

CITY DIVISIONS IN INFRASTRUCTURE AND DEVELOPMENT SERVICES

AUDIT 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

No.	Recommendation	Management Comments
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.	City Planning staff have reviewed all outstanding balances and are undertaking a process to collect any outstanding balances. City Planning will be reporting out in the second quarter of 2019 to Planning and Housing Committee on the outstanding balances.

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

No.	Recommendation	Management Comments
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.	<p>Toronto Building is undertaking a comprehensive Program Review that will include a detailed examination of the full cost model focussed on reviewing the direct and indirect costs, revenues, and reserve fund components that should be captured and included to meet the annual reporting requirements contained in the Building Code Act. The review will include a jurisdictional scan of the approaches and methodologies adopted by other principal authorities and recommend best practices.</p> <p>Accounting Services will be consulted as part of the Program Review and Toronto Building will continue to work with this division to integrate the Full Cost Model that was part of the User Fee Policy adopted by City Council.</p> <p>Completed by Q4-2019</p>
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	Service Level Agreements between Toronto Building and Toronto Fire, as well as I&T (Information and Technology) have been completed and associated costs can now be fully determined. I&T costs incurred in support of Toronto Building, continue to be reviewed and adjusted on a regular basis to ensure they are accurately reflected in the calculation of building

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	forth anticipated service levels and applicable charges.	<p>permit fees.</p> <p>The Toronto Building is undertaking a complete evaluation of the work that is currently provided by ML&S (Municipal Licencing and Standards) Prosecutions Unit, in support of Toronto Building's administration and enforcement of the Building Code Act. Once this evaluation and assessment is completed, a new Service Level Agreement or other operational strategy can be completed to fully implement recommendation number two.</p> <p>Completed by Q4-2019</p>
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	<p>A consideration of what information should be included in the annual reporting on building permit fees will be included as part of the comprehensive Program Review.</p> <p>The review will include a detailed examination of the full cost model and will examine "direct costs" that relate to the review and approval process of building permit applications, inspection and enforcement activities, and to "indirect costs" that relate to contributory work from other City Divisions in support of the building code activity and also all overhead services.</p> <p>Another focus of the review will include a detailed examination of the revenue, revenue deferral processes and reserve fund components and calculations that should be captured as part of the annual reporting requirements contained in the Building Code Act.</p> <p>Completed by Q4-2019</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
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.	<p>PMMD continues to work with Toronto Water (TW) Ash Bridges Bay treatment plant, to ensure adequate inventory controls for TW's spare parts inventory are implemented. TW has indicated the following goals for 2019 Q3:</p> <ol style="list-style-type: none"> 1. Implement Auditor General report recommendations on spare parts inventory controls 2. Roll out and maintain electronic tracking and analysis of consumables usage to enhance accountability and efficiency 3. Support and population of commodities in the new enterprise work management system 4. Implement and maintain effective controls in compliance with Corporate procedures & Policies to ensure compliance with mandatory training schedules and periodic updates.

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
001	<p>City Council request the Executive Director, Municipal Licensing and Standards to:</p> <p>a. review and, where appropriate, amend individual and organizational performance objectives particularly those pertaining to emergency complaints</p> <p>b. develop a quality assurance program to ensure that there is an ongoing review of staff's performance against objectives</p> <p>c. ensure that appropriate action is taken to address performance which does not meet the established standard.</p>	<p>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.</p> <p>b. Yes; provided in 2018: 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.</p> <p>c. No: Develop a Standard Operating Procedure (SOP) for reading, assessing and using monthly employee 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. This is on the priority list of SOPs for development in 2019.</p> <p>Time Frame: Q4 2019</p>
002	<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>a. Yes; provided in 2016: Investigation Services continues to make improvements to its operational procedures and processes as a result the operational review completed in 2014. The rate of closure for 2015 files was 82% with an average time frame of 36 days to complete an investigation.</p> <p>b. No: A Divisional Quality Assurance Program is currently being developed. A Coordinator, Quality Assurance was hired in 2018 and is working on enhancing compliance with Divisional policies and procedures. Automated IBMS reports have been created to assist Managers and Supervisors in monitoring Officers' performance in responding to service requests.</p> <p>c. 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>Timeframe: Q4 - 2019</p>

