

## ATTACHMENT 1

### CITY DIVISIONS PUBLIC RECOMMENDATIONS – FULLY IMPLEMENTED

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

No.	Recommendation
012	City Council request the Director, 311 Toronto Division, in consultation with the Chief Financial Officer, to ensure that the inter-departmental charges to divisions are based on updated and accurate information supporting the basis for funding and cost recoveries.

**Division:** City Manager's Office  
**Report Date:** 02/07/2014  
**Report Title:** Review of Training, Conference and Related Travel Expenses

No.	Recommendation
004	City Council request the Director, Organizational Development and Workforce Planning review the capacity of the corporate learning management system to provide periodic reports to senior management on training and conference hours and costs by employee groups.
006	City Council request the City Manager to develop a strategy for training and conference needs and ensure that budget and actual costs are aligned.

**Division:** City Manager's Office  
**Report Date:** 10/05/2011  
**Report Title:** Review of Infrastructure Stimulus Funding - Opportunities Exist to Improve Controls Over Construction Projects

No.	Recommendation
007	City Council request the General Manager, Transportation Services and General Manager, Parks Forestry and Recreation, ensure all staff managing construction projects, sufficiently document actions taken to respond to test results failing to meet specifications.
008	City Council request the General Manager, Transportation Services and General Manager, Parks, Forestry and Recreation, establish and implement procedures to ensure staff adhere to quality assurance procedures including: a. Materials testing and inspections b. Final inspections and deficiency lists c. Weight verification.

	Additional training be provided regarding the level of documentation retained to demonstrate compliance with policies and procedures.
011	City Council request the General Manager, Transportation Services, establish procedures for review of significant variances from estimated quantities and approval in accordance with signing authorities. Such procedures to include issuance of change directives and change orders be required for variances exceeding acceptable tolerances.

**Division:** Deputy City Manager & Chief Financial Officer

**Report Date:** 05/31/2010

**Report Title:** Management of Capital Project 129 Peter Street

No.	Recommendation
001	The City Manager direct all staff to prepare reports which contain accurate and complete financial impact statements. Such reports to address all financial implications both capital and operating. Reports relating to capital acquisitions contain information on required future state of good repair budgetary requirements.
003	The Deputy City Manager and Chief Financial Officer propose amendments to the Financial Control By-law requiring that final total capital project costs for all major capital projects are reported to the appropriate Standing Committee. Such reporting include a comparison of costs to budget as well as a comparison of actual completion date to projected completion date.
007	The City Manager, in consultation with the City Clerk, give consideration to the development of a process or a protocol which would enable Councillors, when considering Motions, to be advised of the financial implications of such Motions. If this is not possible prior to decisions being made then consideration be given to providing this information at a subsequent meeting.

**Division:** Employment & Social Services

**Report Date:** 10/06/2012

**Report Title:** Toronto Employment and Social Services - Income Verification Procedures Can Be Improved

No.	Recommendation
007	City Council request the General Manager, Employment and Social Services, in consultation with the City Solicitor, to review and resolve the differences between the Ontario Works Directive and the Toronto Municipal Code, relating to records retention for allegations of fraud that are deemed to be unfounded or unsupported.

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

No.	Recommendation
006	City Council request the Chief Corporate Officer to regularly obtain employee termination reports from Corporate Human Resources and upon review cancel user access as required.
009	City Council request the Chief Corporate Officer ensure that all access card request forms have the necessary information, access requirements and approvals completed before processing.
012	City Council request the Chief Corporate Officer to ensure that supervisors periodically run a status report for open incident reports and close them in a timely manner once resolved.
015	City Council request the Chief Corporate Officer to review all time and material invoices billed since July 1, 2014 by the vendor and initiate recovery of any overpayments.
016	City Council request the Chief Corporate Officer to ensure that payments for services are not made to vendors until all work has been completed according to the contract specifications.
019	City Council request the Chief Corporate Officer to store all corporate training records for security guards in a centrally maintained database, to update training records in a timely manner and to monitor compliance with training requirements.
021	City Council request the Chief Corporate Officer to periodically update policies and procedures to reflect current operational practices, improvements to safety and security, and after any significant changes in processes or security incidents.

