beyond a certain percentage when compared to the previous year. b. Developing exception reports to review and reconcile missing roll numbers or roll number changes from one year to the next. c. Develop a reporting process with Municipal Property Assessment Corporation where data provided by Municipal Property Assessment Corporation include the rationale for changes to property assessment values and property class.
13	City Council request the Director Revenue Services to coordinate with Canada Post to evaluate efforts to increase the number of ePost subscribers. Alternatively, the feasibility of introducing other methods of electronic bill delivery should be evaluated.
14	City Council request the Director Revenue Services develop and implement a formal access control and review process. A review of user access should occur periodically and unauthorized users removed from authorized user lists.
15	City Council request the Director Revenue Services to investigate the feasibility of eliminating the use of generic user ID's and passwords. Each user should be provided a unique user ID and password.

**CITY DIVISIONS IN CLUSTER C
PUBLIC RECOMMENDATIONS – NOT FULLY IMPLEMENTED**

Division: 3-1-1 Toronto
Report Date: 10/17/2011
Report Title: 311 Toronto - Full Potential For Improving Customer Service Has Yet To Be Realized

Rec No.	Recommendation	Management Comments
2	City Council request the Deputy City Managers, in consultation with the Director of 311, to conduct a comprehensive review of business processes of the call centers operated by Solid Waste Management, Municipal Licensing and Standards, and Urban Forestry, with a view to streamlining processes to effect a consolidation of operations.	A comprehensive business process review has commenced for Municipal Licensing and Standards to further integrate services within 311 Toronto. Currently, the 311 Toronto approved Capital plan does not provide approved funds to continue integrations with other City divisions. As a part of the 2018 Capital funding request, 311 Toronto will be requesting funds to conduct feasibility studies to scope out potential streamlining with Urban Forestry and Solid Waste.
3	City Council request the Director, 311 Toronto Division, in consultation with the General Managers/Executive Director of Solid Waste Management, Transportation Services, Toronto Water, Municipal Licensing and Standards, and Parks, Forestry and Recreation, to improve the service request status information such that customers are provided with accurate and clear status information on-line.	311 Toronto continues to partner with our Integrated Service Divisions to provide customers with relevant and timely information as it relates to their service requests. 311 is jointly working with TW, SWM, Forestry, and Transportation on the implementation of the Enterprise Work Order Management System (EWMS). This system will allow for greater transparency and unobstructed data flow between all divisions thereby ensuring accurate and timely information is communicated to residents on their online queries. This project is being rolled out in a phased approach, with the first service results expected late in 2019.

Division: Accounting Services
Report Date: 04/12/2012
Report Title: Review of The Management of the City's Divisional Accounts Receivable

Rec No.	Recommendation	Management Comments
1	City Council request the City Manager to review the current management of all City-wide receivables. Such a process should be a part of the ongoing shared service review. The review should include an evaluation of centralizing the collection efforts of all outstanding receivables.	At this time, invoicing and collection efforts remain decentralized across the City, with the exception of Facilities, Clerks and Legal, where receivables are managed by Accounting Services. However, in 2017, ASD will be reviewing invoicing and collection processes across the City, with the goal of enhancing corporate policy and governance, along with standardizing invoicing and collection procedures. The feasibility of centralizing all collections will also be reviewed.

Rec No.	Recommendation	Management Comments
		Recommendations and implementation schedules will be presented to the Treasurer by Q2, 2018.
3	City Council request the Treasurer to review current SAP management reports pertaining to the management of receivables. The reports should contain relevant and current information and include performance management information.	<p>A review of receivable reports, including the feasibility of creating a consolidated aged A/R report will be included in the review of invoicing and collection practices across the City, noted above.</p> <p>Enhancement to existing reports, or the creation of new interfaces and reporting tools will be included in the recommendations to the Treasurer.</p>
7	City Council request the Treasurer to assess the feasibility of using the City SAP Financial System to the fullest extent in tracking actions taken on customer accounts sent to Legal Services and collection agencies.	Extended or enhanced use of the SAP financial system for tracking actions will be included as part of recommendations made from the review noted above.

Division: Accounting Services
Report Date: 10/27/2009
Report Title: City Purchasing Card (Pcard) Program - Improving Controls Before Expanding the Program

Rec No.	Recommendation	Management Comments
18	<p>The Treasurer develop and implement strategies to promote and expand the use of PCards by City divisions. Such strategies should include, but not be limited to:</p> <ol style="list-style-type: none"> a. Analyzing divisional purchasing patterns to identify potential areas for expansion b. Developing and implementing measures to increase the use of PCards by divisions c. Setting performance goals for the City based on the number of participating divisions and yearly PCard purchase volume. 	<p>The 2016 PCard Program Strategy Document has been published on the Accounting Service intranet website:</p> <p>http://insideto.toronto.ca/accounting_services/pcard/index.htm</p> <p>Accounting Services will continue to implement components of the established strategy, i.e. Schedule A purchases for travel, training, memberships and other non-PO related purchases.</p> <p>In late 2017, the City will have a new provider for the PCard Program. Under the new PCard platform, the current PO module will not be implemented. However, efficiencies will be realized through an easier application process and instruction program and administration.</p> <p>In light of the above, the Purchasing Card Strategy is being re-examined in 2017 and updated to include a review of controls relating to PCard purchases, possible changes to the use of the card based on recommended Schedule A changes, an analysis of divisional purchases to ensure card use is maximized at the divisional level where appropriate, a marketing program outlining the benefits of the program and performance measures that motivate expanded use of the card based on current allowed expenditures. Expected completion December 2017.</p>

Division: Deputy City Manager & Chief Financial Officer**Report Date: 05/31/2010****Report Title: Management of Capital Project 129 Peter Street**

