

CITY DIVISIONS IN INFRASTRUCTURE AND DEVELOPMENT SERVICES

AUDIT RECOMMENDATIONS FULLY IMPLEMENTED

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
009	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.
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.
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.

Division: Municipal Licensing & Standards
Report Date: 10/24/2017
Report Title: A Review of Municipal Licensing and Standards Division's Management of Business Licences - Part One: Licence Issuance, Inspection and Complaint Investigation Functions

No.	Recommendation
004	City Council request the Executive Director, Municipal Licensing and Standards Division, to review the number of business licence investigations and charges among the three District Offices and among officers to identify ways to improve efficiency.
007	City Council request the Chief Transformation Officer to consider including in his 2018 work plan a comprehensive review of Municipal Licensing and Standards Division's business license program, in the context of the City's overall inspections and enforcement activities.

Division: Municipal Licensing & Standards
Report Date: 10/24/2017
Report Title: A Review of Municipal Licensing and Standards Division's Management of Business Licences - Part Three: Eating Establishments and Nightclubs

No.	Recommendation
002	City Council request the Executive Director, Municipal Licensing and Standards Division, to review and amend the existing licence application form for eating establishments and nightclubs to ensure relevant information including the number of seats is obtained to facilitate the correct determination of the type of licence to be issued.

Division: Transportation Services

Report Date: 03/17/2017

Report Title: Detection of Warning Signs for Potential Bid Rigging Should be Strengthened

No.	Recommendation
002	City Council request the Director, Purchasing and Materials Management, to provide training on bid rigging, including preventive controls and red flags, to City purchasing and divisional staff who are involved in tender preparation or contract administration.
003	City Council request the Director, Purchasing and Materials Management, to adopt a practice of keeping the identity of prospective bidders who purchased the bid documents confidential.
004	City Council request the Director, Purchasing and Materials Management, and the General Manager, Transportation Services, to ensure staff members involved in procurement or contract management have up-to-date and clear understanding of the City's conflict of interest policy and procedure requirements, as it relates to the procurement process, and their application, as well as providing periodic refresher training.
006	City Council request the City Manager to forward the report (March 17, 2017) from the Auditor General to other relevant City Divisions and City Agencies and Corporations which acquire contracted construction services on a regular basis for information.

Division: Transportation Services

Report Date: 06/27/2016

Report Title: Improving the Tendering Process for Paving Contracts

No.	Recommendation
001	<p>City Council request the General Manager, Transportation Services Division, in consultation with the Director, Purchasing and Materials Management Division, to implement a process to assess the impact of awarding construction contracts to materially unbalanced bids tendered by the Division. Steps to be included in the process should consist of:</p> <ul style="list-style-type: none">a. Performing a reverse bid analysis of unit price Transportation contracts on an annual basis to quantify the negative financial impact of materially unbalanced bids; andb. Performing reconciliations between planned and actual road construction contracted services and costs to identify negative impact of materially unbalanced bids on service delivery, such as cancellations or delays in work.
002	<p>City Council request the General Manager, Transportation Services Division, to take steps to ensure quantity estimates in tender documents are reasonably accurate. Steps to be taken should include but not be limited to:</p> <ul style="list-style-type: none">a. Analyzing historical information on prices and quantities;b. Ensuring that road resurfacing tender documents contain actual field measurements such as original handwritten notes and drawings from the field, and documented rationale for changes to the estimated quantities;c. Ensuring staff justify the significant variances between estimated and actual quantities and such explanation clearly indicate why the variances could not have been anticipated;d. Requiring staff responsible for estimation to sign off on the estimated quantities and any subsequent changes to the estimated quantities; ande. Ensuring measurements taken for estimation purposes are reviewed by management for reasonability.

No.	Recommendation
004	City Council request the General Manager, Transportation Services Division, and the Director, Purchasing and Materials Management Division, to ensure that bid information and contract documents are organized in a manner that facilitates analysis of historical tender information.
006	City Council request the General Manager, Transportation Services Division, to review differences in district practices in relation to preparation of tender estimates and record keeping with a view to ensuring best practices are incorporated in all district offices.
007	City Council request the City Manager to forward this audit report to other relevant City divisions and major agencies and corporations which acquire contracted construction services on a regular basis for information.