**Division:** Facilities Management  
**Report Date:** 03/26/2012  
**Report Title:** Review of the Energy Retrofit Program at Community Centres and Arenas

No.	Recommendation
001	City Council request the Director, Energy and Strategic Initiatives to address the deficiencies relating to the energy management system with the objective of: <ul style="list-style-type: none"> <li>a. Ensuring that energy savings are appropriately quantified;</li> <li>b. Ensuring that Phase IV performance guarantees have been met and appropriate adjustments, if any, are made in payment to the Contractor.</li> </ul>
002	City Council request the Director, Energy and Strategic Initiatives to report to Council on the financial results of the program.
004	City Council request the Deputy City Manager and Chief Financial Officer in consultation with the Director, Energy and Strategic Initiatives and General Manager, Parks, Forestry and Recreation to report to Council on remedial steps that can be taken to alleviate unintended negative financial impacts of the Energy Retrofit Program on individual recreational facilities.

**Division:** Facilities Management  
**Report Date:** 10/10/2011  
**Report Title:** The Deep Lake Water Cooling Project - Total City Costs and Benefits Need to Be Reported

No.	Recommendation
002	City Council request the Executive Director, Facilities Management, to conduct an evaluation of City facilities to determine whether or not financial and environmental benefits from deep lake cooling have been achieved.

**Division:** Facilities Management  
**Report Date:** 11/12/2009  
**Report Title:** Payment of Utility Charges

No.	Recommendation
002	<p>The Deputy City Manager &amp; Chief Financial Officer develop a control framework to ensure the cost effective administration of hydro and natural gas invoice payments. Such framework should include, but not be limited to the following:</p> <ul style="list-style-type: none"> <li>a. a clear definition of the roles and responsibilities of the Accounts Payable Unit, the Energy and Waste Management Office and City divisional managers. The roles and responsibilities to include areas such as processing hydro and natural gas invoices, including following up on billing exceptions, dispute resolution and reporting protocols, as required</li> <li>b. the establishment of protocols for effecting and reporting on energy metering changes, including new meter account set ups, de-activations, replacements, relocations and record keeping requirements</li> <li>c. procedures for ensuring ongoing verification of hydro charges relating to street lighting by a staff person familiar with the operations</li> <li>d. reporting requirements for the Energy and Waste Management Office to communicate energy consumption fluctuations for divisional follow-up as required.</li> </ul>
003	The Deputy City Manager and Chief Financial Officer review and make appropriate revisions to Accounting Services' Cost Centre Billing Procedure to include the revised utility payment control framework
004	The Executive Director of Facilities & Real Estate Division take appropriate steps to ensure the Energy and Waste Management Office maintains a complete and accurate database on all hydro and natural gas meters billable to City divisions. The database be updated as required.

**Division:** Fire Services  
**Report Date:** 09/16/2013  
**Report Title:** Toronto Fire Services - Improving the Administration and Effectiveness of Firefighter Training and Recruitment

No.	Recommendation
001	City Council request the Fire Chief and General Manager, Fire Services Division, to update and finalize the multi-year Fire Master Plan in a timely manner, ensuring the plan addresses firefighter training and recruitment issues. The plan be flexible to accommodate Toronto Fire Services' service priorities and changing workforce.
002	City Council request the Fire Chief and General Manager, Fire Services Division, to ensure that all of the issues identified in this report are incorporated into the updated Fire Master Plan where applicable.
004	City Council request the Fire Chief and General Manager, Fire Services Division, to ensure that diversity efforts are aligned with service priorities, and specific goals and action plans be incorporated into the Fire Master Plan.
008	City Council request the Fire Chief and General Manager, Fire Services Division, to review all mandatory training course lesson plans and daily agendas to ensure training-related activities and time requirements are accurately reflected and updated accordingly.
012	City Council request the Fire Chief and General Manager, Fire Services Division, to ensure that all shift training instructors are qualified and trained for the delivery of programs in accordance with internal standard operating guidelines and the Collective Agreement. Further, management take further steps to identify and formalize specialty training requirements. In addition, all qualification records be standardized and adequately maintained.
016	City Council request the Fire Chief and General Manager, Fire Services Division, in consultation with appropriate Professional Development and Training Division and Operations Division staff, to review the progress reporting process, and determine the appropriate types, frequency and content of reports needed to ensure mandatory online training requirements are met. Further, the standard operating guideline be updated accordingly.
017	City Council request the Fire Chief and General Manager, Fire Services Division, to ensure regular progress reports coincide with training due dates and be provided to appropriate staff on a timely basis. Progress reports be stored and accessible to appropriate staff.
018	City Council request the Fire Chief and General Manager, Fire Services Division, to ensure requirements for the Toronto Fire Services' Annual Self-Contained Breathing Apparatus Certification Program are complied with on a timely basis, and corrective action be taken where instances of non-compliance are identified.
019	City Council request the Fire Chief and General Manager, Fire Services Division, to formalize and retain all individual firefighter annual Self-Contained Breathing Apparatus certification records to ensure that successful completion of the annual certification program is verifiable.