Rec No.	Recommendation	Management Comments
9	The Executive Director, Facilities Management, be given sole authority to make decisions on the method by which accessibility requirements be incorporated in all relevant tender documents. The design of construction and renovation projects be required to comply with the City's Accessibility Design Guidelines and any new requirements under the Accessibility for Ontarians with Disabilities Act, 2005.	<p>Facilities Management (FM) is in the process of reviewing its portfolio of buildings and identifying all AODA requirements. AODA is being managed by FM as a program for all City owned buildings managed by FM. The AODA Program Delivery Strategy has started and will be complete in 2024.</p> <p>In addition to the properties managed by the FM, group, in Q1-2018, FM will be issuing a memo through the Deputy City Manager's Office advising all divisions within the City of Toronto, to include accessibility requirements be incorporated in all relevant tender documents. The design of construction and renovation projects be required to comply with the City's Accessibility Design Guidelines and any new requirements under the Accessibility for Ontarians with Disabilities Act, 2005.</p> <p>Expected Completion Timeline: Q1 2018.</p>
13	The City Manager direct that Design, Construction and Asset Preservation staff consult with Divisions at the design stage of all projects. Appropriate sign off of all drawings be standard practice by Design, Construction and Asset Preservation staff in consultation with Division staff. Such a process be incorporated into the Project Charter	<p>Progress to date: Initial meetings have been held with all client divisions and facility managers to ensure a consultative approach. Further to this, the Project Management office (originally Design, Construction and Asset Preservation) is undergoing a transformation in order to ensure adequate resources are available for a collaborative approach to the design stage of all projects.</p> <p>Next steps: Appropriate client sign off processes are being developed through the creation of industry standard templates and protocols that will be adopted by all project managers within the Project Management Office.</p>
14	The Executive Director, Facilities Management, ensure that contractor invoices and change orders are calculated in accordance with the terms of the relevant contract. Further, the Executive Director, Facilities Management, take action as warranted after consultation with the City Solicitor to recover any excess change order amounts paid to the 129 Peter Street contractor.	<p>Progress to date: Facilities Management is restructuring the Project Management Office to ensure adequate support resources are available to assist project managers and ensure payment controls are in place. New key resources include the hiring of a Manager and Supervisor of Administrative Support as well as two construction Coordinators to ensure better streamlined management of invoicing and calculations of change orders in accordance with the contracts. Further to these key resources, PMO has also hired a Contract Administrative Supervisor responsible for overseeing all PMO contracts.</p> <p>All efforts were taken to recover costs and the 129 Peter Street project has been closed. There was no litigation for the recovery of the excess change order amount and the amount was removed in full in the final negotiated settlement.</p>

Rec No.	Recommendation	Management Comments
		Next steps: Through the continued work of the newly added PMO resources, the next step is to develop a formal process that monitors contractor invoices and change orders and ensures they are calculated in accordance with the terms of the relevant contract.

Division: Facilities Management

Report Date: 02/03/2015

Report Title: Facilities Management - Security and Safety Improvements Required

Rec No.	Recommendation	Management Comments
1	City Council request the Chief Corporate Officer to develop a plan to complete a review of physical security at all City facilities using a risk based approach and to address any deficiencies found during the review.	While Corporate Security is engaging the Internal Audit division to assist in developing an appropriate, sustainable plan, physical security is continuously reviewed through a number of measures including: a) Annual Security Building Condition Assessments; b) Security system component testing; and, c) Annual updates of Divisional Security Plans. It is anticipated that this plan will be complete by the end of December 2017.
2	City Council request the Chief Corporate Officer to perform the appropriate follow up reviews to ensure identified security deficiencies are adequately addressed by the divisions.	All deficiencies noted by Corporate Security through patrols, Security Building Condition Assessments, security system component testing, site audits, or facility security reviews are reported through the Security Occurrence Program and managed by the applicable Security Management member in conjunction with the applicable division. This procedure will be enhanced by the end of 2017 in conjunction with recommendation #1.
4	City Council request the Chief Corporate Officer to implement a process to ensure that all closed circuit television cameras not on the network are regularly checked and equipment deficiencies for all equipment are documented and repaired.	At a small percentage of sites, video surveillance equipment is not connected to the City network as no site network connection exists. For these sites, system checks are performed according to operational criticality. At a minimum, all sites are to be checked bi-weekly during operating seasons by Corporate Security. As a secondary level of check, an applicable divisional staff member is delegated for each site during operating seasons to perform a daily review of the system and to notify Corporate Security of any deficiencies. This recommendation is expected to be fulfilled in 2018.
7	City Council request the Chief Corporate Officer to run reports to identify inactive access cards	Beginning in 2014, Corporate Security implemented a new, daily process to ensure inactive employees on SAP had their security access disabled. A daily report is provided by Human Resources from SAP of inactive employees.

Rec No.	Recommendation	Management Comments
	and upon review, cancel user access as required.	<p>Corporate Security staff then verifies that the card access was deactivated on the system.</p> <p>To further protect the integrity of the database, a quarterly report is run comparing the full active SAP database against the full security system database to review any possible errors.</p> <p>A capital IT project, titled Self-Serve, is expected to be completed by December 2017 which will automate the ability to run reports to identify inactive access cards and upon review, cancel user access as required.</p> <p>This recommendation is expected to be fulfilled in 2018 upon full implementation of the Self-Serve project.</p>
10	City Council request the Chief Corporate Officer to review the current level of mobile patrolling activity to determine if it adequately meets requirements and propose options for the actions, if any, necessary to satisfy the security needs.	<p>The patrolling activity at each site is determined by a number of factors including site criticality, occurrence report statistics, seasonality of service, etc. In response to incidents, and in anticipation of future incidents due to forecasting, additional patrolling resources are acquired.</p> <p>The determination of patrolling activity will be further enhanced in late 2017 with the addition of an upgraded security reporting system and new field data reporting devices.</p> <p>This recommendation is expected to be fulfilled in 2018.</p>
20	City Council request the Chief Corporate Officer to ensure that emergency plans are tested by conducting drills or exercises for important portions of the plan and that the results be reviewed and changes be made to the plan accordingly.	<p>An Emergency Planning Coordinator position was created in the Facilities & Real Estate division in 2017 in order to enhance emergency planning and business continuity at the building level. While a number of actions have occurred such as the updating of Emergency Guides for City staff, the adoption of new Lockdown policies, and the enhancement of building-specific Emergency Plans, work is on-going on the training of all designated F&RE employees on their roles and responsibilities under the various emergency scenarios. A schedule is being prepared for the last quarter of 2017 and all of 2018 to ensure that applicable drills and exercises are conducted for appropriate facilities under the responsibility of the Chief Corporate Officer.</p>

Division: Facilities Management

Report Date: 10/02/2012

Report Title: A Mid-Term Review of the Union Station Revitalization: Managing Risks in a Highly Complex Multi-Year, Multi-Stage, Multi-Million Dollar Project

