

## CITY DIVISIONS IN CLUSTER B PUBLIC RECOMMENDATIONS – FULLY IMPLEMENTED

**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  |
|-----|---|
| 2   | 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. |

**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   |
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| 5   | 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. |
| 13  | City Council request the Fire Chief and General Manager, Fire Services Division, to ensure that: <ul style="list-style-type: none"> <li>a. Lesson plans align with the course syllabus;</li> <li>b. Lesson plans exist for every course in the program; and</li> <li>c. Lesson plans are updated on a regular basis.</li> </ul>  |

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

| No. | Recommendation   |
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| 5   | 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. |
| 6   | 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.   |
| 11  | City Council request the Chief Building Official and the Executive Director to review and formalize its training program.  |

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

| No. | Recommendation  |
|-----|---|
| 6   | 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. |

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

**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

| <b>No.</b> | <b>Recommendation</b>   | <b>Management Comments and Action Plan/Time Frame</b>  |
|------------|---|--|
| 1          | 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. | Review process has been established to identify all cash and significant non-cash benefits that should have been received. Staff are currently undertaking a review of all benefits secured since amalgamation and are identifying any outstanding contributions, if any. Review to be completed by 4th quarter of 2017. |

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

| <b>No.</b> | <b>Recommendation</b>   | <b>Management Comments and Action Plan/Time Frame</b>  |
|------------|---|--|
| 3          | <p>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:</p> <ul style="list-style-type: none"> <li>a. Developing and using relevant and consistent key performance indicators that are aligned with the strategic goals of the Fire Master Plan;</li> <li>b. Determining the reporting requirements of training goals and activities, such as content, frequency, and recipients; and</li> <li>c. Ensuring necessary tools and information for measuring, monitoring and reporting activities consistently are available.</li> </ul> | <p>a) The development of key performance indicators (KPIs) has not been initiated within the Professional Development and Training (PD&amp;T) portfolio to date. However this is included as one of the work packages under the ongoing CFAI Accreditation process which includes the development of TFS-wide KPIs based on a comprehensive risk assessment and Standards of Cover.</p> <p>On February 6, 2017, the new Deputy Fire Chief responsible for this portfolio commences with Toronto Fire Services (TFS). The CFAI Accreditation process and the development of KPIs will be assigned to him as a top priority and he will drive the completion of this work via the appropriate Division Chiefs.</p> <p>b and c) The Division Chief of PD&amp;T has allocated additional resources to the maintenance and operation of Enterprise Learning Initiative (ELI) which has enhanced tracking and record keeping of online training. With the exception of those enhancements to ELI, the recommendations have not been initiated at this time.</p> <p>A review of online training and the use of ELI will be included in a service delivery model overhaul and addressed as part of the TFS Transformation Plan.</p> <p>The TFS Transformation Plan includes the following objective:</p> |

| No. | Recommendation   | Management Comments and Action Plan/Time Frame   |
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|     |  | <p>Create and implement state of the art staff training:<br/>Identify organizational models to deliver effective and efficient professional development &amp; training programming<br/>Fully implement AG's recommendations<br/>Develop exceptional Officer Development Program<br/>Leverage the use of technology in the delivery of training programs.</p> <p>The initiation of the Transformation Plan objectives, including the one stated above, will be a top priority for the TFS Executive Management Team following 2017 Budget approval. The Fire Chief / General Manager will assign staff to the delivery of this objective. This may also include the retention of qualified external consultants with subject matter expertise.</p> <p>The review and implementation of the principles and professional standards outlined in NFPA 1401, Ministry of Labour (MOL), and Fire Protection and Prevention Act (FPPA) requirements will form key components of this work.</p> <p>We will commence work in 2017 as part of the Transformation Plan and is related to a complete overhaul of the Training Division. We anticipate completion Q3 or Q4 2018.</p>   |
| 9   | <p>City Council request the Fire Chief and General Manager, Fire Services Division, together with Professional 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.</p> | <p>The present day PD&amp;T delivery model is not sufficiently aligned with the Operations Division delivery model and is therefore not set up for success. One of the principle causes of this disconnect occurred when the Operations Division transitioned to the 24-hour shift schedule absent of corresponding service delivery model revisions within PD&amp;T. This service delivery model review and overhaul will be addressed as part of the TFS Transformation Plan.</p> <p>The TFS Transformation Plan includes the following objective:</p> <p>Create and implement state of the art staff training:</p> <ul style="list-style-type: none"> <li>• Identify organizational models to deliver effective and efficient professional development &amp; training programming</li> <li>• Fully implement AG's recommendations</li> <li>• Develop exceptional Officer Development Program</li> <li>• Leverage the use of technology in the delivery of training programs</li> </ul> <p>The initiation of the Transformation Plan objectives, including the one stated above, will be a top priority for the TFS Executive Management Team following 2017 Budget approval. The Fire Chief / General Manager will assign staff to the delivery of this objective. This may also include the retention of qualified external consultants with subject matter expertise.</p> <p>Amendments to the Collective Agreement may be required in order to implement the PD&amp;T service delivery model changes arising out of the Transformation Plan.</p> |