027	City Council request the Fire Chief and General Manager, Fire Services Division, to ensure automatic external defibrillator certification documents are maintained appropriately, and filed in an orderly and timely manner, and the electronic record be updated at the same time.
029	City Council request the Fire Chief and General Manager, Fire Services Division, to ensure that shift training instructors submit payment requests on a timely basis. Further steps be taken to ensure that payments are accurately processed and supporting documentation is properly maintained.
030	City Council request the Fire Chief and General Manager, Fire Services Division, to define the information and reporting needs of the Professional Development and Training Division and, in consultation with Information and Technology Division, assess the merits and feasibility of implementing system enhancements to improve functionality in order to meet those needs.

**Division:** Fleet Services

**Report Date:** 04/18/2013

**Report Title:** Reliable Data is Needed for Effective Fleet Management

No.	Recommendation
002	City Council request the Director, Fleet Services, in consultation with the Deputy City Managers, to assign and document roles and responsibilities for monitoring fuel use for all City vehicles.
005	City Council request the Director, Fleet Services, in consultation with divisional staff, to develop appropriate procedures and reporting mechanisms for examining and reporting back on action taken, on items identified in fuel and vehicle usage exception reports. The procedures should include reporting all exceptions, and divisional actions taken, to the appropriate Deputy City Manager.

**Division:** Human Resources

**Report Date:** 05/01/2015

**Report Title:** Improving the Administration of City Training Programs

No.	Recommendation
010	City Council request the City Manager to ensure compliance with legislated training requirements of the Occupational Health and Safety Act and the Accessibility for Ontarians with Disabilities Act by September 2015 and such compliance be reported to City Council.

**Division:** Human Resources  
**Report Date:** 06/11/2014  
**Report Title:** Opportunities to Enhance the Oversight of Non-Union Employee Separation costs

No.	Recommendation
001	City Council request the Executive Director, Human Resources Division to regularly track non-union employee separation costs.
003	City Council request the City Manager, in consultation with the Executive Director, Human Resources Division, to review the current process for approving separation costs in order to ensure that the authorization levels are appropriate in the circumstances. In particular, the process should require the City Manager to approve non-union terminations involving exceptional separation arrangements as well as terminations that would give rise to a conflict of interest risk.
004	City Council request the City Manager, to ensure that all separation costs, including any exceptions, are documented and approved in accordance with the required approvals set out in the Separation Program.
005	<p>City Council request the City Manager, in consultation with the Executive Director, Human Resources Division and the City Solicitor, to consider developing and implementing proactive measures to identify terminated employees who have found employment elsewhere to ensure the comparable employment provisions are being followed. Steps to be considered should include but not be limited to:</p> <ul style="list-style-type: none"> <li>a. periodically mail out notices to employees who receive a separation payment, inquiring as to their employment status;</li> <li>b. periodically perform search of publicly available information on the internet; and</li> <li>c. recover overpayments where appropriate.</li> </ul>
007	City Council request the City Manager to work with both Human Resources and Division Heads to ensure that annual performance evaluations clearly reflect employees performance. Documentation be retained for all employees particularly those employees who do not meet expectations.
008	City Council request the City Manager, in consultation with the Executive Director, Human Resources Division and the Director, Accounting Services, to develop and implement a communication protocol to ensure that separation costs are properly accounted for in the financial statements.



**Division:** Human Resources  
**Report Date:** 04/11/2014  
**Report Title:** Opportunities to Enhance Employee Absenteeism Performance Measures and Reporting of Results

No.	Recommendation
001	City Council request the Executive Director, Human Resources Division to report annually to the Employee and Labour Relations Committee on employee absenteeism including statistics, performance measures and trend analyses.
002	City Council request the Executive Director, Human Resources Division to look for opportunities to benchmark the City's employee absenteeism results with other municipalities or organizations.
003	City Council request the Executive Director, Human Resources Division in consultation with the Director, Pension, Payroll and Employee Benefits to consider enhancing the employee absenteeism performance measures currently in place.

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

No.	Recommendation
004	City Council request the Chief Information Officer to take appropriate action to ensure there is no significant further delay in the implementation of all relevant modules of the information technology asset management system.
013	City Council request the Chief Information Officer to document policies and procedures for granting and maintaining administrative rights.