Rec No.	Recommendation	Management Comments
6	City Council request the City Manager to ensure that the responsible City division develop and implement, for all significant and complex capital projects, an enhanced process for assessing and managing project risks. The risk assessment should be comprehensive prior to the start of the project and be continuously reviewed and updated.	<p>Council adopted a FM "Approval of Major Capital Projects" report GM 26.4 on December 16, 2013. The report outlines a four phase approach to guide the process for addressing project risk noted in recommendation # 6 for FM related projects.</p> <p>http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.GM26.4</p> <p>Stage gating process being recommended through a new approval process for major capital projects being recommended through the 2018 Budget Process – Budget Directions report:</p> <p>http://www.toronto.ca/legdocs/mmis/2017/bu/bgrd/backgroundfile-103732.pdf - See page 20) should allow for this.</p> <p>Future projects will flow through these frameworks which will allow for testing and revisions, if needed, to ensure the recommendations are addressed. This is dependent on having significant projects to put through these frameworks. Furthermore, it would take a few years for projects to go through these frameworks and assess the benefits or impacts. Therefore, this recommendation likely would not be addressed for 2 or 3 years.</p>
9	City Council request the Executive Director, Facilities Management, in consultation with the City Solicitor, to ensure adherence to procedures for the retention of critical and other relevant records related to the head lease, design, construction, and contract administration of the Union Station Revitalization.	<p>USRP design and construction records are being retained under as part of the ongoing litigation with Carillion. The documents that Carillion was required to provide under its contract with the City will be addressed in the ongoing litigation.</p> <p>Relevant documentation on the Bondfield contract is be retained through Bondfield and there are relevant terms and conditions in the agreement to ensure the City is able to access these records.</p> <p>With respect to the Head Lease, through the AG's audit on Union Station leasing in June 2017, it was noted that improved record retention and access to key documents was required. Staff are actively working on actions to implement these recommendations.</p> <p>This recommendation should be fully implemented by Q2 of 2018.</p>

Division: Facilities Management

Report Date: 03/26/2012

Report Title: Review of the Energy Retrofit Program at Community Centres and Arenas

Rec No.	Recommendation	Management Comments
3	City Council request the Director, Energy and Strategic Initiatives, to provide appropriate operations staff with detailed facility by facility reporting of energy savings achieved as a result of the Energy Retrofit Program. Where such savings have not met objectives, appropriate remedial action, where feasible, be taken to maximize energy savings.	Detailed facility reports on energy savings were provided to PF&R staff for review and discussions in 2013. PF&R has agreed that securing BAS Maintenance/Service Contracts is the appropriate remedial action to be taken to maximize energy savings. PF&R has allocated a budget for BAS Maintenance/Service Contracts.
5	City Council request the Director, Energy and Strategic Initiatives, in consultation with the General Manager, Parks, Forestry and Recreation to review alternatives and implement effective support and maintenance of building automation systems. The alternatives should include: a. Centralized monitoring of building automation systems; b. Establishing in house building automation system expertise; c. Additional and ongoing training for staff responsible for monitoring and maintaining building automation systems; and d. Reviewing equipment not currently connected to each building automation system to determine if it would be advantageous to control the equipment through the building automation system.	Having the BAS systems upgraded to a network solution will facilitate centralized monitoring. PF&R wants to and will upgrade all standalone BAS systems to a network solution subject to budget availability. The Energy & Waste Management Office of EED has established a team of 3 BAS experts who are providing technical support to PF&R staff. The reports for condition assessment of the existing BAS will be reviewed by PF&R and EWMO BAS Team and evaluated for the recommendations and next steps.
6	City Council request the Director, Energy and Strategic Initiatives in consultation with the General Manager, Parks, Forestry and Recreation to track costs specifically attributable to support and maintenance of building	The cost of the BAS Maintenance/Service Contracts for 39 buildings is \$378,771.20 for a duration of 2 years (with an option to renew for 3 additional 1 year periods). The contract was awarded in December 2016. Based on site assessments completed as part of the Scope of Work, PF&R in consultation with the EED- BAS Team will

Rec No.	Recommendation	Management Comments
	automation systems, where feasible, and include this information in any analysis of the net benefits achieved.	implement further upgrades as recommended in the reports and subject to budget availability.

Division: Facilities Management

Report Date: 09/16/2005

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

Rec No.	Recommendation	Management Comments
4	<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. 	<p>Facilities Management has accomplished all items within this recommendation for facilities under the department's direct oversight. For buildings which Facilities Management does not control the service within, completion of this recommendation is not possible. In an effort to accomplish this recommendation, Facilities Management has aligned its transformation project with the objectives outlined within the City-Wide real-estate review. The key alignment objective is to ensure a consistent operation for all corporate Facilities. The timeline for completion of this recommendation is dependent on the adoption and implementation of a governance model which provides Facilities Management the ability to oversee facility services for all City buildings.</p>
13	<p>The Deputy City Manager and Chief Financial Officer take appropriate steps to:</p> <ul style="list-style-type: none"> a. Determine the complete state of good repair backlog for all City-owned buildings; b. Develop City-wide funding priorities for the state of good repair backlog; and c. Ensure that approved capital projects are completed on a timely basis. 	<p>Facilities Management has accomplished all items within this recommendation for facilities under the department's direct oversight. For buildings which Facilities Management does not control the service within, completion of this recommendation is not possible. In an effort to accomplish this recommendation, Facilities Management has aligned its transformation project with the objectives outlined within the City-Wide real-estate review. The key alignment objective is to ensure a consistent operation for all corporate Facilities. The timeline for completion of this recommendation is dependent on the adoption and implementation of a governance model which provides Facilities Management the ability to oversee facility services for all City buildings.</p>

Rec No.	Recommendation	Management Comments
14	<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>Facilities Management has accomplished all items within this recommendation for facilities under the department's direct oversight. For buildings which Facilities Management does not control the service within, completion of this recommendation is not possible. In an effort to accomplish this recommendation, Facilities Management has aligned its transformation project with the objectives outlined within the City-Wide real-estate review. The key alignment objective is to ensure a consistent operation for all corporate Facilities. The timeline for completion of this recommendation is dependent on the adoption and implementation of a governance model which provides Facilities Management the ability to oversee facility services for all City buildings.</p>
16	<p>The Deputy City Manager and Chief Financial Officer take appropriate steps to establish a maintenance plan for each City building that:</p> <ul style="list-style-type: none"> a. includes both capital and operating 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. 	<p>Facilities Management has accomplished all items within this recommendation for facilities under the department's direct oversight. For buildings which Facilities Management does not control the service within, completion of this recommendation is not possible. In an effort to accomplish this recommendation, Facilities Management has aligned its transformation project with the objectives outlined within the City-Wide real-estate review. The key alignment objective is to ensure a consistent operation for all corporate Facilities. The timeline for completion of this recommendation is dependent on the adoption and implementation of a governance model which provides Facilities Management the ability to oversee facility services for all City buildings.</p>
17	<p>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.</p>	<p>Progress Update: Facilities Management in collaboration with Business Performance Management captured all buildings and system level information for all buildings under Facilities Managements oversight. This includes tracking all maintenance and legislative activities at the building level.</p> <p>Facilities Management has carried out a pilot project at 40 college which properly identifies all building equipment within the facility. The pilot program provides the planned maintenance and a record of regulatory inspections on all equipment at the pilot site. This pilot project was intended to develop the systems and process required to move forward with resolving this recommendation.</p>