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|     |   | We will commence work in 2017 as part of the Transformation Plan and is related to a complete overhaul of the Training Division. We anticipate completion Q3 or Q4 2018.   |
| 15  | 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.                        | <p>The requirement to complete mandatory on-line training has been documented in an SOG and further communicated to all staff. A comprehensive management strategy has been created and implemented by the TFS Administrative Services Division. This process is administered on a Command-wide basis by the Operations Platoon Chiefs and Division Commanders.</p> <p>Going forward, delinquent training will be monitored and addressed on a monthly basis in accordance with a structured performance management process. Compliance rates will be documented and reviewed to ensure progress.</p>  |
| 22  | 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 practices, where appropriate, and standard operating guidelines are updated accordingly. | <p>The Division Chief of PD&amp;T has allocated additional resources to the maintenance and operation of ELI which has enhanced tracking and record keeping of online training.</p> <p>With the exception of those enhancements to ELI, the recommendations have not been initiated at this time.</p> <p>A comprehensive review of TFS Standard Operating Guidelines, policies and procedures has not been initiated other than on an ad hoc basis. The review of relevant NFPA Standards including 1401, Ministry of Labour (MOL) Section 21 Guidance Notes, and Fire Protection and Prevention Act (FPPA) requirements have not yet commenced.</p> <p>A review will be included in the service delivery model overhaul and addressed as part of the TFS Transformation Plan.</p> <p>The TFS Transformation Plan includes the following objective:</p> <p>Create and implement state of the art staff training:</p> <ul style="list-style-type: none"> <li>Identify organizational models to deliver effective and efficient professional development &amp; training programming</li> <li>Fully implement AG's recommendations</li> <li>Develop exceptional Officer Development Program</li> <li>Leverage the use of technology in the delivery of training programs</li> </ul> <p>We will commence work in 2017 as part of the Transformation Plan and is related to a complete overhaul of the Training Division. We anticipate completion Q3 or Q4 2018.</p> |
| 23  | 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  | There are currently no defined measures in place to assess the direct impact of training on operational performance. Likewise, no specific evaluation methodologies have been established with respect to specifically determining the efficacy of training programs at this time, with the exception of the Recruit Training Program operated at the Toronto Fire   |

