CITY DIVISIONS
PUBLIC RECOMMENDATIONS – NOT FULLY IMPLEMENTED
Table of Outstanding Recommendations - 5 Years and Older

Reporting Year	Division	Number of Not Fully Implemented Recommendations	Approx. No. of Years since Report Issued	Report Title	Page # Reference
2005	Facilities Management	6	10	Maintenance and Administrative Controls Review – Facilities and Real Estate	23
2008	Information & Technology	4	7	Disaster Recovery Planning for City Computer Facilities	43
2009	Parks, Forestry & Recreation	4	6	Parks, Forestry and Recreation - Capital Program - The Backlog in Needed Repairs Continues to Grow	46
2009	Information & Technology	1	6	Integrated Business Management System (IBMS)	42
2010	Accounting Services	1	5	City Purchasing Card (Pcard) Program - Improving Controls Before Expanding the Program	5
2010	Deputy City Manager & Chief Financial Officer	4	5	Management of Capital Project 129 Peter Street	10
2010	Information & Technology	4	5	Review of the City SAP Competency Centre	41
2010	Information & Technology	3	5	Governance and Management of City Wireless Technology Needs Improvement	42
2010	Toronto Building	1	5	Administration of Development Funds, Parkland Levies and Education Development Charges	59
Total Outstanding Recommendations		**28**			

CITY DIVISIONS
PUBLIC RECOMMENDATIONS – NOT FULLY IMPLEMENTED

Alphabetical Listing By Division

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
002	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 started for Municipal Licensing and Standards to study the feasibility of integrating services with 311 Toronto. This review should be completed in Q3 of 2016. Currently, the 311 Toronto approved Capital plan does not identify further integrations in detail. An updated request to proceed with further integrations is to be presented during the 2017 Capital Budget cycle. Target Date Q3 - 2016
003	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.	This recommendation is currently being implemented with an expected completion of Q2 2016. 311 Toronto continues to partner with the Integrated Service Divisions to ensure clear communication protocols are adhered to and that service request status information contains clear and up to date information. An enterprise wide Work Management System currently being analysed will enhance the overall customer service experience by allowing status information to be openly shared between City divisions. Target date Q2 – 2016

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
003	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.	Corporate Accounts Payable continues to provide weekly early payment discount reports identifying still available discounts that have not been captured to Accounts Payable divisional leads. Facilities Management staff modifies the report to break it down by district location, and identifying the discounts available to that location for resolution in order to capture the discount offered. Facilities Management continues working on the new mobile work order system for division wide roll out. Accounts Payable was working on an SAP enhancement for parked document management with Facilities Management, however the project was deferred pending outcome of the e-Procurement solution. Expected completion date is December 31, 2016.
007	City Council request the Director, Accounting Services to evaluate existing vendor accounts and payment monitoring reports with regard to improving reporting efficiency and effectiveness.	The Accounting Services Division is working with Auditor General's office to improve duplicate reporting. Duplicate reports are run daily in SAP to identify potential duplicates. Items are analyzed on a daily basis and corrective action is taken prior to a payment run in order to eliminate any duplicates. The AG's office utilizes ACL software to identify potential duplicates which allows more detailed search criteria. Accounts Payable is currently working with the AG's office to develop refined search criteria that can be utilized with the software, ACL, and reports run on a monthly basis, in an effort to reduce any

	potential duplicate situations. Waiting for corporate projects to enable further reporting with SAP. In the interim, we continue to develop in-house reports with Financial Accounting Systems & Policy (FASP) for business performance data. Report requirements have been provided to FASP. Expected completion date is December 31, 2016.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	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.	Accounts Receivable was not one of the areas initially included in the shared services review which was adopted by City Council on April 3, 2013; http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.AU10.12 The "Update on Shared Services Project" (EX8.18) adopted by Council on Sept. 30, 2015 provides the Executive Steering Committee's implementation plan up to 2020. http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-83486.pdf Shared Accounts Receivable Services is not included in any of the short term nor long term plan. Therefore, we will wait to obtain clear direction from the City Manager's Office to proceed with the management of all City-wide receivables.
03	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.	A status report was created which will track 36 descriptors such as "disputed", "collection phone calls made (1st, 2nd, 3rd)", "collection emails sent (1st, 2nd, 3rd)" etc. The field is not mandatory and is not always populated. We are currently assessing the feasibility of

No.		
	making this field mandatory in SAP. Expected completion date: December 2016 Several change requests related to Accounts Receivable processing in SAP have been received from Cluster Divisions. FASP is currently reviewing them. These service requests have been prioritized; expected completion date: December 2016.	
07	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.	The status field request noted above includes indicators for accounts placed with legal, 1st placement with a collection agency, 2nd collection agency replacement, as well as indicators of partial payments in each of these categories. As mentioned above this field is not mandatory. We are currently assessing the feasibility of making this field mandatory in SAP. Expected completion date: December 2016.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
018	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: a. Analyzing divisional purchasing patterns to identify potential areas for expansion b. Developing and implementing measures to increase the use of PCards by divisions	In December 2015 a Strategic Program was developed in order to enhance the PCard Program and promote growth. A number of initiatives were identified: 1. Mandate Schedule A items that can be processed via Pcard. Twenty-four (24) items were identified on Schedule A. 2. Information/communication sessions to be scheduled (during Q2 2016) to inform divisions of Schedule A items to be processed via PCard.

	c.	Setting performance goals for the City based on the number of participating divisions and yearly PCard purchase volume.	3. Participated in the review and update of the Business Expenses Policy (BEP), posted on the intranet, which now indicates that PCard should be used for expense type payments. 4. Enhancements to the program to further streamline the administration process including an on-line training program and on-line application process.

Division: **City Manager's Office**
Report Date: **02/11/2015**
Report Title: **Service Efficiency Consultants Studies - Extent of Value for Money From Studies Has Not been Clearly Demonstrated**

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	City Council request the City Manager, in consultation with the Director, Purchasing and Materials Management, to expedite the development and implementation of a formal consultant performance evaluation process. The consultant evaluation should include both qualitative and quantitative performance measures that help evaluate the quality and practicality of deliverables, the efficiency of the consultant in managing time and resources, and the cost of work in relation to the benefits received, ensuring that any such measures align with the scope of work.	The City Manager's Office and Purchasing and Materials Management Division is in the process of developing a consultant performance evaluation process. It is expected to be implemented in mid-2016. To date, a draft framework of the Evaluation Tool has been circulated to appropriate City staff (including Project Managers) for comment. A Stakeholder Engagement meeting was held on November 18, 2015 to gather further information from senior City staff regarding the application and usage of the Evaluation Tool. Additional stakeholder engagement with City Agencies and Corporations is planned.
002	City Council request the City Manager, in consultation with the Director, Purchasing and Materials Management Division, to require City Agencies and Corporations to participate in the sharing of information on consultant performance with the City.	Once the Evaluation Tool is implemented, it will be shared with Agencies and Corporations for their own use and a procedure will be developed to ensure that information about management consultant performance is shared between the City and Agencies and Corporations. It is anticipated the procedure will be drafted by the end of Q2 2016, subject to the completion of recommendation 1.

| 003 | City Council request the City Manager to submit a final report to City Council that clearly demonstrates the overall value for money achieved from the use of consultants on the Service Efficiency Studies. Such report should include a comprehensive analysis of the qualitative and quantitative effects of the Service Efficiency Studies, in particular the net financial impacts to date for all recommendations. Anticipated financial benefits and costs should also be quantified to the extent possible. This report be completed by September 30, 2015. | Submitted "Final Report of the Service Efficiency Studies" to October 20, 2015 Executive Committee. City Council requested the City Manager to report to the Executive Committee, through the Budget Committee, on any additional savings once the remaining recommendations in the Service Efficiency Study have been implemented. The report back date will be December 2016. |

Division: **City Manager's Office**
Report Date: **05/01/2014**
Report Title: **Cost Benefits of Extended Warranties for Construction Projects Are Unknown**

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	City Council request the City Manager review the costs and benefits of the standard use of a two year warranty period in construction contracts.	Review is being undertaken by the 'Project Management Community of Practice' (Full details below, please see recommendation 2).
002	City Council request the City Manager standardize procedures for warranty administration. Policies and procedures should hold construction contract project managers responsible for tracking and monitoring construction performance bonds, warranty periods, inspections and defects requiring repair.	A city-wide 'Project Management Community of Practice' was established in 2015 with representation from all clusters and divisions that are involved in the delivery of capital construction projects. In addition, some divisions already have and are using methods to assist in the administration and management of warranties. For example, Engineering & Construction Services (ECS) uses it to monitor warranties on the construction projects it delivers. Other divisions, e.g. Facilities Management, has a plan to deploy PTP in 2016 and leverage its capabilities to administer and manage warranties.