Division: Financial Planning
Report Date: 05/02/2013
Report Title: Financial Planning Analysis and Reporting System (FPARS) - A Large Scale Business Transformation/Information Technology Project

Rec No.	Recommendation	Management Comments
7	City Council request the Deputy City Manager and Chief Financial Officer, the Director, Financial Planning and the Chief Information Officer to ensure that upon project completion, a final "close-out" report is submitted to City Council. Such reports should include comparisons of budget to actual timelines, costs, actual benefits achieved and where applicable, a description of anticipated benefits not realized.	<p>The FPARS project has 2 phases:</p> <ol style="list-style-type: none"> 1. Multi-year Service Based Planning, Budgeting, Reporting with implementation of PBF; and 2. Enterprise Performance Management <p>Phase 1 was completed in May 2015. Phase 2 is underway. In accordance with the AG's recommendation to report on the status of major capital projects in the budget process (as well as variance reports and Standing Committees), the 2017 Capital Budget Notes for Financial Services (pgs. 20-22) provided a status of the project with deliverables completed for Phase1, budget vs actuals and financial benefits realized to date. It also set out the deliverables for Phase 2. There is a plan to report to Standing Committee in September, 2017 on the FPARS project deliverables to date.</p> <p>Benefits realization continue to be documented for Phase 1 (from both the technical and business side) and will continue through for Phase 2. A final close-out report will be submitted to Council once the project is completed (end of 2018), operationalized and benefits realized, currently anticipated by 2019.</p>

Division: Information & Technology
Report Date: 02/04/2015
Report Title: Software Licenses - Managing the Asset and Related Risks

Rec No.	Recommendation	Management Comments
1	City Council request the Chief Information Officer to ensure there is a software owner identified for all software assets and that activities to ensure compliance with software licensing agreements are performed in accordance with the divisional policy.	<p>Owners for Major software have been identified both for corporate and divisional software using the following criteria:</p> <ol style="list-style-type: none"> a) corporate software managed by the I&T Division; and b) software which is maintained by corporate or divisions and the cumulative cost to maintain such software has reached or exceeded \$500K year over year for sole sources. <p>Process of self-assessment and verification of installed vs purchased software has been already started in May 2017 for I&T Division software. For others divisions self-assessment was requests in May 2017 and it may include validation of compliance against license agreement and purchasing records. Additionally a memo from the CIO was also issued this year to all the divisional heads that outlines their responsibilities for self-assessment.</p> <p>Currently all software from a major vendor are going through this process and once a full cycle is completed for these</p>

Rec No.	Recommendation	Management Comments
		software it can be demonstrated that the process is in place and is operationalized as required by the recommendation. This is expected to be completed by Q2, 2018.
5	City Council request the Deputy City Manager and Chief Financial Officer to ensure that divisional staff responsible for recording purchases in the financial information system are adequately trained on the appropriate account codes to be used and that procedures include sufficient reviews to provide assurance that correct codes are used.	<p>A memo from the CIO was issued this year to all the divisional heads that clearly outlines the responsibility of the divisions purchasing and managing their own software.</p> <p>The IT Validation and Reporting Procedures document was updated and Section 3 includes details of what is required from an IT Assets Management perspective. Additionally a supplementary procedure was developed to train the staff and included guidance on how to record purchases in financial information system. The procedure is being updated and will include more details relevant to the process, the update is expected to be completed by Q2, 2018. All these documents are available for the staff on the City Intranet.</p>
8	City Council request the Chief Information Officer to implement a process to review and validate reasons for restrictions on the use of the data collection tool.	IT Asset Management Validation and Reporting document will be updated to cover these types of situation. The update will include a process to review and validate reasons for restriction on the use of the data collection tool and is expected to be completed by Q1, 2018.
10	City Council request the Chief Information Officer to ensure software owners perform annual software reconciliations and report the results to the Information and Technology Division.	<p>Software reconciliation for confirmed software titles has been started and validation process is underway for selected software.</p> <p>Currently all software from a major vendor are going through this process and once a full cycle is completed for these software it can be demonstrated that the process is in place and is operationalized as required by the recommendation. This is expected to be completed by Q2, 2018.</p>
11	City Council request the Chief Information Officer to ensure that the inventory of software is completed as soon as possible and that software usage reports be developed and distributed to software owners for their review. Software owners should report back on license usage to the Chief Information Officer so that proper decisions can be made in relation to City software assets.	<p>Software reconciliation for confirmed software titles has been started and validation process is underway for selected software. We are in the process of developing usage reports for division those are expected to be circularised as part of the validation process. Software owners will report back based on their assessment of the usage and decision will be made accordingly.</p> <p>Currently all software from a major vendor are going through this process and once a full cycle is completed for these software it can be demonstrated that the process is in place and is operationalized as required by the recommendation. This is expected to be completed by Q2, 2018.</p>

Division: Information & Technology**Report Date: 06/10/2014****Report Title: Controls Over Telecommunication Expenses Need Improvement**

Rec No.	Recommendation	Management Comments
1	City Council request the Chief Information Officer to develop a process for reviewing contract compliance during the time the contract is awarded as well as during the contract period.	<p>A formal documented process has been implemented for ongoing monitoring of service level performance. Supporting details include Service Level reports from vendors, which are reviewed on a monthly basis.</p> <p>A process of collecting and maintaining Insurance certificates for the duration of the contract has been introduced. The I&T Division will collect and track insurance certificates for all currently active contracts. Target completion date to collect insurance for active contracts is end of Q2, 2017.</p>
4	City Council request the City Manager to direct divisions to review controls over access and use of group wireless devices. The inventory of group wireless devices should be reviewed and those not required should be cancelled.	<p>A process and associated tools have been developed to guide divisions in their periodic reporting of wireless devices inventory. A Usage and Inventory report is issued to all divisions on a monthly basis and timelines for when divisions will proactively report on their inventory is outlined in the process document. A Memo was issued by CIO to divisions outlining the actions required by the Divisions.</p> <p>In addition, RFP No. 9171-17-7077 was issued with a Closing Date of 24-Apr-17. Proponent will conduct an initial audit of the City's Telecommunication Invoices, Contracts, and Recovery of historical charges billed in error. Scope of work includes review of requested cancelled service no longer being billed and recommendations to disconnect unused services by Q4, 2017.</p>
11	City Council request the Deputy City Manager and Chief Financial Officer to review the existing process of manually updating invoice payment information from SAP to the NetPlus telecommunication system and evaluate whether the process can be automated.	<p>Improved the SAP-TEM file process (SAP Netweaver – Netplus Telecommunication Management are the two systems involved in Telecom invoice payment processing) by capturing additional field (i.e. Contract # in Assignment Field) in the batch file. This will allow for the ability to generate Telecom Contracts reports to determine the amount spent on each contract. The assessment will be completed by Q4, 2017.</p> <p>Due to the Capital project being deferred, the RFP will be issued by Q2, 2018.</p>
15	City Council request the City Manager to direct divisions to review their respective inventory of telecommunication devices to ensure that it reflects the current status of such devices. Inventories should be adjusted where appropriate and reviews should be performed on a periodic basis.	<p>RFP No. 9171-17-7077 was issued with a Closing Date of 24-Apr-17. The proponent will cleanup and verify inventory against invoices and will provide a clean slate and accurate electronic inventory of all City of Toronto telecommunications assets and services by Q4, 2017.</p>