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|     | municipal fire services and consider whether Toronto Fire Services can benefit from evaluation methodologies being used elsewhere.  | <p>Academy.</p> <p>However, TFS has implemented fully transparent and public reporting on service level performance assessed in compliance with the NFPA 1710-2016 performance standards. This information is presented in TFS Annual Reports and formed the basis for the TFS 2017 Budget submission.</p> <p>NFPA 1710-2016 represents industry best practice with respect to operational deployment and the associated analysis and assessment of performance against those standards.</p> <p>The introduction of the recommended evaluation processes will be included as part of the ongoing CFAI Accreditation process. An additional benefit of CFAI is the ability to benchmark against other municipal fire departments.</p> <p>We will commence work in 2017 as part of the Transformation Plan and is related to a complete overhaul of the Training Division. We anticipate completion Q3 or Q4 2018.</p> |
| 25  | <p>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:</p> <ul style="list-style-type: none"> <li>a. Ensuring standard operating guidelines dealing with records management practices and procedures are consistent and align with City policies; and</li> <li>b. Ensuring standard operating guidelines are complied with, such as obtaining and maintaining all required documentation on file.</li> </ul> | <p>TFS has developed a comprehensive Information Management Plan which includes how to effectively manage training records.</p> <p>The recommendations outlined in the Information Management Plan will be considered as part of the PD&amp;T service delivery model overhaul described in the Transformation Plan.</p> <p>We will commence work in 2017 as part of the Transformation Plan and is related to a complete overhaul of the Training Division. We anticipate completion Q3 or Q4 2018.</p>  |
| 26  | 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.  | <p>The Division Chief of PD&amp;T has allocated additional resources to the maintenance and operation of Enterprise Learning Initiative (ELI) which has enhanced tracking and record keeping of online training.</p> <p>With the exception of those enhancements to ELI, the recommendations have not been initiated at this time.</p> <p>TFS has also developed a comprehensive Information Management Plan which includes how to effectively manage training records. The recommendations outlined in the Information Management Plan will be considered as part of the PD&amp;T service delivery model overhaul described in the</p>  |

| No. | Recommendation   | Management Comments and Action Plan/Time Frame   |
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|     |  | Transformation Plan.<br><br>We will commence work in 2017 as part of the Transformation Plan and is related to a complete overhaul of the Training Division. We anticipate completion Q3 or Q4 2018.   |
| 31  | 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.    | The Division Chief of PD&T has allocated additional resources to the maintenance and operation of Enterprise Learning Initiative (ELI) which has enhanced tracking and record keeping of online training. With the exception of those enhancements to ELI, the recommendations have not been initiated at this time.<br><br>TFS has also developed a comprehensive Information Management Plan which includes how to effectively manage training records. The recommendations outlined in the Information Management Plan will be considered as part of the PD&T service delivery model overhaul described in the Transformation Plan.<br><br>We will commence work in 2017 as part of the Transformation Plan and is related to a complete overhaul of the Training Division. We anticipate completion Q3 or Q4 2018. |
| 32  | 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. | The investigation of associated solutions and technology is ongoing but has not been procured nor implemented to date.<br><br>We will commence work in 2017 as part of the Transformation Plan and is related to a complete overhaul of the Training Division. We anticipate completion Q3 or Q4 2018.   |

**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  |
|-----|---|---|
| 1   | <p>City Council request the Executive Director, Municipal Licensing and Standards to:</p> <ul style="list-style-type: none"> <li>a. review and, where appropriate, amend individual and organizational performance objectives particularly those pertaining to emergency complaints</li> <li>b. develop a quality assurance program to ensure that there is an ongoing review of staff's performance against</li> </ul> | <ul style="list-style-type: none"> <li>a. Yes; provided in 2016: Performance objectives for Managers and Supervisors revised to include responsibility for performance reviews and in-field inspections. All divisional service standards are being reviewed.</li> <li>b. Yes: Monthly reports are automatically generated and sent to Director, Managers/Supervisors by IBMS which identifies Officers performance in terms of active Violation folders, workload analysis and missed inspections. These reports are reviewed by appropriate management levels to ensure that Officers are meeting the Divisions performance objectives and any issues arising from these monthly reviews are addressed by the management group.</li> <li>c. No: Develop a Standard Operating Procedure (SOP) for reading, assessing and using monthly employee</li> </ul> |