		Through the community of practice, the balance of divisions would be expected to be covered off by end of 2017.
003	City Council request the City Manager develop warranty documentation standards and reports to improve information tracking and communication between staff.	A city-wide 'Project Management Community of Practice' was established in 2015 with representation from all clusters and divisions that are involved in the delivery of capital construction projects. In addition, some divisions already have and are using methods to assist in the administration and management of warranties. For example, Engineering & Construction Services (ECS) uses it to monitor warranties on the construction projects it delivers. Other divisions, e.g. Facilities Management, has a plan to deploy PTP in 2016 and leverage its capabilities to administer and manage warranties. Through the community of practice, the balance of divisions would be expected to be covered off by end of 2017.
004	City Council request the City Manager review technology currently available to improve warranty administration and communication Citywide.	A city-wide 'Project Management Community of Practice' was established in 2015 with representation from all clusters and divisions that are involved in the delivery of capital construction projects. In addition, some divisions already have and are using methods to assist in the administration and management of warranties. For example, Engineering & Construction Services (ECS) uses it to monitor warranties on the construction projects it delivers. Other divisions, e.g. Facilities Management, has a plan to deploy PTP in 2016 and leverage its capabilities to administer and manage warranties. Through the community of practice, the balance of divisions would be expected to be covered off by end of 2017.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
003	City Council request the Director, Accounting Services Division to review the issues identified in this report, particularly the policies adopted by other organizations and, where appropriate, incorporate revisions into the Business Expense Policy.	Accounting Services have researched the policies/best practices of other organizations and discussed the policy with Finance and Administration Team (FACT) members. We have updated the approved policy to deal with some issues and published it on the Accounting Services website in January 2016. We are currently reviewing the policy with regards to cancellation and will discuss it at the FACT meeting. The Business Expense Policy will be updated with any new policy changes by December 2016.
005	City Council request the Treasurer, in consultation with the City Clerk, to: a. consider planning and coordinating trips by simultaneously booking hotels and transportation for a group of employees and Councillors attending the same event; b. evaluate the feasibility of developing a hotel directory similar to those used by other large organizations; and c. negotiate similar discount rates as those used by other large organizations.	Accounting Services has reviewed the best practices by other government and large organizations and have found the provincial travel arrangement most suitable to the needs of the City and its Agencies and Corporations based on the volume and frequency of its travel business. The City Clerk has indicated that it is highly recommended that the City councillors use the same travel arrangements for the City, Agencies and Corporations staff. Discussions have taken place with the Province. The Province has agreed to allow the City to join its current travel management arrangements. A framework has been established. Completion date December 2016.

Division: City Planning
Report Date: 03/31/2011
Report Title: City Planning Division-Community Benefits Secured Under Section 37 or 45 of The Planning Act

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	The Chief Planner assess the status of community benefits secured since amalgamation (January 1, 1998) under Sections 37 and 45 of the Planning Act to provide an appropriate level of assurance that all cash and significant non-cash benefits that should have been received, have been received and report any uncollectible benefits to Council.	Staff resources were assigned to review the cash benefits that should have been received in the second quarter of 2015. Staff monitor on an ongoing basis the receipt of cash benefits as additional cash benefits are secured from approved development applications.

As part of City Planning's 2016 Operating Budget a position has been included in the budget with respect to Section 37 to enable the Division to effect the review of non-cash benefits.

Recommendation 002 below, must be implemented prior to implementing this recommendation. |
| 002 | The Chief Planner develop and implement a monitoring process to ensure receipt of all non-cash community benefits secured under Sections 37 and 45 of the Planning Act. | Resources have not been available to develop and implement a monitoring process of the non-cash benefits. As part of the 2016 Budget process, City Planning has requested a position to enable the Division to effect the monitoring and review of non-cash benefits. If position is made available the implementation of a monitoring process to be completed by Q4 2016 |

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
009	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	A new procurement strategy has been put in place. This strategy includes all aspects of AODA to be included into all design and construction of existing and new buildings. Procurement strategy to be in place by July 2016

	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.	
012	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.	A new procurement strategy is being created. This strategy includes a category for "Studies". This studies category includes Architectural Firms and Engineering Firms to be pre-qualified. This allows the Division to assign work through a RFQ process as required. Procurement strategy to be in place by July 2016
013	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	A new project management manual is being created throughout 2016. The completion date for this manual is Q2 2017.
014	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.	Facilities Management Division is implementing the Project Tracking Portal (PTP) system which has the features to track contract by specific line items to see whether the prices of the contractor are in accordance with the terms of the contract. Currently, the PTP system is being tested by a core group of staff within the Project Management Office. Implementation of the Project Tracking Portal (PTP) system is anticipated to be completed by December 31, 2016.

Division: Employment & Social Services
Report Date: 09/30/2013
Report Title: Toronto Employment and Social Services - Review of Employment Services Contracts

No.	Recommendation	Management Comments and Action Plan/Time Frame
002	City Council request the General Manager of Employment and Social Services to conduct thorough reviews of agencies not meeting performance outcomes in order to develop adequate Action Plans to improve future outcomes. For agencies consistently unable to meet performance outcomes, consideration be given to seeking alternate methods or providers for the service.	As noted in the previous update provided to the AG, TESS completed the development of robust performance measures, baselines, indicators and expectations for each program. A renewed performance monitoring process ensures that each program is reviewed on an annual basis. These actions were successfully completed in Q4 of 2015. Final requirement for full implementation will be to complete the collection and review of data for 2015 programs. Data analysis (i.e., performance and outcomes of programs) is planned for completion by the end of 2016 as final outcomes will not be available until end of 2016. This will then inform consideration of actions to be taken to address agencies that are not able to meet performance outcomes. Completion date: Q1 of 2017.
003	City Council request the General Manager of Employment and Social Services to conduct an independent evaluation of the Division's employment assistance programs and report back on their effectiveness in assisting participants to sustain long term employment.	A joint employment services review was completed with the Ministry of Training, Colleges and Universities. TESS will initiate two streams of activity for evaluation of the effectiveness of TESS's employment assistance programs, specifically: • Targeted review and assessment of two program streams of purchase of employment services (POES) programs that will inform the 2017 RFP process to confirm new/renewed service provider contracts;

	• The establishment of a "systematic and evidence-focussed approach to measuring TESS program outcomes and success" has been approved as a key Strategic Activity for 2016. This includes implementation of a strengthened, regular operational process for program review. Completion date: Q1 of 2017.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	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.	This matter is addressed in a number of areas: a) Security Building Condition Assessments are done annually. Corporate Security has expanded their Security Building Condition Assessments to also capture immediate security compliance issues including propped open doors, poor lighting, etc. and work with the applicable divisions to address the deficiencies. b) Testing is done on security system components based on the type of site and components. c) An annual schedule will be prepared in the first quarter of each year of various sites, chosen by level of risk, for in-depth review/audit. These sites will be chosen based upon the results of Divisional Security Plans and findings of incident report metrics.
002	City Council request the Chief Corporate Officer to perform the appropriate follow up reviews to ensure	Corporate Security will follow-up on outstanding security deficiencies in divisions by submitting a quarterly

	identified security deficiencies are adequately addressed by the divisions.	report to each applicable Division Head detailing metrics such as outstanding and completed deficiencies.
003	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.	Site packages are used by Mobile Security staff and Control Centre Operators to provide additional, non-critical information about each site such as occupants, contact names, security system information, and photos. The site package does not affect alarm response to the facility. Site packages were moved in 2015 to a SharePoint site to help organize and track site package information. Each site package will have a life cycle pre-determined based on site specific criteria and client needs. At a minimum, all site packages will have annual reviews by the applicable Security Supervisor.
004	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 the vast majority of City sites, video surveillance equipment is checked by Corporate Security on a daily or twice weekly basis. 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, an applicable divisional staff member has been delegated for each site to perform a daily review of that site's system monitor as is the existing case with most non-networked sites. As a further enhanced measure, the Corporate Security Mobile Patrol will also be responsible to complete a documented physical check of the recording system twice monthly.
007	City Council request the Chief Corporate Officer to run reports to identify inactive access cards and upon review, cancel user access as required.	In 2016, monthly reports are run comparing the full active SAP database against the full security system database to review any possible errors.

008	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.	Corporate Security receives daily reports from HR listing employees who are no longer with the City. Security checks the access status of these employees and disables their access if not already done so. This is a process that identifies divisional terminated access cardholders and removes their access. A capital project is underway to automate the current manual process for routine roster reports. This IT service management application will enhance the availability of roster reports for Designated Access Approvers.
010	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.	A Mobile Service Review occurred. An action plan and time frame are being developed in conjunction with the 2017 Operating Budget.
011	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.	In 2016, all applicable run sheets were updated and a new protocol was developed to meet the applicable requirements. Enhancements may occur based upon of the Mobile Service Review.
013	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.	This protocol is currently being followed. All previous open work orders where the work was completed have been closed. To enhance management reporting, as part of the 2016-2018 IT Workplan the current work order process will be migrated to an IT Service Management Application. This application will assist in the management of these work orders. This application will also allow for the provision of performance measures to be reviewed as part of the

		documented monthly meetings with the vendors.
014	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.	While monthly reports have been occurring some elements specified in the RFQ have not been fully provided. Corporate Security has advised the vendor of this requirement and will monitor future reports for compliance.
017	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.	Various performance measures are reported by the division as part of Customer Service Standards, in Service Level Agreements, and to the Government Management Committee through the Service Level Review.

Work is ongoing in 2016 to enhance performance measures and Reporting. |
| 018 | 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. | The use of force analysis was completed in 2015 and there is a plan to have all staff trained. Staff training will continue throughout 2016 and the goal of recertification of use of force every two years will be met. |
| 020 | 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. | Emergency Guides for all employees have been provided on line and an Emergency Coordinator has been hired.

For corporate sites under the responsibility of the CCO, the COO will ensure Facilities Management conducts additional drills or exercises for applicable sites based upon a risk review.