Rec No.	Recommendation	Management Comments
16	City Council request the City Manager to develop exception reporting criteria to assist in evaluating unnecessary telecommunication costs. Criteria identified should include devices and services with no activity, suspended phones beyond a specified period and phones no longer in use. Devices and services no longer required should be cancelled.	RFP No. 9171-17-7077 was issued with Closing Date 24-Apr-17. The proponent will conduct an initial audit of the City's Telecommunication Invoices, Contracts, and Recovery of historical charges billed in error by Q4, 2017. The proposed cost of the initial audit project will be percentage based on recovered savings to the City.

Division: Information & Technology

Report Date: 09/18/2013

Report Title: IT Service Desk Unit - Opportunities for Improving Service and Cost - Effectiveness

Rec No.	Recommendation	Management Comments
4	City Council request the Chief Information Officer to implement proactive problem management for the IT Service Desk Unit to improve the efficiency and cost-effectiveness in providing information technology support.	Problem management has been deferred until Q1, 2018 due to other priorities and constrains. However, IT Service Desk has re-purposed one Vacancy position to establish a more formal incident/problem management function. Recruitment is expected to start Q2 and the activity to start in Q3.

Division: Information & Technology

Report Date: 01/09/2013

Report Title: Electronic Data - Standardizing Data Formats Across City Information Systems

Rec No.	Recommendation	Management Comments
2	City Council request the Chief Information Officer and the City Clerk to recommend the data standards to City agencies and corporations for adoption.	The development of several data standards has been completed and further data standards will be completed as planned. We are completing a City of Toronto Data Policy further to the standards and this can be communicated to the agencies and corporations as a package once completed. Planned Completion date: Q4 2017.

Division: Information & Technology

Report Date: 10/04/2012

Report Title: eCity Initiative - Improvements Needed in Governance, Management and Accountability

Rec No.	Recommendation	Management Comments
6	City Council request the Chief Information Officer in consultation with the Business Executive Committee develop performance measures for the	The Business Executive Committee has adopted an eCity Program Model with 12 programs across priority City business capabilities and outcomes in alignment with the eCity vision. Common performance measures have been established at the overall IT Portfolio, eCity program, and IT

Rec No.	Recommendation	Management Comments
	eCity Vision that are relevant, reliable and measurable.	project delivery level within programs. Performance measures specific to each eCity program are continuing to be developed during the remainder of 2017 and 2018.

Division: Information & Technology

Report Date: 01/07/2011

Report Title: Governance and Management of City Computer Software Needs Improvement

Rec No.	Recommendation	Management Comments
4	The Chief Information Officer ensure the City Information Technology Risk Management Program includes a periodic risk assessment to identify, assess and implement processes to address software related risk.	Software application risk can come from various sources and a review of these risks should be done independently with expertise in auditing. I&T will work with Internal Audit to determine the scope and approach for undertaking such risk assessments to determine if they can be included in Internal Audit's Annual Work Plan. Q4 2017 to complete a determination of this approach. This approach will determine the types of software risk and how they would be audited.

Division: Information & Technology

Report Date: 06/15/2010

Report Title: Review of the City SAP Competency Centre

Rec No.	Recommendation	Management Comments
5	The Chief Information Officer include SAP Competency Centre service level expectations in formal service level agreements currently being prepared between operating divisions and the Information and Technology Division.	As part of the implementation of the City's SAP Governance framework, the City created a position for a Manager of SAP Enterprise Business Services. The City has filled this position with an experience staff who is accountable for establishing clearly defined Service Levels expectations for the SAP Service Centre (former SAP Competency Centre) in formal Service Level Agreements being prepared between operating divisions and the Information & Technology Division. Planned Completion Date: Q4 2018.
6	The City Manager establish a process for maintaining a single repository for SAP related issues and risks, and the Chief Information Officer establish a formal process for collecting, addressing and reporting on such risks.	As part of the implementation of the City's SAP Governance framework, the City's SAP Service Centre has implemented an SAP Service Intake process and the use of the SAP Solution Manager (SolMan). SolMan is an application lifecycle management platform which provides the City with a single repository for SAP issues and risks. The SAP Service Intake process will enable the City to capture all SAP requests and issues and allow for risks to be clearly identified through a formal process of collecting, addressing and reporting on such risks. City's I&T Division is currently in process of implementing a centralized process by working with Accounting Services Division, Payroll, Pension and Employee Benefits Division, Human Resources Division, and I&T Infrastructure Team to transfer staff and work. Planned Completion Date: Q2 2018.

Rec No.	Recommendation	Management Comments
7	The Chief Information Officer develop SAP Competency Centre performance measures and standards. Such measures and standards should monitor ongoing performance.	As part of the implementation of the City's SAP Governance framework, the City created a position for a Manager of SAP Enterprise Business Services. The City has filled this position with an experience staff who is accountable for developing SAP Service Centre (former SAP Competency Centre) performance measures and standards and monitoring them on an on-going basis. The SAP Service Centre will establish performance measures and service standards based on clearly defined Service Level Agreements between operating divisions and the Information & Technology Division. The performance measures will be utilized for management purposes to support on-going business planning and continuous service improvement initiatives. Planned Completion Date: Q4 2018.