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
003	<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">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; andc. Ensuring necessary tools and information for measuring, monitoring and reporting activities consistently are available.	<p>The recommendation has not been fully implemented, but work in this area is ongoing.</p> <p>In August 2017, TFS restructured the PD&T Division to better support operations and special operations training. The portfolio is now known as the Training and Technical Operations Division. Deputy Fire Chief Jim Kay oversees the Division effective September 2017. In 2018, the portfolio on-boarded two Division Chiefs focused on overseeing the ongoing Training and Technical Operations Division Transformation.</p> <ul style="list-style-type: none">a. The development and utilization of key performance indicators (KPIs) has commenced within the Division. As part of the CFAI Accreditation Process, organizational business plans have been developed for each section within TFS. These plans include at least one KPI related to training. For example, within the TFS Communications organizational business plan, the output/outcomes measures that are being tracked include:<ul style="list-style-type: none">• % of communications personnel that are NFPA 1061 certified• % of communication personnel that are APCO certifiedb. In 2017, TFS Enterprise Learning Initiative (ELI) learning specialist along with additional PD&T staff, developed an internal records management process to enhance tracking and record keeping related to online training.c. Standard training reports are made available to TFS Management staff on a shared drive and are updated weekly. Administrative Assistants in all four Commands have access to run reports on an ad hoc basis. The KPIs that are tracked within the organizational business plans are in the process of being made available to TFS Management staff in the form of scorecards. <p>TFS will continue its work of tracking training related KPIs and ensure they are readily available on the TFS Executive Management dashboard within the coming year.</p> <p>Time Frame: Q4 2019</p>
022	<p>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</p>	<p>The recommendation has not been fully implemented, but work in this area is ongoing.</p> <p>In 2019, TFS is rolling out training requirements for promotional processes regarding NFPA 1021 & 1041 to ensure TFS is in line with NFPA best practices regarding relevant qualifications. All NFPA courses are now tracked in ELI. This includes both exam completion as well as in-class attendance. All applicable training being conducted within PD&T is to NFPA standards.</p>

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	operating guidelines are aligned with recommended practices, where appropriate, and standard operating guidelines are updated accordingly.	<p>TFS is currently conducting an analysis to align its training record keeping processes with NFPA 1401.</p> <p>Time Frame: Q4 2019</p>
025	<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> <p>a. Ensuring standard operating guidelines dealing with records management practices and procedures are consistent and align with City policies; and</p> <p>b. Ensuring standard operating guidelines are complied with, such as obtaining and maintaining all required documentation on file.</p>	<p>The recommendation has not been fully implemented, but work in this area is ongoing.</p> <p>In 2018, TFS developed a records management filing system, a central repository for all training records as well as a process for storing all files related to training. Courses are being tracked in ELI and records are stored on TFS' K Drive. This includes all elements of TFS's training programs such as lesson plans, manuals, presentations, tests and rosters.</p> <p>Building on this foundation, the quality assurance process for training records is being developed to ensure Standard Operating Guideline compliance within PD&T. The quality assurance mandate will be the key deliverable of the forthcoming Academic Standards and Evaluation section of PD&T.</p> <p>Time Frame Q2 2019</p>
026	<p>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>	<p>The recommendation has not been fully implemented, but work in this area is ongoing.</p> <p>In 2016, the TFS Enterprise Learning Initiative (ELI) learning specialist along with additional PD&T staff, developed an internal records management process to enhance tracking and record keeping related to online training. Building on that foundation, the quality assurance monitoring for PD&T record keeping is now being developed. This will include an internal audit process of training records. The quality assurance mandate will be the key deliverable of the forthcoming Academic Standards and Evaluation section of PD&T.</p> <p>Time Frame Q2 2019</p>
031	<p>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.</p>	<p>The recommendation has not been fully implemented, but work in this area is ongoing.</p> <p>Data related to training is being tracked within ELI since 2016. Staff inputting training related data within PD&T are being trained and are now using a standard process. Further to this, a central repository was implemented in 2018 for all training records as well as a standard process for storing all files related to training to ensure consistency.</p> <p>Building on these foundations, comprehensive quality assurance processes for data validation are being developed to ensure record keeping is robust within PD&T. The quality assurance mandate will be the key deliverable of the forthcoming Academic Standards and Evaluation section of PD&T.</p> <p>Time Frame Q2 2019</p>