| No. | Recommendation  | Management Comments and Action Plan/Time Frame  |
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|     | <p>objectives</p> <p>c. ensure that appropriate action is taken to address performance which does not meet the established standard.</p>  | <p>performance reports, including established standards. The SOP should include what to do when standards are not met and how to deal with a poor performer</p>   |
| 2   | <p>City Council request the Executive Director, Municipal Licensing and Standards to:</p> <p>a. develop and document organizational expectations for recording the progress and closure of investigations</p> <p>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 emergency related complaints. The oversight process include appropriate levels of documentation and evidence of supervisory approval</p> <p>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.</p> | <p>Yes: Investigation Services continues to make improvements to its operational procedures and processes as a result the operational review completed in 2014. Investigation Services continues to focus on issue resolution and/or instigation of legal action with respect to Notices/Orders not being complied with. Currently, the rate of closure for 2015 files is 82% with an average time frame of 36 days to complete an investigation.</p> <p>No: ML&amp;S continues to work with I&amp;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.</p> <p>Yes; provided in 2016: Supervisors review all assigned files to ensure a balanced workload for Officers, as well as to ensure that files are not assigned to Officers who are absent due to illness/vacation and/or training.</p> <p>An IBMS report is automatically generated on a monthly basis and sent electronically to all Managers and Supervisors in Investigation Services. These detailed reports are broken down by District and they show the officers for that District along with all folders assigned to the officer. Supervisors and Managers review these reports and use them to assist in identifying which folders need to be reassigned, when they know an officer will be away for an extended period of time. If the duration of the officer's absence is unknown then the Supervisors review the folders assigned to that officer, and will reassign the necessary folders as the next scheduled inspection date nears. Supervisors and Managers also receive a summary report of the above referenced detailed report that is also automatically generated monthly by IBMS. This also assists the Supervisors/Managers in assessing the amount of folders assigned to an officer.</p> <p>This particular job responsibility is also an objective for all management staff within the 2016 Non-Union performance management process.<br/>Timeframe: Q3 - 2017</p> |
| 8   | <p>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.</p>  | <p>The Division has completed this initiative and has commenced with the purchasing or renting of vehicles for all Municipal Standards Officers to use during the course of their duties. In 2017 the Division purchased 20 new vehicles to bolster its current compliment of fleet vehicles and will be renting/leasing the remaining number of vehicles necessary so that all MSO's will have access to a fleet vehicle instead of using their personal vehicle.<br/>Time Frame: Q3 2017</p>  |

**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   |
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| 2   | 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.   | <p>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. A new dedicated enforcement unit that deals open permits became fully operational in the last quarter of 2016.</p> <p>Beginning in 2017 the new enforcement unit will focus on resolving all open permits with open or closed violations.</p> <p>Prior to operation of this unit, an Open Permit Pilot was undertaken by the Division, which established strategies to close a number of open permits from 2013 and prior years. A second phase established under this pilot is being continued by the new enforcement unit. To date over 2,000 open permits have been closed under this second phase.</p> <p>The Division anticipates work on this will be completed by Q4-2017.</p> |
| 3   | 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. | <p>Toronto Building has completed a pilot program aimed at reducing 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. Prior to implementation changes to IBMS permitting and management system are required. The Division continues to work towards implementation and will complete final stages as IT resources become available. A target for full program implementation is for Q3-2017.</p>   |
| 7   | 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.  | <p>The Division undertook an Inspection Business Process Review (BPR) which included recommendation 007 as part of the scope of work. The Division's 2017 work plan includes a number of initiatives that will be completed as a follow-up of this review and the audit recommendation.</p> <p>The Division anticipates work on this will be completed by Q2-2017.</p>   |
| 9   | 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.  | <p>Toronto Building completed a review of how fees are charged for occupancy permits. It has been determined it is necessary to require changes be made to IBMS to accurately record the number of hours spent by an inspector for all partial occupancy permit activity. Records in IBMS will then be utilized by management to oversee the appropriate number of hours are being allocated to each project.</p> <p>This work is expected to be completed by Q3-2017 dependant on IT staffing resources.</p>  |
| 10  | City Council request the Chief Building Official and Executive   | <p>The Divisional Management Team reviewed a draft "Quality Assurance Program for Toronto Building" in Q4-2015. The</p>  |



| No. | Recommendation   | Management Comments and Action Plan/Time Frame   |
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|     | Director review the current quality assurance process and take steps to ensure City-wide inspection practices are consistent and comply with established Divisional standards. | program requires additional resources 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 2018 budget submission. |