For non-corporate sites, the CCO will notify the divisions of their obligations. |

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	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: 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.	The Financial Planning Division has established criteria and template for the reporting of major capital projects that apply across the City. These major projects have separate status reporting through: • Capital Budget Notes in the annual budget process • As a stand alone appendix in the quarterly variance reporting process • Separate update reports to the appropriate Standing Committee. A similar AG recommendation made in relation to major capital project reporting has been deemed as fully implemented.
004	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: 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	Reporting twice a year does occur against current construction forecast. The original baseline schedule is not valid and new schedule forecast has been reported to Council. Stage 1, Carillion, General Contractor (GC)/Construction Manager(CM) will complete work by July 2016. Q4 2015 Stage 2 and 3 awarded to Bondfield, new General Contractor (GC)/Construction Manager (CM). Bondfield has given the City a resourced loaded schedule. Contractor does work with the City on any

	recovery plans.	schedule delays and approaches to recover timeline and any costs associated with changes if needed.
005	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: 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.	Stage 1, Carillion will complete work by July 2016. The appropriate written communication to Carillion from the City has been given regarding deficiencies and schedule changes to stage 1 completion. Stage 2 and 3, Bondfield, has given the City a resourced loaded schedule. Contractor does document and work with the City on any delays and deficiencies.
006	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	Review on assessing and managing project risk is part of many divisions practice in delivering capital projects. There will be a review city wide on verifying that all Divisions are effectively executing on this practice. Facilities management has developed a process for capital approval by 4 key stages and will incorporate the city wide risk matrix developed.
008	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.	Many Divisions today have the oversight practice on significant and complex capital projects. There will be a review city wide on verifying that all Divisions are effectively executing on this practice.
009	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	Majority of required documentation has been collected and retained. Temporary resources brought in to assist process. Document control position filled, February 2014.

	records related to the head lease, design, construction, and contract administration of the Union Station Revitalization.	Remainder of construction documents and procedures were in place by year-end 2015. Stage 1 Carillion contract and related litigation will commence in 2016. The City has replaced Carillion as Constructor for Stages 2/3 construction forward. Stages 2/3 is now contracted to Bondfield under a stipulated price lump sum contract form.
010	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.	City project staff continues to work diligently to ensure that project priorities and deliverables are being addressed. Contract documents being issued earlier to allow for proper input. Staff changes implemented by new GC/CM have improved the completeness of recently tendered subcontract work. GC/CM has received sufficient time to ensure that future stages are more properly tendered. Formal Procedures completed in 2015.
012	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.	-Stage 1, Carillion will complete work by July 2016 and contract ends. -Stage 2/3, Working with Bondfield and appropriate documentation for verification is being gathered for appropriate testing.
013	City Council request the Executive Director, Facilities Management to ensure controls are implemented to monitor the Reimbursable General Accounts. Controls should include: 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.	Stage 1 Carillion contract completion is in 2016 and related litigation will commence. To address the concerns identified with Stage 1 GC/CM, the City has, since 2012 initiated deliberate and prescriptive cutbacks to Phase 2 Reimbursable General Accounts billing. Considerable documentation has been exchanged between the Owner and the GC/CM requesting compliance with City's and AG's requirements but to no effect. This remains a disputed item between the GC/CM and the City and as such, within the context of the original

		recommendation staff has addressed this recommendation. • The City has replaced Carillion as Constructor for Stages 2/3 construction forward. Stages 2/3 is now contracted to Bondfield under a stipulated price lump sum contract form.
014	City Council request the Executive Director, Facilities Management to implement procedures to reduce design errors and omissions. Such procedures to include: 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.	-On-going. City project staff continue to work diligently to ensure that project priorities and deliverables are being addressed. -Additional reviews of design work being undertaken. -Only limited site survey work has been initiated by CM. -Adequate time has been provided to the GC/CM to perform constructability reviews, scope gap analysis, design completion and site conditions review. Informal reviews occur as needed at site and Consultant's office. -the City has replaced Carillion as Constructor for Stages 2/3 construction forward. Stages 2/3 is now contracted to Bondfield under a stipulated price lump sum contract form.
016	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.	-Stage 1 Carillion contract completion is in 2016 and related litigation will commence. -Adjustments to previously approved changes have made and appropriate credits have been received on significant cost Change Orders. Forward, this will continue for all COs on the two schedule "L" affected electrical and mechanical subcontracts to their estimated completion in 2016.
017	City Council request that the Executive Director Facilities Management expedite the identification of and billing for additional work undertaken and paid	On-going. City project staff continue to work diligently to ensure that project priorities and deliverables are being

	for by the City for third parties.	addressed. Additional staff resources have been approved and posted in 2013 to improve recoveries, however segregation of supporting documentation from the GC/CM requires improvement.
		The City has replaced Carillion as Constructor for Stages 2/3 construction forward. Stages 2/3 is now contracted to Bondfield under a stipulated price lump sum contract form.
018	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.	Official records of all duly authorized change orders and change directives to date are in the City's possession; this will continue to project completion with Carillion and Bondfield. All CO/CD's forward are signed off by the Prime Consultant and two City staff even when within the authority limit of one single manager.
		The City has replaced Carillion as Constructor for Stages 2/3 construction forward. Stages 2/3 is now contracted to Bondfield under a stipulated price lump sum contract form.
019	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.	On-going. City project staff continues to work diligently to ensure that project priorities and deliverables are being addressed. Project Quality Management Plan has been updated however progress on this is still required as CM appears unable to fully implement as per their submitted and approved plan. City staff have documented this and continue to request of and work with Carillion for improvement. This is disputed by Carillion, and subject to judicial resolution in due course.
		The City has replaced Carillion as Constructor for Stages 2/3 construction forward. Stages 2/3 is now contracted to Bondfield under a stipulated price lump sum contract form.

No.	Recommendation	Management Comments and Action Plan/Time Frame
020	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.	Site Review reports process has been changed to reflect documentation of close out of issues identified. Deficiency lists are being created and tracked for any areas being completed. Process was refined and improved in 2015.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
003	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.	This recommendation is partially complete. The Energy and Waste Management Office anticipates the recommendation will be completed in 2016 when they have upgraded the energy management database to produce regular reporting and secured a Building Automation Systems (BAS) maintenance contract to monitor savings status.
005	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. stablishing 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	The Energy and Waste Management Office has established a team of 3 BAS experts to support PF&R staff where BAS are on the network. 15 buildings are now on the central monitoring system. The tender for a BAS maintenance/service contract is in progress. Vendor award expected in Q2/2016. Action will be implemented with support from vendor.

	it would be advantageous to control the equipment through the building automation system.	
006	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 automation systems, where feasible, and include this information in any analysis of the net benefits achieved.	The Energy and Waste Management Office staff are working with PF&R to develop a RFQ. Action is dependent on vendor sourcing and contract award. Scheduled for Q2 2016.

Division: **Facilities Management**
Report Date: **09/16/2005**
Report Title: **Maintenance and Administrative Controls Review – Facilities and Real Estate**

Disaster

No.	Recommendation	Management Comments and Action Plan/Time Frame
004	The Deputy City Manager and Chief Financial Officer give priority to the completion of an implementation plan for facilities maintenance standards including: (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.	(a) The SAP Plant Maintenance Module - mobile infrastructure project implemention started in 2014 – the project has been rolled out to 3 districts. The software for asset tagging system has been scheduled to start in 2017. A pilot to manually track Preventative Maintenance Work Orders for 3 critical buildings (60 Tiffield Road, 843 Eastern Avenue and 703 Don Mills Road) commenced in January 2015. The schedule to continue to manually track at the 3 pilot locations has been established for 2016. (b) and (c) A new cross-divisional team FMSCC (Facility Management Service Standards Committee) was formed to develop facilities maintenance standards for application across all City Divisions.

		(c) Base Standards for FM and other facilities were developed and communicated to FMSCC in 2015. Divisions were requested to develop Division specific Standards in 2016 for implementation against key performance indicators in 2017.
013	The Deputy City Manager and Chief Financial Officer take appropriate steps to: (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.	Facilities Management determines the complete State of Good Repair backlog for all client divisions overseen by the CCOO and establishes funding priorities for the State of Good repair backlog. Through the Facility Management Standard Service Committee (FMSSC), the Project Management Office (PMO) is committed to implementing a standardized capital planning mechanism for all city owned facilities. This collaborative initiative will ensure that the City of Toronto carries out capital planning based on a true Life-cycle management framework, for all city owned facilities. Complete By: end of 2017 The city wide real estate review will assist in the development of implementing best practices in the area of asset life cycle management. Being presented to Council July 2016 and an intent for developing a full implementation plan by Q2 2017 and execution up to 4 years. **Complete By: end of 2017**
014	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	Facilities Management has completed building condition assessments on 100% of facilities under its jurisdiction. The capital assessment data is input into a Capital Asset Management System, (CAMS) Through the Facility Management Standard Service Committee (FMSSC),

| | | based on industry standards and best practices developed by the Facilities and Real Estate Division. | the Project Management Office (PMO) is committed to implementing a standardized capital planning mechanism for all city owned facilities.

This collaborative initiative will ensure that the City of Toronto carries out capital planning based on a true Life-cycle management framework, for all city owned facilities.

Complete By: end of 2017
The city wide real estate review will assist in the development of implementing best practices in the area of asset life cycle management. Being presented to Council July 2016 and an intent for developing a full implementation plan by Q2 2017 and execution up to 4 years.