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

No.	Recommendation	Management Comments
002	<p>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>	<p>As part of Toronto Building's dormant permit action plan, work to close existing permits is continuing throughout all four districts. By the end of 2018, of the 146,654 open permits identified in the Auditor General's report, 54,157 have been closed under this program. As the program continues, priority will be given to resolve dormant permits that include outstanding violations.</p> <p>To further assist the timely closure permits, the Division has fully implemented the Introductory Inspection service. Under this program, an area inspector visits the site at the beginning of a project to go over what the responsibilities are for the homeowner/builder, emphasizing their responsibility to meet the requirement to close the permits once the work is completed.</p> <p>In addition, Toronto Building's dedicated enforcement unit is continuing to work on closing open permits where a more substantial review of outstanding issues is required. Pre-revocation letters are being sent to owners where there are open permits on record with no inspections performed in over a year. Information of the Active Permit Review Program is posted on the City of Toronto's website. https://www.toronto.ca/services-payments/building-construction/building-inspections/active-permit-review-program/</p> <p>Utilizing a new tracking tool, Toronto Building is targeting that all components of the action plan to manage dormant permits, will be fully implemented by Q1-2019</p>
003	<p>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>	<p>Toronto Building has prioritized the evaluation of all "unsafe orders" in its review of outstanding violations. Where possible these were processed and cleared. A number of outstanding unsafe orders relate to MGOs (Marijuana Grow Operations). Clearance of these orders is pending the implementation of new legislation related to these operations.</p> <p>Of the 3,735 active violations identified in the Auditor General's report, 1,223 are left remaining to close out by inspection services.</p> <p>In Q2-2018 Toronto Building developed a report that is now used to administer all outstanding violations. This report has helped strengthen management controls and has identified specific areas where outstanding violations require further investigation to be closed.</p> <p>By Q1-2019 it is expected through the new management reporting tool, that outstanding violations will either be closed or where it is not possible, have identified in the report what measures are required to be taken by inspection staff to close these violations.</p> <p>Going forward all new violations will be tracked and managed through the new management reporting tool in a similar way.</p>