Division: Information & Technology

Report Date: 04/20/2010

Report Title: Governance and Management of City Wireless Technology Needs Improvement

Rec No.	Recommendation	Management Comments
3	The Chief Information Officer prepare a comprehensive City-wide IT Wireless Plan and periodically review the plan to ensure that it is current and relevant.	The Information and Technology Division is preparing a Digital Strategy, expected in Q3 of 2018 which will contain a comprehensive corporate-wide IT Wireless Plan. It is planned that the Digital Strategy will be reviewed every five year cycle.
5	The Chief Information Officer implement City-wide wireless standards and develop procedures to provide for periodic review to ensure the accuracy and relevancy of wireless standards.	The Information & Technology Division has drafted a Wireless Local Area Network Security Standard that is in the final review and endorsement phase to be completed in Q3 2017.
6	The Chief Information Officer develop a comprehensive IT Security Manual as a ready reference for City staff.	The IT Security Policy has been completed in draft and is currently being circulated to Stakeholders. The draft has been revised again since original Stakeholder engagement in 2016. Planned completion is Q4 2017.

Division: Information & Technology

Report Date: 01/16/2009

Report Title: Integrated Business Management System (IBMS)

Rec No.	Recommendation	Management Comments
7	The City Manager in consultation with the Chief Information Officer develop and implement a change management protocol for IBMS. Such a protocol take into	The Information & Technology Division is in the process of finalizing and implementing a change request management process for IBMS. The process will ensure roles and responsibilities for making changes to IBMS are clearly defined. The SAP Change Request Management protocol (SAP ChaRM) was taken into account in the development of the change management protocol for IBMS. The process is

Rec No.	Recommendation	Management Comments
	account the SAP change management protocol.	expected to be fully implemented by the end of June 2017. Planned Completion Date: Q3 2017.

Division: Information & Technology

Report Date: 03/03/2008

Report Title: Disaster Recovery Planning for City Computer Facilities

Rec No.	Recommendation	Management Comments
2	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>City Divisions are currently progressing through the program with 100% completion of business impact analysis and 91% completion of plan development as of December 31, 2016.</p> <p>The Office of Emergency Management has developed a 2016 Business Continuity Management work plan and will provide quarterly updates to the Toronto Emergency Management Program Committee. The mandate of a Disaster Recovery program resides with the I&T Division and the development of a complete program is in-progress. Expected completion date is Q4 2018.</p>
5	<p>The Chief Information Officer review the backup and storage procedures of City information technology units for:</p> <ol style="list-style-type: none"> Compliance with acceptable standards and practices for data backup and storage requirements; and Provide divisions with the opportunity to participate in existing data storage arrangements within the City or with the outside service provider. 	<p>Project has been re-scoped and resources will be hired in 2017. Expected completion date is Q4 2018.</p> <p>Opportunity has been made available to Divisions but so far only Policy, Planning, Finance and Administration and Toronto Public Health have decided to use the service. The service has been designed to support agencies as well as divisions and is available for their utilization upon request.</p>
6	The City Manager, in consultation with the Chief Information Officer, direct divisions to test information technology disaster recovery plans on a regular basis.	The Chief Information Officer is working in conjunction with the City Manager to issue the division wide memo. Expected completion date is Q4 2017.
7	The Chief Information Officer develop disaster recovery testing guidelines and provide training necessary to ensure cross-divisional consistency.	As the new City-wide Business Continuity Management program is developed, and the I&T Division determines its long-term Data Centre strategy, disaster recovery testing guidelines will be determined and rolled-out to all divisions. A training strategy will also be developed to ensure cross-divisional consistency. Expected completion date is Q4 2018.

Division: Pension, Payroll & Employee Benefits

Report Date: 10/06/2015

Report Title: Management of the City's Long-Term Disability Benefits Phase One: Improving City Management to Address Growing Trends in Long-Term Disability Benefits

Rec No.	Recommendation	Management Comments
1	<p>City Council request the Director, Pension, Payroll and Employee Benefits Division, in consultation with the Executive Director, Human Resources Division, to review alternate ways of managing the City's Long-Term Disability benefit program, including a review of how the Toronto Police Service and the Toronto Transit Commission manage their respective Long-Term Disability benefit programs.</p>	<p>Schedule meeting with TPS HR and Medical Office to review disability management model and processes.</p> <p>Status Update: Completed – met with TTC and TPSB in Fall 2016. Differences in collective agreements and policies influence the ability to adopt TTC and TPS disability management models and processes.</p> <p>2. Identify other organizations to review disability management model and processes.</p> <p>Status Update: Completed – Met with City of Hamilton on June 1, 2017. Differences in collective agreements and policies influence the ability to adopt TTC and TPS disability management models and processes.</p> <p>3. Analyze results of the review and draft applicable recommendations.</p> <p>Status Update: In progress, targeting completion by Q2 2018.</p>
4	<p>City Council request the Executive Director, Human Resources Division, to develop and track performance indicators for assessing and continuously improving the City's return to work process for employees in receipt of Long-Term Disability benefits.</p>	<p>LTD Case Management guide revised in conjunction with Manulife clarifying roles and improving the return-to-work process. Business process review (BPR) completed with 2016 Capital seed money. Future state BPR completed with capital project funding approved in 2017. Metrics identified to better support performance indicators identified for the new disability management Quatro Safety system module. Requirements for the Quatro system to be provided to Vendor in September 2017; development in 2018 and implementation in 2019.</p>
5	<p>City Council request the Director, Pension, Payroll and Employee Benefits Division, in consultation with the City Solicitor and the Executive Director, Human Resources Division, to review the current process to seek consent from Long-Term Disability claimants to facilitate employee return to work process.</p>	<p>Completed (May 2015):</p> <ol style="list-style-type: none"> Business process has been changed to include the 3-way consent in the initial LTD application package. <p>Pending:</p> <ol style="list-style-type: none"> Drafted new consents for LTD application and Health & Dental Claim Forms and provided notice of the changes to each of the bargaining units <p>Status Update: Completed Q4 2015</p> <ol style="list-style-type: none"> Provided notice to Local 3888, Local 416 and Local 79 regarding change of consent going forward. <p>Status Update:</p>

Rec No.	Recommendation	Management Comments
		Although completed with Local 416 and 3888, the City still has to finalize with Local 79. Implementation of the revised consent forms is pending completion of the grievance process.
6	City Council request the Executive Director, Human Resources Division, to explore ways to further enhance staff awareness and knowledge of early intervention and accommodation for employees with health issues, including an assessment of alternate training delivery methods.	Current State Business process review of early intervention actions completed in 2016. Opportunities for improved and more consistent practices were identified. Future State early intervention program requirements to be finalized in 2017 Q4. As a result of this review early intervention program training materials will need to be revised prior to evaluating alternative training models. In the interim early intervention guides and "tool kit" to be distributed to support Supervisors in 2018 Q1. Alternative training model to be developed for 2018 Q3.
8	City Council request the Director, Pension, Payroll and Employee Benefits Division, to request supporting documents and cost breakdowns from Manulife for all "Other Charges" in the monthly billing statement for Long-Term Disability benefit administration services. Staff to recover charges paid by the City for which Manulife cannot provide supporting documents or reasonable cost breakdowns.	<ol style="list-style-type: none"> 1. Completed discussions with Manulife to provide additional information to support the "other charges". The information will be consistent with the information provided to TTC. 2. Initial draft has been prepared by Manulife and the draft was sent to the AG's office for comments. Final sign off from AG office received Q4, 2016. 3. The Other Charges Detailed Summaries were provided monthly commencing in October 2016 which included August and September 2016 summaries. 4. Manulife commenced auditing 'other charges' quarterly results and providing detailed supporting documentation in January 1 2017. However, the supporting documentation has a high level of redacted data. The city has requested and will continue to work with Manulife to provide Provider Names and Description of Cost in order to support the amounts invoiced.