Complete By: end of 2017 |
|---|---|---|
| 016 | The Deputy City Manager and Chief Financial Officer take appropriate steps to establish a maintenance plan for each City building that:

(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. | Facilities Management has implemented a Capital Asset Management software solution as a first step. The Preventative Maintenance software solution was piloted in 2014 / 2015 and the roll out of standing orders will begin in 2016.

The city wide real estate review will assist in the development of implementing best practices in the area of asset life cycle management. Being presented to Council July 2016 and an intent for developing a full implementation plan by Q2 2017. |
| 017 | The Deputy City Manager and Chief Financial Officer ensure that all necessary building information is incorporated into the SAP Plant Maintenance and Asset Management Modules to assist in maintenance planning and repair decisions and provide a record of regulatory inspections. | The SAP Plant Maintenance Module – mobile infrastructure project implemention started in 2014 – the project has been rolled out to 3 districts. The software for the asset tagging system has been scheduled to be complete in 2016. The asset / data inventory collection will begin in 2017. |

No.	Recommendation	Management Comments and Action Plan/Time Frame
		The city wide real estate review will assist in the development of implementing best practices in the area of asset life cycle management. Being presented to Council July 2016 and an intent for developing a full implementation plan by Q2 2017.
028	The Deputy City Manager and Chief Financial Officer ensure the SAP Plant Maintenance Module be used to schedule and track preventive maintenance services.	The preventative maintenance software solution was piloted in 2014/ 2015 and the roll out of standing orders will begin in 2016. The asset / data inventory collection will begin in 2017.

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**

No.	Recommendation	Management Comments and Action Plan/Time Frame
007	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.	The FPARS project has not closed as the Enterprise Performance Management (EPM) work stream is still progressing. The EPM deliverable is currently exploring the full potential of the new SAP performance and reporting functionality offered from the SAP BW and BI tools and its ability to deliver reporting, analytics and score-carding solutions for the City. A project close out report will be provided at the completion of EPM work (anticipated in 2016). It should be noted that there continues to be regular reporting on the status and benefits and savings of the FPARS project through the annual budget process.
008	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	We have established the documentation for SAP Projects and established Solution Manager as the tool to document the business requirements, and specifications. The documentation and methodology we have established as part of the FPARS project is now our standard for documenting all SAP

	collecting, addressing and reporting project risks and a formalized business change request process should be in place.	Projects. The project documentation for project charter, communications plan, and all other administrative documentation utilize the EPM system which is managed by I&T Project Management Office.

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	Management Comments and Action Plan/Time Frame
003	City Council request the Fire Chief and General Manager, Fire Services Division, to take the necessary steps to evaluate the goals and activities of the Professional Development and Training Division. Such steps should include but not be limited to: a. Developing and using relevant and consistent key performance indicators that are aligned with the strategic goals of the Fire Master Plan; b. Determining the reporting requirements of training goals and activities, such as content, frequency, and recipients; and c. Ensuring necessary tools and information for measuring, monitoring and reporting activities consistently are available.	a. The Master Fire Plan outlines strategic goals and provides high level KPIs. KPIs will be further developed as part of the formal CFAI accreditation program. b. ELI reporting requirements are currently being reviewed. c. The use of electronic (barcode) tracking of training attendance and hours is currently being reviewed. Various canned reports are available in ELI to all Platoon Chiefs and above. Custom reports on various training elements can also be created and generated when requested. Work in progress. Expected to complete pilot by Q2 2017.
005	City Council request the Fire Chief and General Manager, Fire Services Division, to evaluate Toronto Fire Services' diversity initiatives to determine whether these programs are successful in meeting Toronto Fire Services' diversity goals and are cost-effective. Additionally, the Centennial College partnership agreement be reviewed on an annual basis to ensure compliance with all terms and conditions of the agreement, including insurance policy requirements.	The contract was extended for 1 more year and a new "partnership" with Toronto Employment and Social Services, TFS and Centennial was being finalized; a report will likely go forward at the June 23, 2016 Community Development and Recreation Committee meeting. The report will include discussion regarding the TFS diversity employment strategy.
009	City Council request the Fire Chief and General Manager, Fire Services Division, together with Professional	Work in progress. TFS plans to identify cancellations through KPI's (to be identified) to track reasons for course

	Development and Training and Operations Division Chiefs, to conduct a review into the underlying reasons for the lack of instructor availability, and evaluate ways to address those reasons.	cancellations and provide efficiency reports on a quarterly basis.
011	City Council request the Fire Chief and General Manager, Fire Services Division, to ensure that trainer-facilitators are certified by the Ontario Fire College, proper records are maintained, and documentation is submitted to the Ontario Fire College when required.	Work in progress. All trainers not meeting the NFPA standard will be on a plan to become certified to the standard. This plan is in progress and will be determined in the next few months.
013	City Council request the Fire Chief and General Manager, Fire Services Division, to ensure that: a. Lesson plans align with the course syllabus; b. Lesson plans exist for every course in the program; and c. Lesson plans are updated on a regular basis.	Lesson plans are currently being reviewed. Completed by: Q4 2016.
015	City Council request the Fire Chief and General Manager, Fire Services Division, to ensure mandatory online training is completed on a timely basis. When firefighters fail to complete mandatory online training requirements, appropriate corrective action be taken. Any such corrective actions be incorporated into the standard operating guideline, and reiterated in staff communications.	Toronto Fire Services will be implementing an initiative in 2016 to: • Identify those TFS employees who have outstanding mandatory online training (as of the launch of our initiative). • Communicate a deadline for completion of all outstanding mandatory online training. • Issue appropriate consequence to employees for failure to complete outstanding mandatory online training by deadline communicated.
022	City Council request the Fire Chief and General Manager, Fire Services Division, to undertake a detailed review of National Fire Protection Agency's standard on Recommended Practices for Fire Service Training Reports and Records to ensure Toronto Fire Services' standard operating guidelines are aligned with recommended	This will be reviewed and developed as part of the formal CFAI Accreditation program. Completed by: Q4 2016.

	practices, where appropriate, and standard operating guidelines are updated accordingly.	
023	City Council request the Fire Chief and General Manager, Fire Services Division, to consult the City's Human Resources Division, the Ontario Fire Marshal, and other municipal fire services and consider whether Toronto Fire Services can benefit from evaluation methodologies being used elsewhere.	This will be worked on as part of the 2016 workplan. Completed by: Q4 2016.
025	City Council request the Fire Chief and General Manager, Fire Services Division, to develop and implement a records management policy. The policy should include, but not be limited to: a. Ensuring standard operating guidelines dealing with records management practices and procedures are consistent and align with City policies; and b. Ensuring standard operating guidelines are complied with, such as obtaining and maintaining all required documentation on file.	This will be worked on as part of the 2016 workplan. Completed by: Q4 2016.
026	City Council request the Fire Chief and General Manager, Fire Services Division, to develop and implement a quality assurance process to verify the completeness, accuracy, and consistency of training records and ensure internal guidelines are followed.	This will be worked on as part of the 2016 workplan. Completed by: Q4 2016.
031	City Council request the Fire Chief and General Manager, Fire Services Division, to ensure controls are implemented that provide for timely, complete, and accurate data entry. Further, controls should include a data entry verification process.	Work in progress. Expected to complete pilot by Q2 2017. This project is in progress. The ideal process would be to have a fully automatic transfer of scanned attendees to populate ELI records with no manual intervention. This process had to be reconsidered as it was not scoped in the original implementation of ELI. To put this forward would increase the cost of what TFS is allocated within the City's ELI

No.	Recommendation	Management Comments and Action Plan/Time Frame
		budget. Therefore an alternative process is underway still involving scanners but no automatic transfer. TFS is now working with IT (CRM) on sourcing the most efficient scanners to accommodate this process of tracking instructor-led training attendance and updating ELI training records.
032	City Council request the Fire Chief and General Manager, Fire Services Division, to consider the use of integrated technology devices, such as barcode scanners, to improve the timeliness, completeness, and accuracy of training attendance records.	Work in progress. Expected to complete pilot by Q2 2017. This project is in progress. The ideal process would be to have a fully automatic transfer of scanned attendees to populate ELI records with no manual intervention. This process had to be reconsidered as it was not scoped in the original implementation of ELI. To put this forward would increase the cost of what TFS is allocated within the City's ELI budget. Therefore an alternative process is underway still involving scanners but no automatic transfer. TFS is now working with IT (CRM) on sourcing the most efficient scanners to accommodate this process of tracking instructor-led training attendance and updating ElI training records.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
006	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.	The task of reviewing the City's green vehicles was addressed in the City of Toronto's Consolidated Green Fleet Plan 2014 – 2018 as adopted by City Council on June 10 - 12, 2014 as GM30.12. On track for completion by the end of Q2 2016 as part of the first, Consolidated Green Fleet Plan update.