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007	<p>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>	<p>Completion timeline: Q1-2019</p> <p>Toronto Building has amended its inspection audit policy to include a review of inspection notes and records entered into IBMS (Toronto Building's permitting system) by building inspectors. The audit tool requires the inspection manager to review the accuracy and completeness of information entered by the inspector pertaining to the purpose of the inspection and clear notations regarding building code deficiencies.</p> <p>Toronto Building along with Legal Services, continued a training program for all inspection staff using the Inspection Notes Guideline developed by the Division. The training program is also provided for all new staff that are added to the inspections teams across the districts.</p> <p>Other related enhancements completed:</p> <ul style="list-style-type: none"> • Use of the RCS (Remote Computing System) has substantially increased since the review by the Auditor General. In addition to using the RCS to download their daily inspection requests, inspectors are utilizing the system to record their inspection results in the field. • Toronto Building also developed and implemented an inspection status service on the corporate webpage. An applicant/owner/contractor/neighbour can input the address of a property and can obtain the status of any inspection stage including if any violation (orders) were issued on the property. Link to Building Permit Application & Inspection Status on City of Toronto Website: https://www.toronto.ca/services-payments/building-construction/search-the-status-of-a-building-permit-application/ <p>The Division anticipates this recommendation will be fully implemented by Q1-2019.</p>
010	<p>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.</p>	<p>In 2018 the Division completed the development of a Building Compliance Quality Assurance team. Toronto Building worked with HR (Human Resources) to establish positions for this team. Work was completed to create job profiles and the Division has now received final approval from HR to fill these new positions. It is expected this new team will be operational by Q4-2019.</p> <p>The new team will focus on improving the quality assurance process across all districts in the Division and will consist of two positions; one PCBIQA (Program Coordinator Building Inspections Quality Assurance) and two FABIQA (Field Assessor Building Inspections Quality Assurance).</p> <p>The PCBIQA will focus on developing and implementing standards, programs, policies, and procedures to ensure City-wide building inspection practices are consistent and comply with established Divisional Standards. The PCBIQA will also provide leadership and support to Divisional projects and the Inspections Coordinating Team, develop and coordinate staff</p>

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		<p>training, and administer continuous improvement programs.</p> <p>The scope of work for the FABIQA will include assessing whether City-wide inspection practices are consistent and comply with established Divisional Standards, policies, and procedures. FABIQA will also be responsible for staff training, auditing employee performance, quality assurance monitoring, and supporting the development of Toronto Building's Quality Assurance program and tools.</p> <p>Completion timeline: Q4-2019</p>

Division: Transportation Services

Report Date: 03/17/2017

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

No.	Recommendation	Management Comments
001	<p>City Council request the Director, Purchasing and Materials Management, to develop and maintain a database of tender, contract, and sub-contracting information for all construction contracts in order to proactively monitor and detect potential bid rigging.</p>	<p>PMMD as part of the Supply Chain Transformation Program is in the process of implementing SAP Ariba which will provide an online platform that will allow bidders to provide response to bids online to facilitate the monitoring and detecting of red flags.</p> <p>Timeframe Q3 2019</p>
005	<p>City Council request that General Manager, Transportation Services, to review and enhance the current processes for quality control testing and progress payments for road resurfacing contracts to ensure adequate segregation of duty and independence.</p>	<p>Since 2017 Transportation Services has been delivering the Local Road Resurfacing Program through Engineering & Construction Services. Road Operations staff are no longer involved in resurfacing with the exception of expressway resurfacing performed during the annual expressway closures. During these projects dedicated independent third party material testing consultants are present during the entire paving operation. Multiple levels of staff oversight are present during the contractors performance of the work. Payments are reviewed and authorized by multiple levels of staff who also oversaw the work.</p> <p>Timeframe Q4 2019</p>

Division: Transportation Services

Report Date: 06/27/2016

Report Title: Improving the Tendering Process for Paving Contracts

No.	Recommendation	Management Comments
005	<p>City Council request the Director, Purchasing and Materials Management Division, in consultation with the City Solicitor, to develop and implement an effective policy to</p>	<p>PMMD has set up a Cross Divisional Working group to develop the appropriate policy to address subcontracting at both the procurement stage and the contract management stage.</p> <p>Timeline for completion end of Q2, 2019.</p>

No.	Recommendation	Management Comments
	address potential risks arising from sub-contracting arrangements between competitive bidders.	