Division: Purchasing & Materials Management

Report Date: 02/06/2015

Report Title: Review of Divisional Purchase Orders

Rec No.	Recommendation	Management Comments
1	City Council request the City Manager to expedite implementation of the outstanding recommendation, below, which is contained in the Auditor General's 2010 report "City Purchasing Card (PCard) Program – Improving Controls Before Expanding the Program":	<p>The 2016 PCard Program Strategy Document has been published on the Accounting Service intranet website:</p> <p>http://insideto.toronto.ca/accounting_services/pcard/index.htm</p> <p>Accounting Services will continue to implement components of the established strategy, i.e. Schedule A purchases for travel, training, memberships and other non-PO related purchases.</p>

Rec No.	Recommendation	Management Comments
	<p>“The Treasurer develop and implement strategies to promote and expand the use of PCards by City divisions. Such strategies should include, but not be limited to:</p> <ul style="list-style-type: none"> a. Analyzing divisional purchasing patterns to identify potential areas for expansion b. Developing and implementing measures to increase the use of PCards by divisions c. Setting performance goals for the City based on the number of participating divisions and yearly PCard purchase volume.” 	<p>In late 2017, the City will have a new provider for the PCard Program. Under the new PCard platform, the current PO module will not be implemented. However, efficiencies will be realized through an easier application process and instruction program and administration.</p> <p>In light of the above, the Purchasing Card Strategy is being re-examined in 2017 and updated to include a review of controls relating to PCard purchases, possible changes to the use of the card based on recommended Schedule A changes, an analysis of divisional purchases to ensure card use is maximized at the divisional level where appropriate, a marketing program outlining the benefits of the program and performance measures that motivate expanded use of the card based on current allowed expenditures.</p>
2	<p>City Council request the Director, Purchasing and Materials Management review and revise quality assurance procedures including:</p> <ul style="list-style-type: none"> a. Taking a risk-based approach to selecting Departmental Purchase Order files for review b. Adjusting sample sizes to a manageable level, to allow for a balance between the sufficiency and timeliness of file reviews c. Tracking and monitoring the progress and compliance of divisions. 	<p>A draft of the Quality Assurance Procedures has been prepared (attached), with the plan to finalize in 2nd Quarter 2017, with quality assurance reviews for two divisions to follow. The draft procedure still needs to be approved by the Manager, CPP & QA and Director, PMMD.</p>
4	<p>City Council request the Director, Purchasing and Materials Management to require staff be re-trained on the use of Divisional Purchase Orders in instances where consistently significant non-compliance is detected through quality assurance procedures.</p>	<p>PMMD commenced conducting Quality Assurance (QA) Reviews in September 2017. There are three divisions identified for QA Reviews at this time and the reviews are scheduled for completion in October, November and December 2017 respectively, contingent upon staff resources and workload.</p> <p>It will be at the time of reviewing all final documentation and the findings of the QA Reviews that PMMD will determine whether any divisional staff require re-training of the Divisional Purchase Order Procedures (due to consistent significant non-compliance), and if so, PMMD will advise the respective division(s) accordingly, along with any other relevant recommendations relating to their activities.</p>

Division: Purchasing & Materials Management
Report Date: 10/05/2012
Report Title: City Stores: Maximize Operating Capacity to Be More Efficient

Rec No.	Recommendation	Management Comments
3	City Council request the City Manager, through the Shared Services review, to explore ways to maximize purchasing power and rationalize materials handling for items commonly purchased by the City, its Agencies and Corporations.	<p>In 2016, PMMD engaged Ernst & Young to complete a review on Materials Management and to offer recommendations with respect to the continuation of the service of warehousing by Materials Management. Through that review, it was recommended to conduct further rationalization on the existing Divisional Stores and combine them with the Corporate Stores. A project to implement these recommendations is beginning in 2017. To further extend the use of materials management through the Shared Services project, PMMD still considers whether there is some ability to provide shared services through the Cooperative purchasing Group. However any further approach to shared services with the Agencies will be considered after the implementation of the program Review on the Purchasing side of PMMD.</p> <p>Time frame – 2018 to complete Materials Management rationalization – 2019 for further consideration of shared services.</p>
4	City Council request the Director, Purchasing and Materials Management, in consultation with the Chief Information Officer, to develop and implement an online system for ordering goods from City and Divisional stores.	The requirement to develop and implement an online system for ordering goods has been captured in the Supply Chain Management Transformation project (SCMT) and anticipated to be implemented in 2018.
5	City Council request the Director, Purchasing and Materials Management, in consultation with the Chief Information Officer, to review the costs and benefits associated with integrating scanning technology into existing City and Divisional store operations.	Consideration of the need for scanning technology will be reviewed after the implementation of the online ordering system and the increased use of SAP through the SCMT project, along with the further rationalization of the Divisional Stores into the Corporate Stores. Timeframe – 2018.