Division: Human Resources
Report Date: 05/01/2015
Report Title: Improving the Administration of City Training Programs

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	City Council request the City Manager to ensure that Divisional Service plans include training plans which address compliance requirements, Corporate priorities and Talent Blueprint objectives. Divisions will share their plans with Human Resources Division to develop an overall Corporate Training Plan.	Human Resources is in the process of establishing the infrastructures necessary to support divisions in developing effective divisional training plans. Divisions will be expected to share these plans with HR so that HR can develop an effective corporate training plan accordingly. Completion date: Q4, 2018
002	City Council request the City Manager to develop performance measures to evaluate progress in achieving Talent Blueprint goals and objectives and provide annual reports to City Council.	Human Resources is in the process of working with stakeholders to develop performance measures to assess progress in achieving Talent Blueprint goals and objectives. Based on Council requirements, these measures and progress will be included in reports to City Council. Completion date: Q4, 2016
003	City Council request the City Manager to update City training costs and cost per employee to reflect actual City costs.	In collaboration with divisions and City financial system owners, HR is exploring the infrastructure necessary to capture actual training costs across the City. Completion date: Q4, 2017
004	City Council request the Executive Director, Human Resources in consultation with City Divisions to review and update the Corporate core competency model.	Human Resources is in the process of reviewing the Corporate core competency model and will update it in consultation with the Workforce Strategy Team and other key stakeholders. Completion date: Q4, 2016
005	City Council request the Executive Director, Human Resources in consultation with City Divisions to support the identification of employee learning and development needs and related actions	HR has explored ELI (the City's learning management system) functionality to enable employees to identify learning and development needs.

Upon completion of the Corporate core competency model review, Human Resources will launch this new functionality and provide support to |

		divisions and employees as they plan for their learning and development. Completion date: Q3, 2017
006	City Council request the Executive Director, Human Resources in consultation with City Divisions to formalize a City-wide needs assessment process to identify gaps between actual and required core competencies for employees.	HR has explored ELI functionality to enable the assessment of competencies. Upon completion of the core competency model review, Human Resources will formalize a City-wide assessment process as part of the annual learning planning cycle. The assessment process will enable divisions to identify and address gaps between actual and required core competencies for employees. Completion date: Q4, 2017
007	City Council request the Executive Director, Human Resources in consultation with City Divisions to formalize and implement an evaluation framework measuring training effectiveness.	Human Resources is formalizing an evaluation framework to measure training effectiveness. Upon completion, HR will consult with divisions to implement as appropriate. Completion date: Q1, 2017
008	City Council request the City Manager in consultation with City Divisions to evaluate courses with low attendance and if deemed necessary and useful, consider alternative methods of delivery.	Human Resources is in the process of improving the review procedures of training efficiencies and effectiveness to city staff. Once the review is finalized HR will work with divisions involved on implementation. Completion date: Q2, 2017
009	City Council request the City Manager to establish a Corporate reporting protocol clearly outlining roles and responsibilities for systematic reporting on City training activities, achievements and costs	Human Resources is in the process of developing and documenting a protocol that outlines corporate and divisional roles and responsibilities for reporting on training activities, achievements and costs. This protocol will be communicated to divisions when it is final. Completion date: Q1, 2017

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
002	City Council request the City Manager, in consultation with the Executive Director, Human Resources Division and the City Solicitor, to report annually, to the Employee and Labour Relations Committee on cumulative non-union employee separation costs. The information reported should include a sufficient level of detail and analyses that allows adequate oversight of separation costs, while ensuring that personal information is protected.	An information report will be submitted to the next Employee & Labour Relations Committee (anticipated in late spring 2016), summarizing 2014 and 2015 non-union employee separation costs. Going forward, the intent is for an information report to come forward annually.
006	City Council request the City Manager, in consultation with the Executive Director, Human Resources Division and the City Solicitor, to conduct a formal review of the City's Separation Program on a periodic basis, to ensure that the program remains fair and consistent with the practices of other municipalities and organizations, employment legislation and common law practices. All revisions should be reflected in the Separation Program and Strategies manual accordingly.	A formal review to be conducted in 2016.

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

No.	Recommendations	Management Comments and Action Plan/Time Frame
001	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.	As of December 31, 2015, 43% of the initial software titles identified have confirmed that they are the software owners. Self-audit for confirmed software owners will commence in Q1, 2016 in accordance with the Software Asset Management Guidelines. Completion Date: Q2, 2016

002	City Council request the Chief Information Officer to ensure there is adequate coordination between asset purchases and anticipated changes in corporate information technology configurations.	I&T staff will develop a plan for ensuring the identification of software licence impacts associated with information technology configuration changes. Completion Date: Q2, 2016
003	City Council request the Chief Information Officer to ensure key contract terms and conditions are summarized and used to facilitate effective contract management.	I&T staff will provide summary of key contract terms and conditions. Completion Date: Q4, 2016
005	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.	Deputy City Manager and Chief Financial Officer will issue the directive for divisions to use the designated account code. Completion Date: Q2, 2016
006	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.	The Chief Information Officer will develop a formal procedure to ensure collaboration between the City and City's agencies for the acquisition of information technology. Completion Date: Q2, 2016
007	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.	Draft memo done for review and approval. To be completed by Q2 2016.
008	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.	Draft process done. The process will be reviewed and will be incorporated into existing policies and guidelines. Completion Date: Q2, 2016.
009	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.	Software reconciliation for confirmed software titles will commence Q1 2016. Completion Date: Q2, 2016.

No.	Recommendation	Management Comments and Action Plan/Time Frame
010	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.	Software reconciliation for confirmed software titles will commence Q1 2016. Completion Date: Q2, 2016
011	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.	Software reconciliation, including usage report for confirmed software titles will commence Q1 2016. Completion Date: Q2, 2016
012	City Council request the Chief Information Officer to develop and implement procedures for the decommissioning and disposal of software assets.	I&T staff will develop the decommissioning and disposal of software assets procedures by Q1, 2016 and commence implementation by Q3, 2016.
014	City Council request the Chief Information Officer to ensure that a comprehensive and functional database of users with administrative rights is established and maintained	Developer resources have been retained to create the database. Completion Date: Q2, 2016

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	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.	While the process for ensuring insurance certificate compliance was implemented starting Q4/14, the formal documentation and reporting mechanism for this requires further work. The vendor performance monitoring process and its reporting system has not been implemented. Full implementation is expected to occur by June 2017.
004	City Council request the City Manager to direct divisions to review controls over access and use of group wireless	A process and associated tools will be developed to guide divisions in their periodic reporting of wireless devices

	devices. The inventory of group wireless devices should be reviewed and those not required should be cancelled.	inventory, by end of Q3, 2016. Timelines for when divisions will proactively report on their inventory will be outlined in the process document.
009	City Council request the Chief Information Officer to review options for conference calling and evaluate whether cost savings could be achieved.	Review and evaluation has been performed. Initial plan to incorporate WebEx and/or related video conferencing is intended as a complimentary solution, not a replacement for conventional conference bridges. However, a review and assessment of options for other voice and video conferencing options will be developed by Q4, 2017.
010	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 tracking sheet will be developed to reconcile wireless invoice payments from SAP with the invoices approved in the NetPlus telecommunication system, including a regular review. Target timeline Q3, 2016.
011	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.	Business Process Review (BPR) was completed in Oct 2015 to identify opportunities through Business Process Improvement. However, one major decision and plan following the review was to outsource the expense management function, which at conclusion we expect would retire the current Netplus application. We are in the process of commencing to develop requirements of an RFP, with expectation to issue by Q4, 2016.
013	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.	Review to be completed by end of Q2 2016.
015	City Council request the City Manager to direct divisions to review their respective inventory of telecommunication devices to ensure	A process and associated tools will be developed to guide divisions in their periodic reporting of wireless devices inventory, by end of Q3, 2016.

No.	Recommendation	Management Comments and Action Plan/Time Frame
	that it reflects the current status of such devices. Inventories should be adjusted where appropriate and reviews should be performed on a periodic basis.	Timelines for when divisions will proactively report on their inventory will be outlined in the process document.
016	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.	Exception reporting criteria were developed by the application administrator, subject matter expert and business process review specialist. Furthermore, a business case for the replacement of the current application (TEMS) has been approved. A project concept and design has been completed and funding has been approved for the 2017 year. The concept and design documents specifies that the new system must have exception reporting capabilities. We are in the process of commencing to develop requirements for an RFP, which we expect to issue by end of Q3, 2016.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	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.	The IT Infrastructure Shared Services Review was completed in Q4, 2015 and concluded the divisional service desk functions (with the exception of City Clerks) could be transferred to the IT Service Desk Unit. The Long Term Care Division's service desk function is targeted for transfer by Q2, 2016. For the other divisions, the recommendations will be reviewed with each division and implementation plans will be developed by Q4, 2016.

002	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.	The Service Desk has identified several opportunities to improve first call resolution and has undertaken password resets for ELI and mobile devices (Q1,2015) and granting RSA terminal services access and RSA token transfer (Q4, 2015) which were previously done by other IT staff. Other opportunities to increase first call resolution have been identified and will be implemented by Q4, 2016.
003	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.	Revised and additional performance metrics have been developed for Service Desk, IT Tier 2 Team Leads, IT Tier 2 Managers and DCIO's. The Service Desk will implement a process to track and report on response times for incident and service requests received by e-mail by Q4, 2016.
004	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 Q4, 2017.
011	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.	Annual IT customer satisfaction survey was completed 2015-Q2. Assessment of automated feedback options within the Service Desk tool indicated external resources would be required to configure this functionality. Fluid Survey functionality will be implemented instead by 2016-Q2 to achieve automated feedback.