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	Management Comments
001	City Council request the Executive Director, Municipal Licensing and Standards Division, in consultation with the City Solicitor, to review the By-law provisions, related enforcement framework, and the Division's Standard Operating Procedures, pertaining to unlicensed businesses with a view to strengthen the City's efforts to ensure compliance with licensing requirements.	ML&S ensures that all bylaw reviews, including that of Chapter 545, scheduled for review starting in Q2 2019, include provisions which assist with compliance and enforceability. ML&S is undertaking reviews of all applicable standard operating procedures and performance metrics. Time Frame: Q2 2019
002	City Council request the Executive Director, Municipal Licensing and Standards Division, to review and improve the effectiveness and efficiency of the existing proactive inspection process. Steps to be considered should include: a. Develop and implement proactive inspection frequency by the type of business licences based on risks and enforcement history. b. Ensure adequate supporting documentation on proactive inspections is retained to ensure the inspections are conducted in a consistent and equitable manner to all licensees and for quality assurance monitoring purpose.	a) ML&S resourced itself with two Data/Scheduling Analysts in 2018 to drive intelligence based response and currently have in-flight a capital funded DataMart (Business Intelligence) project, which will enable data analytics to assist in developing risk-based analytics. Timeline: Datamart is underway with targeted completion in Q1/2019. b) ML&S has hired a Coordinator, Quality Assurance, tasked with developing a Quality Assurance Program, which began in Q4 2018 and will continue throughout 2019.
003	City Council request the Executive Director, Municipal Licensing and Standards Division, to review and enhance	a) ML&S is working on a new integrated business system to replace our 3 existing systems (Salesforce / BasicGov), that will include the platform necessary for inspections and enforcement. b) ML&S currently has a Data Mart (Business Intelligence)

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	<p>the timeliness and efficiency of the complaint investigation process. Steps to be considered should include but not be limited to:</p> <p>a. Capture the necessary milestone dates in the licensing database to enable monitoring of performance measures.</p> <p>b. Establish performance measures to track and monitor the efficiency of complaints handling and investigation process.</p> <p>c. Develop internal processes to periodically review staff time spent by type of investigation to ensure efficiency use of staff resources.</p>	<p>project underway. Through Phase 1 of this project, our existing systems have been mapped to the DataMart system and the project is currently entering Phase 2.</p> <p>c) ML&S is working on the enhancement of measures, including staff workloads and investigation timelines. Given our technology-based transformation initiatives, and the work on performance measures, programming changes to the existing system are not prudent at this time. The Licensing Enforcement teams are under new direction, and have a resource redeployment initiative which includes shift realignments and appropriate span of control to ensure adequate supervision.</p>
005	<p>City Council request the Executive Director, Municipal Licensing and Standards Division, in developing system requirements for a new case management system for business licences, to consider and incorporate the need for providing efficient and user-friendly mobile devices to officers to improve the efficiency of recording inspection and investigation results while onsite.</p>	<p>The new business system, including case management, does include the requirement for a fully mobile deployment for staff. Timeline: System modernization is underway, implementation 2019-2021.</p>
006	<p>City Council request the Executive Director, Municipal Licensing and Standards Division, to expedite the licence fee review process to ensure compliance with the City's User Fee Policy.</p>	<p>ML&S is currently engaged with Watson and Associates to complete the user fee review. In addition, as bylaw reviews applicable to fees are undertaken, the review of the applicable fees is included.</p>

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 Two: Licensed Holistic Centres

No.	Recommendation	Management Comments
001	<p>City Council request the Executive Director, Municipal Licensing and Standards, in</p>	<p>On April 24, 2018, City Council adopted staff recommendation resulting from a review of PHAs to place a moratorium on the 5</p>

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	consultation with the City Solicitor, to re-assess the merits and practicality of relying upon Professional Holistic Associations as governing and accreditation bodies for holistic licensees and practitioners.	PHAs that are associated with the highest number of charges and convictions. On May 21, 2019, MLS reported to the General Government and Licensing Committee with outcomes of a comprehensive bylaw review. Staff proposed removing the requirement for holistic centre licensing, including the requirement for PHAs. Committee directed staff to instead report back on strengthened oversight of PHAs in Q4 2019.
002	City Council request the Executive Director, Municipal Licensing and Standards in consultation with the City Solicitor, to conduct a detailed and thorough review of the existing By-laws and legislative framework governing the licensing of body rub parlours and holistic centres, with a view to ensuring the City can exercise effective oversight and enforcement actions to stop licensed holistic centres from offering services outside of the parameters and conditions of the licensing category.	On May 21, 2019, MLS reported to the General Government and Licensing Committee with outcomes of a comprehensive bylaw review, including a review of the legislative framework governing the holistic centre and body-rub parlour industries. Staff proposed a series of approaches to enhance the oversight and enforcement of the industries, and in particular, to address the issue of holistic centres providing unauthorized services. Committee amended staff recommendations and directed staff to report back in Q4 2019.