Division: Revenue Services

Report Date: 10/03/2015

Report Title: Improving Controls Over Property Tax Assessments and Payment in Lieu of Taxes (PILTs)

Rec No.	Recommendation	Management Comments
2	City Council request the Director Revenue Services develop a process and criteria to identify where Payment in Lieu of Tax amounts paid by the government agencies are significantly less than requested amounts, and take steps to invoke the review process when warranted.	<p>The Director, Revenue Services Division will incorporate criteria and processes to identify PILT amounts paid that are significantly less than requested, initiating reviews/action as warranted to address shortfalls. Q3 2016.</p> <p>Status: Not Implemented. This task has been delayed given that the position of Supervisor Payment Programs was vacant. This position is critical to the process. Work to establish protocols will be completed by Q4 2017.</p>
4	City Council request the Director Revenue Services develop a process and criteria to identify where Payment in Lieu of Tax payments may be deemed unreasonably delayed and request supplementary payments where warranted.	<p>The Director, Revenue Services Division will develop criteria and processes to identify PILT payments deemed unreasonably delayed and initiate action as warranted.</p> <p>Q3 2016.</p> <p>Status: Ongoing. Review of outstanding PILTs as at Dec. 31, 2017 will be followed up to determine any outstanding amounts deemed unreasonably delayed, with requests to the appropriate crown agency or Minister for supplementary payments where warranted by the end of Q4, 2017.</p>
9	City Council request the Director Revenue Services to develop a process to periodically review tax exempt properties to determine the appropriate tax status of such properties.	<p>The Director, Revenue Services will implement and document processes to review tax exempt properties to determine appropriate tax status.</p> <p>Status: Ongoing. The Assessment and Analysis Unit is reviewing exempt properties and some have been appealed. Others have been brought to MPACs attention for review. Staff have drafted a process and procedures which will be refined and finalized by the end of 2017.</p>

**CITY DIVISIONS IN CLUSTER C
PUBLIC RECOMMENDATIONS – NO LONGER APPLICABLE**

Division: Facilities Management

Report Date: 10/02/2012

Report Title: A Mid-Term Review of the Union Station Revitalization: Managing Risks in a Highly Complex Multi-Year, Multi-Stage, Multi-Million Dollar Project

Rec No.	Recommendation	Management Comments
5	<p>City Council request the Executive Director, Facilities Management to obtain and monitor adherence to the General Contractor/Construction Manager's critical path schedule. Monitoring activities should include:</p> <ul style="list-style-type: none"> a. Identification, analysis and resolution of any deficiencies or impracticalities in the critical path schedule; b. Written communication of any disagreement with delays reported and changes made to the critical path schedule; and c. Tracking of the causes of delays. 	<p>The original construction manager/constructor Carillion Canada Inc. was to undertake these activities. They did not, and have been replaced by general contractor Bondfield on a new stipulated price lump sum contract for final completion. The City and Carillion Canada Inc. are currently in litigation with respect to these and other matters affecting the project. Please note that as Carillion Canada is no longer actively working on the project, this recommendation is no longer relevant and cannot be fully implemented.</p>
10	<p>City Council request the Executive Director, Facilities Management, to implement procedures to ensure trade contracts are accurately and completely scoped prior to issuing competitive tenders.</p>	<p>This is not applicable going forward as the City has a stipulated price lump sum contract with Bondfield Construction Inc. to complete the work.</p> <p>Where in the case of USRP this was an obligation of the construction manager/constructor, Carillion Canada Inc., this will be resolved through the ongoing litigation.</p>
12	<p>City Council request the Executive Director, Facilities Management to ensure controls are implemented to verify, on a periodic random test basis, labour costs against source documents such as time sheets or services records.</p>	<p>Where this is due to a failure by Carillion Canada Inc. to adhere to its construction manager/constructor contract, this issue will be resolved through ongoing litigation.</p> <p>This is not applicable going forward as the City has a stipulated price lump sum contract with Bondfield Construction Inc. to complete the work.</p>
13	<p>City Council request the Executive Director, Facilities Management to ensure controls are implemented to monitor the Reimbursable General</p>	<p>This is not applicable going forward as the City has a stipulated price lump sum contract with Bondfield Construction Inc. to complete the work.</p>

Rec No.	Recommendation	Management Comments
	<p>Accounts. Controls should include:</p> <ul style="list-style-type: none"> a. Authorization of work plans for significant components in accordance with the Phase 2 Agreement including monthly forecast to completion; and b. Timely comparison of the total amounts billed by component to budgets in the Phase 2 Agreement and investigation of any significant variances. 	<p>Where the original construction manager/constructor Carillion Canada Inc. failed in ensuring this, this matter will be resolved through the ongoing litigation.</p>
14	<p>City Council request the Executive Director, Facilities Management to implement procedures to reduce design errors and omissions. Such procedures to include:</p> <ul style="list-style-type: none"> a. Ensuring that design work is properly reviewed and authorized; b. Ensuring the Prime Consultant and General Contractor/Construction Manager carry out surveys of the site; c. Ensuring the General Contractor/Construction Manager performs a review to confirm the “constructability” of the design; and d. Evaluating the performance of the Prime Consultant at frequent intervals. 	<p>Where this was a Carillion Canada Inc. contract responsibility, it will be resolved through ongoing litigation.</p> <p>This is not applicable going forward as the City has a stipulated price lump sum contract with Bondfield Construction Inc. to complete the work.</p>
16	<p>City Council request the Executive Director, Facilities Management to ensure previously approved change orders are reviewed to ensure compliance with the terms of the Master Agreement and, where applicable, change orders are revised and credits owing to the City for pricing errors are obtained.</p>	<p>This has been completed to the extent possible, with applicable credits deducted from payments made. Related disputes will be resolved through the ongoing litigation.</p>

Rec No.	Recommendation	Management Comments
18	City Council request the Executive Director, Facilities Management to ensure adherence to operating procedures for change orders and change directives. Adherence should be evidenced in the official records retained in the City's possession.	<p>This is not applicable going forward as the City has a stipulated price lump sum contract with Bondfield Construction Inc. to complete the work.</p> <p>This has been done to the extent with to Carillion Canada Inc. Remaining related disputes will be resolved through the ongoing litigation.</p>
19	City Council request the Executive Director, Facilities Management to enforce the General Contractor/Construction Manager's adherence to key controls in their "Project Quality Management Plan" within the agreed lump sum amount for Fixed General Accounts and Fee Price.	<p>This is not applicable going forward as the City has a stipulated price lump sum contract with Bondfield Construction Inc. to complete the work.</p> <p>This will be resolved through the ongoing litigation with the original construction manager/constructor Carillion Canada Inc.</p>
20	City Council request the Executive Director, Facilities Management to establish a process to track and follow up on issues, deficiencies, and non-conformance identified through site reviews, inspections, and testing.	<p>This is not applicable going forward as the City has a stipulated price lump sum contract with Bondfield Construction Inc. to complete the work.</p> <p>This will be resolved through the ongoing litigation with the original construction manager/constructor Carillion Canada Inc.</p>

Division: Information & Technology
Report Date: 06/10/2014
Report Title: Controls Over Telecommunication Expenses Need Improvement

Rec No.	Recommendation	Management Comments
10	City Council request the Deputy City Manager and Chief Financial Officer to develop a process to periodically reconcile invoices paid from SAP with the invoices approved in the NetPlus telecommunication system.	A new tracking process has been developed and implemented that allows I&T to monitor if payments made through SAP are accurate. The new process allows more control over accuracy of payment at invoice level and periodical reconciliation of invoices and payments is not required.