Division: Information & Technology
Report Date: 01/09/2013
Report Title: Electronic Data - Standardizing Data Formats Across City Information Systems

No.	Recommendation	Management Comments and Action Plan/Time Frame
002	City Council request the Chief Information Officer and the City Clerk to recommend the data standards to City agencies and corporations for adoption.	The Chief Information Officer will work with the City Manager's Office to have a memo issued to City agencies and corporations recommending the standard. Completion Q2 2016

Division: Information & Technology
Report Date: 10/04/2012
Report Title: eCity Initiative - Improvements Needed in Governance, Management and Accountability

No.	Recommendation	Management Comments and Action Plan/Time Frame
006	City Council request the Chief Information Officer in consultation with the Business Executive Committee develop performance measures for the eCity Vision that are relevant, reliable and measurable.	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. Performance measures are being established at the program level as part of the program planning process that started in 2015. Performance measures for some programs will be established in 2016 and the remainder in 2017. Performance measures already exist at the project delivery level for projects within programs.

Division: Information & Technology
Report Date: 01/07/2011
Report Title: Governance and Management of City Computer Software Needs Improvement

No.	Recommendation	Management Comments and Action Plan/Time Frame
004	The Chief Information Officer ensure the City Information Technology Risk Management Program includes a periodic risk assessment to identify,	The IT Service Management program roadmap has undergone a significant review which has set a more realistic time line and includes recently

No.	Recommendation	Management Comments and Action Plan/Time Frame
	assess and implement processes to address software related risk.	resourcing new certified team members (Jun 2014).

The Asset Management process is on target to be completed 2015-Q4 with reporting to commence in 2016-Q1. |

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
004	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.	All SAP projects managers and leads will be assessed by the SAP Architect, the SAP Project Managers will be accountable to the SAP Architect for all technical project deliverables. All project managers will be required to have demonstrated experience with SAP project delivery methodology. This will be implemented as part of the SAP Governance. Completion Date: Q2 2016
005	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	The SAP Service Centre is identifying current services being provided to the City this will be enhanced with the addition of the services being provided by divisions for SAP modules. Completion Date: Q3 2016
006	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.	A repository is provided by SAP that keeps track of all technical issues, We are implementing a services intake process that will log all requests that are reported and risk identified through regular monitoring of service request, projects, and other changes. Completion Date: Q3 2016
007	The Chief Information Officer develop SAP Competency Centre performance measures and standards. Such measures and standards should monitor ongoing performance.	SAP Service Centre performance measures will be established based on the Services defined and SLA established during 2015, Performance measures will begin to be utilized for management purposes. Completion Date: Q4 2016

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
003	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 & Technology Division will develop a comprehensive plan and implement a periodic timetable for review of the plan with expected completion in December 2016.
005	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 Network Standard that is in the final review process to be completed in Q2 2016.
006	The Chief Information Officer develop a comprehensive IT Security Manual as a ready reference for City staff.	The Information & Technology Division has drafted an IT Security Policy (in second major revision) that is currently in consultation with City Stakeholders with planned completion in Q4 2016.

Division: Information & Technology
Report Date: 01/16/2009
Report Title: Integrated Business Management System (IBMS)

No.	Recommendation	Management Comments and Action Plan/Time Frame
007	The City Manager in consultation with the Chief Information Officer develop and implement a change management protocol for IBMS. Such a protocol take into account the SAP change management protocol.	Information & Technology Division is working on solutions to ensure a more definitive segregation of duties. The expected implementation date will be on or before May 2017.

Division: Information & Technology
Report Date: 03/03/2008
Report Title: Disaster Recovery Planning for City Computer Facilities

No.	Recommendation	Management Comments and Action Plan/Time Frame
002	The City Manager implement a disaster recovery and business continuity program that includes divisional roles and responsibilities, resource and training requirements, and simulation and plan maintenance schedules.	City Divisions are currently progressing through the program with 100% completion of business impact analysis and 82% completion of plan development as of December 31, 2015. 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. Completion date Q4 2016.
005	The Chief Information Officer review the backup and storage procedures of City information technology units for: (a) compliance with acceptable standards and practices for data backup and storage requirements; and (b) provide divisions with the opportunity to participate in existing data storage arrangements within the City or with the outside service provider.	(a) Resources are still limited and still need a suitable SME with time available to conduct this review. Completion date Q4 2016. (b) The following Divisions are currently using I&T's external offsite data storage provider: Policy, Planning, Finance & Administration & Toronto Public Health. This service has been available to all other divisions since Q2 2010.
006	The City Manager, in consultation with the Chief Information Officer, direct divisions to test information technology disaster recovery plans on a regular basis.	The memo has been drafted and currently resides with the Chief Information Officer who is working in conjunction with the City Manager to have it issued. Completion date Q3 2016.
007	The Chief Information Officer develop disaster recovery testing guidelines and provide training necessary to ensure cross-divisional consistency.	As the new City-wide BCM 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. Completion date: Q1 2017.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	City Council request the Executive Director, Municipal Licensing and Standards to: a. review and, where appropriate, amend individual and organizational performance objectives particularly those pertaining to emergency complaints b. develop a quality assurance program to ensure that there is an ongoing review of staff's performance against objectives c. ensure that appropriate action is taken to address performance which does not meet the established standard.	c. ML&S is developing a division specific supervisors training program to compliment the corporate onboard manager/ supervisor training delivered by HR. This Division specific training will further assist the supervisors in effectively dealing with issues that are specific to the ones they will encounter while performing their duties in ML&S. Time Frame: Q3- 2016
002	City Council request the Executive Director, Municipal Licensing and Standards to: a. develop and document organizational expectations for recording the progress and closure of investigations b. develop a management oversight process to ensure that policies and procedures and expectations are complied with. Particular emphasis be placed on the review of all	b. ML&S continues to work with I&T on the development of the necessary automated reports that will assist management in the review and identification of performance in accordance with policies and procedures to ensure that performance expectations are met. Time Frame: Q4 - 2016

	emergency related complaints. The oversight process include appropriate levels of documentation and evidence of supervisory approval c. develop a process to ensure that investigations are assigned to appropriate staff with particular emphasis on reallocating files from staff who are absent for significant periods of time.	
008	City Council request the Executive Director, Municipal Licensing and Standards to report back to Council, as outlined in the 2013 budget request, on the results of the pilot project providing corporate vehicles to Municipal Standards Officers.	The Council approved vehicle pilot was implemented in the Scarborough District in May 2013. The pilot program has concluded and the division has included the purchase of 20 new fleet vehicles in its 2015 budget submission addition to the existing compliment of fleet vehicles. The division is also working with Fleet Management to acquire additional vehicles that are surrendered or replaced by other divisions as well as exploring the option of renting/leasing additional vehicles with the goal of having a sufficient number of vehicles so that every MSO can have access to a City vehicle and not need to use their own personal vehicle. Time Frame: Q4 - 2016
010	City Council request the Executive Director, Municipal Licensing and Standards, in consultation with the City Solicitor, to make the necessary changes to the Municipal Code to allow for the waiving of fees where appropriate.	Discussions have commenced with Legal Services to determine the appropriate approach to address this request. More review of the statutes is required and will be included as part of the User Fee's review of Chapter 441 that the Division is currently conducting. Timeframe: Q4 - 2016

Division: **Parks, Forestry & Recreation**
Report Date: **01/23/2009**
Report Title: **Parks, Forestry and Recreation - Capital Program - The Backlog in Needed Repairs Continues to Grow**

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	The General Manager, Parks, Forestry and Recreation, develop a comprehensive master service and infrastructure plan, incorporating the Division's "Our Common Grounds" strategy and all related studies being developed or planned pertaining to parks and recreation facilities, and report to the Community Development and Recreation Committee by June 30, 2010. Such master plan to include, but not limited to a. specific action plans, timelines and responsibility for implementation b. estimated costs and potential funding sources or partnership opportunities to be explored c. reporting on the status of the master implementation plan as part of the annual capital budget submission.	Parks, Forestry and Recreation (PFR) has commenced the development of a Parks and Recreation Facilities Master Plan that will prioritize future investment and opportunities for parks and recreation facility provision for the next 20 years. Final approval of the Facilities Master Plan by Council is projected for Q1 2017.
002	The General Manager, Parks, Forestry and Recreation, take appropriate steps to a. develop criteria for determining when a City facility is considered to be no longer cost-effective to maintain, taking into consideration such factors as utilization, ongoing operating and capital maintenance costs, location, and proximity to other facilities, community impact and changing demographics	Capital Projects are reviewed by PF&R Branches to ensure they are still applicable. In addition, The FMP will provide a defensible decision-making process guided by facility provision principles and criteria that will allow the City to make long-term decisions on park and recreation facility location, construction, repair, decommissioning, replacement, management and financing in a responsible and cost effective manner that meets the needs of communities across the City. Completed by: Dec 2017

	b. where practical, incorporate the criteria developed into the capital asset management system	
	c. compile a comprehensive inventory of all facilities that are no longer cost-effective to maintain based on criteria developed in (a.)	
	d. identify opportunities for consolidation of operations within existing facilities or potential new ones and recommend facility closures, if warranted	
	e. determine the full financial implications of either maintaining, enhancing or closing facilities, including any potential program changes resulting from each option	
	f. where a facility closure is recommended, develop alternate accommodation for viable affected programs	
	g. conduct appropriate community consultations of any planned actions.	