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	Management Comments
001	City Council request the Executive Director, Municipal Licensing and Standards Division, in consultation with the City Solicitor, to review the existing definition of "entertainment establishments/nightclubs" in By-law 545 to identify the necessary changes that will strengthen the Division's inspection and enforcement efforts relating to licensed eating establishments operating as unlicensed nightclubs.	ML&S agrees that a review of these definitions is necessary and they will be undertaken as a part of the broader review of TMC Chapter 545, Licensing, related to Eating Establishments (Restaurants) and Nightclubs as referenced in Recommendation #4. Timeline: Target Q4 - 2019
003	City Council request the Executive Director, Municipal Licensing and Standards Division, to develop and	ML&S will continue to identify opportunities to improve the licensing review processes and in the context of new applications, identifying criteria to determine "higher risk" applications for investigation and follow-up. Timeline: Q4 - 2019

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	implement a risk-based follow-up inspection processes after licence issuance that will require officers to visit selected eating establishments to confirm they are not offering nightclub services and settings in violation of their approved eating establishment licence.	
004	City Council request the Executive Director, Municipal Licensing and Standards Division, in consultation with the City Solicitor, to review By-law 545 provisions and classifications relating to eating establishments and entertainment establishments/nightclubs to identify needs for By-law amendments.	As indicated in the response to Recommendation #1 and #2, a complete review of the TMC Chapter 545, Licensing articles that govern restaurants, eating establishments, entertainment establishments and nightclubs is required and has been identified on the ML&S policy work plan. This work will also be informed by other projects being undertaken by the City, such as that related to live music venues. Timeline: Q4 2019.

Division: Toronto Water
Report Date: 10/13/2017
Report Title: Improving the Effectiveness of the Basement Flooding Protection Subsidy Program

No.	Recommendation	Management Comments
001	City Council request the General Manager, Toronto Water, to periodically review: a. the Basement Flooding Protection Subsidy Program's objectives, intended outcomes and the value of the Program; b. how long the Subsidy Program should continue to be made available to the public and whether the funds and administrative resources should be repurposed to fund other areas of high priority for Toronto Water; and c. whether potential changes to the subsidy amount and the eligibility conditions are required.	Toronto Water will undertake an initial review in 2019 and determine the frequency of subsequent reviews upon completion of the initial review. Status – To be initiated: The initial review will encompass and address AG recommendation 1, 2, and 3. Design phase to be completed Q1 2019, initial review to be completed by Q4 2019.
002	City Council request the General Manager, Toronto Water, to establish Program milestones and performance measures based on the level of subsidy awareness achieved or expected timelines for phasing	BFPSP is a voluntary program and 100% of the benefits are accrued by the homeowner and not the City. Therefore, performance targets for awareness are not appropriate for this program. A performance target for processing time (service standard) is already established. Milestones for the Program (such as re-review, structural changes and other relevant actions) will be