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

No.	Recommendation
002	City Council request the General Manager, Transportation Services to review existing payment processes for traffic light circuits and evaluate the need to obtain a formal contract for traffic light circuits to include payment requirements, terms, conditions and service levels.
003	City Council request the City Manager to direct divisions to implement a process for ongoing review and monitoring of telecommunication costs including costs incurred by management employees responsible for approving billing invoices.
005	City Council request the City Manager in consultation with the Chief Information Officer consider placing limitations and restrictions on long distance calls outside North America. In particular, long distance calling capability should be disabled on group devices.
006	City Council request the Chief Information Officer to implement a process for timely reporting of telecommunication expenses and related details to divisions.



	Wireless service providers should be directed to provide additional billing details to assist in divisional review and analysis of voice and data use charges.
007	City Council request the City Manager to direct divisions to ensure wireless device users purchase appropriate wireless voice and data travel packages before travelling outside Canada.
008	City Council request the City Manager to direct divisional management to ensure users understand wireless service plan usage limits. Appropriate changes to plans should be requested on a timely basis to avoid unnecessary costs.
012	City Council request the Chief Information Officer to implement a process ensuring vendor invoices agree with amounts provided in vendor contracts before payments are approved.
014	City Council request the Chief Information Officer to implement measures to ensure extra work order invoices are validated with price quotes where appropriate and accompanied by work completion reports before payment.
017	City Council request the Chief Information Officer to develop a process requiring formal written documentation for granting access to the NetPlus telecommunication system. Periodic review of NetPlus system user access should be conducted to ensure continued access aligns with job duties.
018	City Council request the Chief Executive Officers of City Agencies and Corporations review the issues and recommendations included in this report and consider the relevance to their respective organizations. Particular emphasis should be placed on evaluating the cost benefit of converting landlines to Voice Over Internet Protocol (VOIP).

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

No.	Recommendation
005	City Council request the Chief Information Officer to ensure that staff comply with City procedures and administrative practices governing IT Service Desk Unit activity.
006	City Council request the Chief Information Officer to ensure management reports designed to track and monitor service requests are distributed to appropriate individuals for review and corrective action where required. Evidence of such review and action taken should be documented and reported to the Chief Information Officer.
007	City Council request the Chief Information Officer to make it mandatory within the project management framework to include the IT Service Desk Unit as a project member should there be an expectation that the IT Service Desk Unit will be providing support to new IT initiatives.
009	City Council request the Chief Information Officer to review staff scheduling to ensure that the number of staff available is appropriately matched to service demand levels.

010	City Council request the Chief Information Officer to review internal IT Division work tasks being referred to the IT Service Desk Unit to ensure that is an appropriate and efficient use of IT Service Desk Unit resources.
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**Division:** Information & Technology  
**Report Date:** 01/09/2013  
**Report Title:** Electronic Data - Standardizing Data Formats Across City Information Systems

No.	Recommendation
001	City Council request the Chief Information Officer and the City Clerk to review current data standards and, in consultation with City divisions, develop a plan for implementing uniform data standards across the City.

**Division:** Information & Technology  
**Report Date:** 04/20/2010  
**Report Title:** Governance and Management of City Wireless Technology Needs Improvement

No.	Recommendation
007	The Chief Information Officer implement additional measures to further reduce the risk of unauthorized access to City wireless technology.

**Division:** Municipal Licensing & Standards  
**Report Date:** 01/30/2013  
**Report Title:** Municipal Licensing and Standards, Investigation Services Unit - Efficiencies Through Enhanced Oversight

No.	Recommendation
003	City Council request the Executive Director, Municipal Licensing and Standards to: <ul style="list-style-type: none"> <li>a. develop and implement a formal training plan for all Municipal Standards Officers</li> <li>b. maintain documentation relating to training received for all Municipal Standards Officers</li> <li>c. training records be reviewed by management on a regular basis to confirm that all Municipal Standards Officers have received an appropriate level of training.</li> </ul>
004	City Council request the Executive Director, Municipal Licensing and Standards to: <ul style="list-style-type: none"> <li>a. review the ongoing allocation of workload of Municipal Standards Officers with a view to ensuring there is an equal distribution of work load</li> </ul>

	<ul style="list-style-type: none"> <li>b. consider changing the current hours of work to correspond better with the times when most owners of properties are available</li> <li>c. re-evaluate the requirement for Municipal Standards Officers to physically attend the office at the beginning and end of every shift.</li> </ul>
011	City Council request the Executive Director, Municipal Licensing and Standards to ensure that re-inspection fees are billed to property owners as required by the Municipal Code.