**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  |
|-----|---|---|
| 1   | 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.                           | <p>Service level agreements between Toronto Fire, and I&amp;T have been completed.</p> <p>The service level agreement with M.L&amp;S. (Prosecutions) is on the Division's work plan is expected to be completed by Q4-2017.</p> <p>Once all agreements are completed and implemented they will be used to confirm the accuracy of information that is included in the Division's annual reports. Additionally annual building permit fee reports now include information on the amount of deferred revenue being recognized in the reporting year.</p>  |
| 2   | 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.         | <p>Service level agreements between Toronto Fire, and I&amp;T have been completed.</p> <p>The service level agreement with M.L&amp;S. (Prosecutions) is on the Division's work plan is expected to be completed by Q4-2017.</p>   |
| 8   | 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 | <p>There continues to be ongoing discussions between the Ministry of Municipal Affairs and Housing (MMAH) Additionally, Toronto Building is working with the Large Municipalities Chief Building Officials (LMCBO) organization to engage an external Management Consult to assist with establishing best practices and a consistent approach across municipalities to satisfy the requirement for the legislated Annual Report on Fees on the Building Code Act s.7(4). A Statement of Work was completed in Q2-2016 on behalf of LMCBO.</p> <p>Toronto Building will implement any necessary changes once requirements are clarified.</p> |

**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  |
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| 8   | <p>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.</p> | <p>Purchasing and Materials Management will continue to work with Toronto Water at Ashbridges Bay to ensure proper inventory controls are in place with respect to the parts and equipment for the treatment plant. Timeframe Q1, 2018.</p> <p>Other comments -</p> <p>Purchasing and Materials Management has completed the review of all Divisions and Units that had identified holding significant inventory from the survey results of 2012 (attachment #1 – Division Inventory Survey Summary). Where inventory was held outside of a Corporate or Divisional Store it was recommended the Division/Unit not maintain more than a few weeks' worth of operational demand for such inventory.</p> <p>Highlights from the review include:</p> <p>PF&amp;R Rockcliffe yard &amp; Kipling yard: Confirmed that common goods are acquired through City Stores and the two storage locations are no longer operating.</p> <p>Attachment #2 – Email Fwd Rockcliffe Kipling Warehouses.msg</p> <p>Attachment #3 – Significant Inventory Kipling which shows the inventory that was transferred to City Stores.<br/>LTHCS: All Homes are now using City Stores with the exception of some items that are procured through PMMD.</p> <p>See Attachment #4 – LTHCS significant inventory<br/>OEM: City Stores now holds the OEM's emergency supplies saving the OEM storage space rental costs of \$48,000/year.</p> <p>Toronto Water - AshBridges Bay: A new warehouse was opened inside Ashbridges Bay. Continue to work with TW on adding further products maintained throughout the plant that are not currently maintained within the inventory controls.</p> <p>Attachment #5 also contains emails from those Divisions identified at the bottom of the summary set out in Attachment #1 about not having inventory.</p> |

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

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

| <b>No.</b> | <b>Recommendation</b>  | <b>Management Comments and Action Plan/Time Frame</b>  |
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| 11         | 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. | <p>In 2013, the Ontario Office of the Fire Marshal and Emergency Management (OFMEM) permanently discontinued the Trainer / Facilitator process across Ontario as part of the provincial transition to the NFPA professional qualification standards.</p> <p>As part of the transition process, the OFMEM implemented a grandfathering process whereby existing Trainer / Facilitators received formal qualification under NFPA 1401 - Instructor. On a go forward basis, all PD&amp;T instructors will be required to achieve NFPA 1041 instructor status. Any further action will form part of the TFS Transformation Plan.</p> |

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

| <b>No.</b> | <b>Recommendation</b>  | <b>Management Comments and Action Plan/Time Frame</b>  |
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| 10         | 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. | The Division in consultation with PPF&A determined that amendments to the Toronto Municipal Code were not required to implement a process for the waiving or refunding of re-inspection fees where appropriate. A SOP was developed for this process including the creation of the necessary forms for having a re-inspection fee either cancelled or refunded. Further to this, all staff received the necessary training on the new process. |