007	The City Manager, in consultation with the General Manager, Parks, Forestry and Recreation and the Director, Toronto Office of Partnerships, develop, for approval by Council, a comprehensive City-wide policy on naming rights and other private funding arrangements, such policy to
	
	a. consider all existing policies related to
	
	   i. Parks and Recreation Naming and Renaming Policy
	  ii. Donations policy
	 iii. Advertising
	 iv. Unsolicited bids
		An advertising policy has been drafted and reviewed by a number of divisions. The policy will go forward to Council in the first quarter of 2016.

No.	Recommendation	Management Comments and Action Plan/Time Frame

	v. Sponsorships and partnerships
	
	b. include guidelines on
	
	    i. eligibility criteria for facilities to be considered for naming rights
	
	    ii. responsibility and control processes for securing and accepting naming rights or other private funding arrangements
	
	    iii. the creation of endowment, or similar funds, to offset future maintenance and repair costs for new facilities put in place under this policy.	

009	The General Manager, Parks, Forestry and Recreation, give priority to completing the development and implementation of the work order system for Parks, Forestry and Recreation Division to provide the tracking of both operating and capital costs of each facility.	This is a capital project to implement a PF&R Work Order Management System. PF&R's Work Management System acquisition and implementation is now part of an enterprise initiative. Forestry is scheduled for December 2017, Parks implementation is scheduled for 2020 and Community Recreation date is not finalized yet.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	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": "The Treasurer develop and implement strategies to promote and expand the use of PCards by City divisions. Such	In December 2015 a strategic program was developed in order to enhance the PCard Program and promote growth. A number of initiatives were identified: 1. Mandate Schedule A items that can be processed via Pcard. Twenty-four (24) items were identified on Schedule A. 2. Information/communication sessions to be scheduled (during

	strategies should include, but not be limited to: 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."	Q2 2016) to inform divisions of Schedule A items to be processed via PCard. 3. Participated in the review and update of the Business Expenses Policy (BEP), posted on the intranet, which now indicates that PCard should be used for expense type payments. 4. Enhancements to the program to further streamline the administration process including an on-line training program and on-line application process.
002	City Council request the Director, Purchasing and Materials Management review and revise quality assurance procedures including: 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.	PMMD focused on re-developing the analysis of the divisional purchasing report as set out in recommendation 3 as it is critical to the revised quality assurance procedure. With the report being rolled out in Q1, 2016, focus will now be on revising the quality assurance procedures and associated training material. Expected completion and roll-out Q2, 2016.
004	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	As part of revising the quality assurance procedures and training material as described in recommendation 2, PMMD will incorporate language that will indicate to divisions that consistent significant non-compliance will lead to retraining requirements for divisional staff. Expected incorporation into the procedure is Q2, 2016.

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.	Recommendations	Management Comments and Action Plan/Time Frame
001	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.	The Charbonneau Commission released its final report at the end of November, 2015, in French only. PMMD is actively seeking a properly legal translated version of the report in order to evaluate whether any changes should be made to the City's procurement practices and to report accordingly to Government Management Committee. Time frame is end of 2016.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
003	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.	PMMD is currently undergoing a program review to determine the most effective way to provide services in order to move to a shared service model. This includes reviewing the operation of City Stores. This will assist in exploring ways to maximize purchasing power and rationalizing material handling. In the interim, PMMD as part of the Cooperative Purchasing Group is also determining where City Stores can be leveraged better in joint procurement of common goods. Time frame – 2017

No.	Recommendation	Management Comments and Action Plan/Time Frame
004	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.	PMMD and I&T have submitted a 2016 capital budget submission for the Supply Chain Management Transformation Project. As part of this project is the development and implementation of an online system for ordering goods from Corporate and Divisional stores. Target completion is Q2 2017.
005	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.	As part of the Supply Chain Management Transformation Project, it was determined that there are other fundamental components that need to be implemented before considering the need for scanner technology.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
002	City Council request the General Manager, Shelter, Support and Housing Administration to conduct an assessment among housing providers of training needs and develop appropriate strategies to meet the needs of staff who perform and oversee eligibility reviews.	SHU has been examining available options for improving RGI training within available resources. These options will be incorporated into the planning for the training needs assessment.
003	City Council request the General Manager, Shelter, Support and Housing Administration to develop a strategy to deal with potential social housing tenant fraud which as a minimum should include the following: a. policies and procedures setting out standards for staff performing investigations; b. guidelines for housing providers on the steps to be taken in situations where tenant fraud is suspected; c. provide tools and training for	b. Procedures have been developed and will be issued to housing providers when the RGI Administration Manual is updated in Q1 2016. c. Procedures for housing provider staff will be incorporated into RGI for new staff training course. d. The divisional fraud action plan has been superseded by a Divisional Risk Management Plan that is under development. The actions being taken to address tenant fraud in social housing are being

	provider and City staff assigned to detecting and investigating irregular activities; and d. ensure the divisional Fraud Action Plan addresses the potential for tenant fraud.	incorporated in that plan. Completed by: Q4 2016
004	City Council request the General Manager, Shelter, Support and Housing Administration in collaboration with the General Manager of Toronto Employment and Social Services and the General Manager of Children's Services explore opportunities to: a. share information for the purpose of verifying eligibility for each program; and b. collaborate on investigations regarding mutual clients who may be involved in irregular activities.	b. SSHA has obtained an understanding of Children's Services' and TESS' fraud investigation processes and has reviewed the use of Eligibility Review Officers by Hamilton and Peel. Discussions are continuing with TESS and TCHC regarding a pilot project to allow major fraud cases investigated by TCHC's Internal Audit to be brought forward to TESS' Special Review Committee. Completed by: Q4 2016
005	City Council request the General Manager, Shelter, Support and Housing Administration to use the provincial database to track rent arrears and rent-geared-to-income funds to be recovered.	IT service agreements needed to facilitate use of provincial database have been signed with Housing Services Corporation and TCHC. Documentation of processes and procedures completed. Communication strategy and training for housing providers is being developed. IT system development to be completed. Completed by: Q3 2016
007	City Council request the General Manager, Shelter, Support and Housing Administration to update service agreements with social housing providers and include total housing units in the building and any details concerning other obligations such as but not restricted to: a. any specific mandate for the	Working with Legal Services SHU developed an addendum to the existing service agreement that will incorporate and confirm mandates and unit information. The addendum has been circulated to housing providers. As of January 11, 2016 housing providers have completed addendums for 224 of 274 projects. The

	building; b. number of market units in the building; c. minimum number of rent-geared-to-income units to be maintained at all times; and d. minimum number and type of accessible units to be maintained in the building.	remaining 50 addendums (16 housing providers) are being actively pursued. Completed by: Q2 2016
008	City Council request the General Manager, Shelter, Support and Housing Administration to ensure the Social Housing Administration System contains complete and accurate information concerning the mandate, and number and type of units available and occupied in each building.	This information has been verified with housing providers and is available in electronic format. Changes must be made to SHAS to accommodate the data. The changes will be made and the data added to SHAS. Completed by: Q4 2016
009	City Council request the General Manager, Shelter, Support and Housing Administration, in collaboration with the Director of Affordable Housing, ensure all affordable housing units are transferred to Social Housing for ongoing administration to make sure they are occupied by appropriate households.	In consultation with AHO SSHA has developed procedures to confirm target tenants and procedures checklists to facilitate and document transfers. The checklist tracks projects from pre-development to post-occupancy: o RFP & Award o Pre-Construction o Construction o Occupancy Completed by: Q1 2016
013	City Council request the General Manager, Shelter, Support and Housing Administration in consultation with the Deputy City Manager and Chief Financial Officer to report to City Council in the spring of 2015 on the potential financial implications of obtaining property tax exemptions for eligible social housing providers.	SSHA has met with Revenue Services to review social housing programs and eligibility of providers for tax exemption. SSHA collected sample rent roll data from housing providers and will analyze this data to determine what housing providers may be eligible for a property tax exemption. Completed by: Q4 2016

Division: Social Development, Finance & Administration
Report Date: 01/21/2013
Report Title: Municipal Grants - Improving the Community partnership and Investment Program

No.	Recommendation	Management Comments and Action Plan/Time Frame
004	City Council request the City Manager to ensure City staff overseeing grant programs document explanations for unusual financial information.	SDFA will ask the City Manager to direct SDFA's Executive Director to develop and implement a process to act on the AG's audit recommendations in collaboration with the Toronto Grants Co-ordinating Committee. SDFA will be responsible for ensuring the audit recommendations are implemented and the appropriate documentation developed. The process will be developed by September 2016 and a peer audit of files completed by the end of 2016.
005	City Council request the City Manager to ensure checklists for supervisory review of Community Partnership and Investment Program grant allocations are developed and that supervisory reviews are performed in a timely manner.	SDFA will ask the City Manager to direct SDFA's Executive Director to develop and implement a process to act on the AG's audit recommendations in collaboration with the Toronto Grants Co-ordinating Committee. SDFA will be responsible for ensuring the audit recommendations are implemented and the appropriate documentation developed. The process will be developed by September 2016 and a peer audit of files completed by the end of 2016.
006	City Council request the City Manager to ensure all grant assessment forms are relevant, practical and clear.	SDFA will ask the City Manager to direct SDFA's Executive Director to develop and implement a process to act on the AG's audit recommendations in collaboration with the Toronto Grants Co-ordinating Committee. SDFA will be responsible for ensuring the audit recommendations are implemented and the appropriate documentation developed. The process will be developed by September 2016 and a peer audit of files completed by the end of 2016.