**Division:** Municipal Licensing & Standards  
**Report Date:** 10/05/2011  
**Report Title:** Toronto Animal Services - Licence Compliance Targets Need To Be More Aggressive

No.	Recommendation
001	City Council request the Executive Director, Municipal Licensing and Standards to revisit the 2005 Dog and Cat Licensing Strategy Report and provide Council with an updated plan of action. This process be part of the upcoming review of licensing revenues due in 2012. Realistic but aggressive licence compliance targets for 2012 and onwards be established. Such compliance rates be incorporated into future operating budgets. Comparisons of actual compliance rates to target rates be monitored and reported to City Council annually.

**Division:** Purchasing & Materials Management  
**Report Date:** 02/06/2015  
**Report Title:** Review of Divisional Purchase Orders

No.	Recommendation
003	<p>City Council request the Director, Purchasing and Materials Management expand the analysis of quarterly Divisional Purchase Order activity to include the identification of:</p> <ul style="list-style-type: none"> <li>a. Instances of invoice splitting</li> <li>b. Purchases being completed prior to creation of Divisional Purchase Order</li> <li>c. Excessive, repetitive purchases from the same vendor, regardless of value</li> <li>d. Opportunities for efficiencies through use of City's purchasing cards or blanket contracts.</li> </ul>

**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

No.	Recommendation
003	City Council request the City Manager in consultation with the City's Agencies and Corporations to develop a protocol for the distribution and sharing of fraud investigation related reports. Such a process ensure that, as a minimum, recommendations contained in all such fraud investigation reports be shared with Senior Management at the City as well as its Agencies and Corporations.

**Division:** Shelter, Support & Housing Administration  
**Report Date:** 06/02/2014  
**Report Title:** Strengthening the City's Oversight of Social Housing Programs

No.	Recommendations
001	City Council request the General Manager, Shelter, Support and Housing Administration to develop a risk based process for reviewing eligibility files to ensure that housing providers are effectively administering rent-geared-to-income assistance.
006	City Council request the General Manager, Shelter, Support and Housing Administration to report as part of the annual budget process on number of rent-geared-to-income households provided assistance and the total assistance provided.
010	City Council request the General Manager, Shelter, Support and Housing Administration to establish controls to ensure that Annual Information Returns are received, reviewed and processed within the standard timelines established by the Division.
011	City Council request the General Manager, Shelter, Support and Housing Administration to develop a standardized process for conducting and tracking operational reviews and criteria to determine the frequency and breadth of the review.
012	City Council request the General Manager, Shelter, Support and Housing Administration to revise the policies and procedures relating to providers in difficulty and ensure criteria are developed to guide specific interventions.
014	City Council request the General Manager, Shelter, Support and Housing Administration to review all social housing projects to identify those where ownership of the property reverts to the City when the lease expires.

**Division:** Solid Waste Management Services  
**Report Date:** 02/06/2014  
**Report Title:** District 2 Curbside Collection contract - Review of Cost Savings and Opportunities for Improving Contract Monitoring

No.	Recommendation
006	City Council request the General Manager, Solid Waste Management Services, to ensure collection services are completed on a timely basis in accordance with the City by-law governing residential waste collection.
007	City Council request the General Manager, Solid Waste Management Services, to continue to monitor Contract deficiencies and assess liquidated damages if and when determined to be appropriate, and to document decisions regarding the assessment or waiver of liquidated damages.
008	City Council request the General Manager, Solid Waste Management Services, to implement a standard process for reviewing closed service requests, including non-qualifying service requests. Reviews should be documented and include an evaluation of the adequacy of Contractor investigation notes, timeliness of resolution, and validity of closure.
009	City Council request the General Manager, Solid Waste Management Services, to implement the practice of trend analyses for monthly tonnages, late finishing times and any other relevant operational and performance indicators, and to ensure that any significant anomalies identified are investigated to the extent appropriate in the circumstances.
011	City Council request the General Manager, Solid Waste Management Services, to consider conducting periodic evaluations of the Contractor's performance against a set of specific assessment criteria that are aligned with Contract provisions.

**Division:** Toronto Building  
**Report Date:** 01/15/2014  
**Report Title:** Toronto Building - Improving the Quality of Building Inspections

No.	Recommendation
004	City Council request the Chief Building Official and Executive Director to review system controls in IBMS to ensure additional fees to building permits issued in response to a "work no permit" violation are appropriately and consistently applied.

**Division:** Toronto Building  
**Report Date:** 01/23/2012  
**Report Title:** Toronto Building Division - Building Permit Fees, Improving Controls and Reporting

No.	Recommendation
010	City Council request the Chief Building Official ensure that building permit fees in IBMS and the Toronto Municipal Code are current, complete and accurate.

**Division:** Toronto Environment & Energy Office  
**Report Date:** 01/17/2011  
**Report Title:** Toronto Environment Office - Review of Administration of Environmental Grants

No.	Recommendation
002	The Director, Toronto Environment Office, ensure that each grant file is complete and contains all relevant documentation. Further, the Director, Toronto Environment Office document in each project file the assessment of the impact of any reductions to grant requests on the organization's ability to complete the project as proposed.

**Division:** Toronto Water  
**Report Date:** 05/07/2013  
**Report Title:** Toronto Water - Review of Construction Contracts

No.	Recommendation
009	City Council request the General Manager, Toronto Water to implement the practice of comparing actual project costs to an established standard and investigate significant differences to the extent appropriate in the circumstances.
010	City Council request the General Manager, Toronto Water to ensure the District Contract Services Unit complies with Toronto Water documentation requirements.

**Division:** Transportation Services  
**Report Date:** 05/10/2013  
**Report Title:** Local Road Resurfacing - Contract Management Issues

No.	Recommendation
001	City Council request the General Manager, Transportation Services to ensure that: <ul style="list-style-type: none"> <li>a. Inspectors use costs sheets to record quantities of material delivered and measurements taken;</li> <li>b. All cost sheets are signed-off by the contractor representative, the City Inspector and the Inspector's supervisor;</li> </ul>

	<ul style="list-style-type: none"> <li>c. Inspectors maintain adequate support for all quantities and measurements recorded on cost sheets; and</li> <li>d. Supervisors randomly spot check cost sheet measurements and document results of their work.</li> </ul>
004	City Council request the General Manager, Transportation Services to review opportunities to prevent or detect input errors for data entered into the Toronto Maintenance Management System.
005	City Council request the General Manager, Transportation Services to regularly monitor actual quantities of goods and services supplied against tender call quantities, make any inquiries necessary arising from such review and take appropriate action where required.
007	City Council request the General Manager, Transportation Services to ensure the City's material testing protocol is complied with, corrective action is taken on a timely basis when material test results fail to meet specifications and Divisional staff are adequately trained on testing requirements.
009	City Council request the General Manager, Transportation Services to ensure that a uniform weight verification protocol is implemented and complied with.

**Division:**           **Transportation Services**  
**Report Date:**   **04/25/2012**  
**Report Title:**   **Inventory Controls Over Traffic Control Devices in Transportation Services Need to be Improved**

No.	Recommendation
003	City Council request the General Manager, Transportation Services, in consultation with the Director, Purchasing and Materials Management, to implement effective controls over the inventory of traffic control devices with consideration being given to using the SAP financial information system module currently being used by other City divisions.

**Division:**           **Transportation Services**  
**Report Date:**   **02/03/2012**  
**Report Title:**   **Review of Coordinated Street Furniture Contract - Public Realm Section, Transportation Services Division**

No.	Recommendation
006	<p>City Council request the General Manager, Transportation Services ensure Astral Media develop and maintain an adequate management information system that effectively reports on the status of all street furniture including but not limited to:</p> <ul style="list-style-type: none"> <li>a. Tracking of permit and approval process</li> <li>b. Tracking of roll-out and installation process</li> <li>c. Tracking of day-to-day maintenance program.</li> </ul>



**Division:** Transportation Services  
**Report Date:** 08/25/2011  
**Report Title:** Red Light Camera- Although Red Light Cameras Have Contributed to a Reduction in Accidents, Opportunities Exist to Improve Financial Results and Program Effectiveness

No.	Recommendation
004	City Council request the General Manager, Transportation Services, as requested in April 2008, report back to Council “with an update on the status of the red light camera operations”. In preparing the report, information detailing financial results of the Red Light Camera program be provided as well as revised estimates for future program costs and revenues.
006	City Council request the City Solicitor in consultation with the General Manager, Transportation Services, and the Chief of Police request the Province of Ontario to amend legislation to permit Parking Enforcement Officers to issue tickets in relation to licence plate visibility