No.	Recommendation	Management Comments and Action Plan/Time Frame
007	City Council request the City Manager to train grants staff on the use of updated assessment forms.	SDFA will ask the City Manager to direct SDFA's Executive Director to develop and implement a process to act on the AG's audit recommendations in collaboration with the Toronto Grants Co-ordinating Committee. SDFA will be responsible for ensuring the audit recommendations are implemented and the appropriate documentation developed. The process will be developed by September 2016 and a peer audit of files completed by the end of 2016.
008	City Council request the City Manager to ensure that standard documents developed for the application or assessment of specific grant programs be carefully completed, all outstanding issues are addressed, and files contain explanations for exceptions to established guidelines.	SDFA will ask the City Manager to direct SDFA's Executive Director to develop and implement a process to act on the AG's audit recommendations in collaboration with the Toronto Grants Co-ordinating Committee. SDFA will be responsible for ensuring the audit recommendations are implemented and the appropriate documentation developed. The process will be developed by September 2016 and a peer audit of files completed by the end of 2016.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
002	City Council request the Chief Building Official and Executive Director to take the appropriate action to develop and implement an action plan to resolve dormant permits and priority be given to those with unresolved violations.	Toronto Building received City Council's approval through the 2015 Budget process to establish a dedicated enforcement unit targeting open permits and violations for smaller construction and renovation projects. In consultation with Legal Services, it was determined that these types of projects account for the highest volume and risk for the City. Therefore the unit will concentrate on resolving dormant permits for smaller construction and renovation projects. The hiring process has been initiated to

		staff the new unit and it is expected the unit will become operational in the second quarter of 2016. Space allocation and other administrative work has been completed to accommodate the operation
003	City Council request the Chief Building Official and Executive Director review the current administrative process and the controls related to outstanding violations. Such a process ensure that there is ongoing supervisory review of all outstanding violations. In particular, the review should include an immediate evaluation of "unsafe orders" and, where appropriate, immediate action be taken.	Toronto Building has completed a pilot program aimed to reduce the number of outstanding violations. Templates and reports were developed as part of the pilot and these will be used as part of the program that will be implemented across all districts. The program will include a supervisory review of all outstanding violations. The Division has targeted the implementation of the program by Q2-2016.
005	City Council request the Chief Building Official and Executive Director to ensure all inspection requests relating to construction activity are accurately recorded in the IBMS management information system. Performance measures be developed as appropriate and based on complete inspection activity information.	Toronto Building has determined the enhancements to IBMS to improve recording of all inspection types and system coding has begun. Performance measures are in development in conjunction with the IBMS enhancement.\n\nThe Division anticipates work on this will be completed by Q2-2016.
006	City Council request the Chief Building Official and Executive Director take steps to review data categories for recording inspection results in order to ensure management information reports are reliable and useful in deploying inspectors efficiently.	Toronto Building has reviewed data categories and is undertaking changes to the way inspection results are recorded. This will include eliminating the use of "in progress" result for Part 9 permits and the continuation of the "in progress" result for Part 3 permits but supplemented with the use of enhanced notes explain the "in progress" result. Steps are also underway to reinforce the use of the IBMS deficiency tab by inspectors.\n\nAs part of the training plan being developed by the Division, inspectors field notes and documentation will be included as part of the program.

		The Division anticipates work on this will be completed by Q2-2016.
007	City Council request the Chief Building Official and Executive Director to ensure compliance with inspection documentation standards and that all inspection records are complete and reliable.	The Division completed an Inspection Business Process Review (BPR) which included recommendation 007 as part of the scope of work. The Divisions 2016 workplan includes a number of initiatives that will be undertaken as a follow-up to the review and the audit recommendation. The Division anticipates work on this will be completed by Q3-2016.
009	City Council request the Chief Building Official and Executive Director to review the controls in place to ensure that revenue from partial occupancy permits is appropriately accounted for and collected.	Toronto Building has undertaken a complete review of how fees are charged for occupancy permits. A flat rate verses an hourly rate is being considered for implantation. This will permit automation within IBMS for Partial Occupancy Permits (AO) This work is expected to be completed in 2016.
010	City Council request the Chief Building Official and Executive Director review the current quality assurance process and take steps to ensure City-wide inspection practices are consistent and comply with established Divisional standards.	The Divisional Management Team reviewed a draft Quality Assurance Program for Toronto Building in Q4-2015. The program require additional work to ensure City-wide inspection practices are consistent and comply with established Divisional standards. This will be presented as a Business Case as part of the 2017 budget submission.
011	City Council request the Chief Building Official and the Executive Director to review and formalize its training program.	Toronto Building has completed a review of all current training programs, new required training related to Ministry qualifications, program and regulatory changes, refresher training and employee orientation. The Division has also implemented ELI to assign and track training for inspection staff in the division.

		A formalized training plan for the division is in development and will be completed by Q3-2016.

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

No.	Recommendation	Management Comments and Action Plan/Time Frame
001	City Council request the Chief Building Official in consultation with related City divisions review, revise and monitor the accuracy and completeness of information used to calculate building permit fees on an annual basis.	The costing elements of service level agreements were reviewed in 2015 with Toronto Fire, ML&S and I&T. These agreements are close to being completed and will be used to confirm the accuracy of information that is included in the Division's annual reports. It is expected the agreements will be completed in 2016. Additionally, all future annual building permit fee reports will include information on the amount of deferred revenue being recognized in the reporting year.
002	City Council request the City Manager formalize service level agreements with key divisions supporting the Toronto Building Division permit process. Service level agreements should set forth anticipated service levels and applicable charges.	Further work was completed in 2015 with finalizing Service Level Agreements with Information and Technology, Fire Services and ML&S divisions. It is expected that these will be completed in 2016.
008	City Council request the Chief Building Official to ensure that the annual report on building permit fees includes additional information explaining the differences between building permit fees collected and the amounts included in the annual report	There continues to be ongoing discussions between the Ministry of Municipal Affairs and Housing (MMAH) and large municipalities in Ontario with respect to clarifying the legislation regarding these reporting requirements. Toronto Building will implement any necessary changes once requirements are clarified.

Currently the Building Code Act does not direct the municipality to include information on deferred revenue. |

Division: Toronto Building
Report Date: 06/16/2010
Report Title: Administration of Development Funds, Parkland Levies and Education Development Charges

No.	Recommendation	Management Comments and Action Plan/Time Frame
006	The Chief Building Official evaluate the current audit process to ensure development charge calculations are verified to supporting documentation. Consideration be given to an audit process prior to the issuance of a building permit.	The Toronto Building Divisional Management Team (DMT) at its meeting on October 29, 2015 approved a new Quality Assurance System be developed under the initiatives being developed under Toronto Excellence. Once developed the new Toronto Building Quality Assurance & Service Excellence Program will provide a new management audit process that will verify the calculation of development charges prior to the issuance of a building permit. It is expected the new process will be completed by Q4-2016 including required changes to the divisions Integrated Business Management System. (IBMS) In the interim the current audit process is continuing to be utilized and is being evaluated by DMT for enhancements until the new system can be implemented.

Division: Toronto Paramedic Services
Report Date: 10/03/2013
Report Title: Emergency Medical Services - Payroll and Scheduling Processes Require Strengthening

No.	Recommendation	Management Comments and Action Plan/Time Frame
003	City Council request the Chief and General Manager, Emergency Medical Services, develop a process to ensure divisional consistency in attendance management procedures. Attendance records including overtime and time off requests should be adequately supported with documentation reflecting	The previous documentation provided to the Auditor General on February 6, 2015, and on May 6, 2015, demonstrated that the Division has developed processes to ensure consistency in all attendance management procedures with the exception of end-of-shift overtime for

	supervisory review and approval, and maintained in accordance with legislated record retention requirements.	paramedics. The Division is developing an application to address the remaining issue in the recommendation and it will be implemented by Q4 2016.
009	City Council request the Chief and General Manager, Emergency Medical Services, evaluate whether transactions entered using shared IDs or by system users not authorized to enter transactions identified during the audit require further analysis to determine if transactions were valid and properly authorized. Reports should be developed to identify such transactions on an ongoing basis for review and action.	The practice of shared IDs has ceased and the identified transactions were reviewed by Scheduling Management to broadly determine any anomalous transactions. The specifications for the new Time, Attendance & Scheduling Software include the capability to track users and we anticipate this new (city-wide) system to be in place by Q4, 2016. This tracking capability will allow monitoring of individual user activity.
012	City Council request the Chief and General Manager, Emergency Medical Services, upgrade the history log in the scheduling module to track deletions and changes by user ID, date and time.	Specifications for the new Time, Attendance & Scheduling Software include this capability. We anticipate this new system to be in place by Q4, 2016.

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	Management Comments and Action Plan/Time Frame
008	City Council request the Deputy City Manager and Chief Financial Officer to take appropriate action to identify City operations that maintain a significant level of inventory and review those operations to ensure adequate inventory controls are in place such as those identified in City's warehouse and stores business model as adopted by Council in the Corporate Warehouse/Stores Rationalization Project.	PMMD has reviewed a number of Divisions for Significant Inventory in 2015. Of the four locations validated in 2015, one was identified as potentially warehousing significant inventory (150 Disco Rd). PMMD will now work with Toronto Water and Transportation staff at 150 Disco to vet the inventory and determine if inventory controls are required in 2016. PMMD will work on a standard process to help identify significant inventory in Divisions. This will be completed by Q2, 2016.