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	out the Subsidy Program as stages of infrastructure projects are completed.	<p>established as part of Recommendation 1.</p> <p>Status - To Be Initiated: To be coordinated with framework to address Recommendation 1.</p>
003	<p>City Council request the General Manager, Toronto Water, to periodically track and analyze data on reported basement flooding incidents against data related to the Basement Flooding Protection Subsidy Program to:</p> <p>a. identify whether homeowners directly impacted by basement flooding are participating in the Subsidy Program;</p> <p>b. assess if the Subsidy Program has played a worthwhile and effective role in preventing basement flooding in the City; and</p> <p>c. determine recurring trends, emerging issues and training needs.</p>	<p>Toronto Water will include these assessments as part of the review from Recommendation 1 to be completed in 2019.</p> <p>Status - To Be Initiated: To be coordinated with framework to address Recommendation 1.</p>
004	<p>City Council request the General Manager, Toronto Water, to establish an ongoing quality control process to identify and correct errors and omissions including system-based controls to validate data entry and protect key fields in the Residential Database.</p>	<p>TW is part of the multi-divisional project to implement a new electronic work management system. The BFPSP is included in the scope of this project. TW is evaluating the feasibility of implementing an online application and data retention system. Factors which will be considered include corporate privacy policies, industry practice, upfront & ongoing costs relative to project uptake of new channel.</p> <p>Status - Underway: A quality control process has been prepared.</p> <p>The Division is part of a corporate initiative to implement an enterprise electronic work management system. The initiative is currently in its second phase, which is solution design. Toronto Water is scheduled for implementation in the fourth phase (2020).</p> <p>A project to implement an online application is currently in design phase and scheduled for implementation in Q4 2019. All online applications of this nature have to meet Corporate I&T standards.</p> <p>Time Frame: Q4 2019</p>
005	<p>City Council request the General Manager, Toronto Water, to evaluate the costs and benefits of implementing an online application process for the Basement Flooding Protection</p>	<p>TW is part of the multi-divisional project to implement a new electronic work management system. The BFPSP is included in the scope of this project. TW is evaluating the feasibility of implementing an online application and data retention system. Factors which will be considered include corporate privacy policies, industry</p>

No.	Recommendation	Management Comments
	Subsidy Program and maintaining electronic copies of subsidy application documentation in the Database.	<p>practice, upfront & ongoing costs relative to project uptake of new channel.</p> <p>Status - Underway: A quality control process has been prepared.</p> <p>The Division is part of a corporate initiative to implement an enterprise electronic work management system. The initiative is currently in its second phase, which is solution design. Toronto Water is scheduled for implementation in the fourth phase (2020).</p> <p>A project to implement an online application is currently in design phase and scheduled for implementation in Q4 2019. All online applications of this nature have to meet Corporate I&T standards.</p> <p>Time frame: Q4, 2019</p>
006	City Council request the General Manager, Toronto Water, to review and clarify certain eligibility conditions of the Basement Flooding Protection Subsidy Program and assessment processes and ensure staff are appropriately trained on any revisions.	<p>TW will review the eligibility requirements as part of the program review as detailed in Recommendation 1:</p> <ul style="list-style-type: none"> • A process to train staff of any revisions to practise already exists. • TW will review the two-week pending period for follow-up and establish a more appropriate time period. • TW will continue to apply a reasonableness methodology to evaluate exceptional cases. Decisions made in these exception cases will be documented on file and approved by a Supervisor, wherever possible to minimize customer escalations and provide good customer service. <p>Status - To Be Initiated: To be advised and coordinated with framework to address Recommendation 1.</p>
007	City Council request the General Manager, Toronto Water, to establish a reasonable timeframe for applicants to submit outstanding information and deny Basement Flooding Protection Subsidy Program applications not meeting this requirement.	<p>TW will review the eligibility requirements as part of the program review as detailed in Recommendation 1:</p> <ul style="list-style-type: none"> • A process to train staff of any revisions to practise already exists. • TW will review the two-week pending period for follow-up and establish a more appropriate time period. • TW will continue to apply a reasonableness methodology to evaluate exceptional cases. Decisions made in these exception cases will be documented on file and approved by a Supervisor, wherever possible to minimize customer escalations and provide good customer service. <p>Status - To Be Initiated: To be advised and coordinated with framework to address Recommendation 1.</p>
008	City Council request the General Manager, Toronto Water, to: a. implement a risk-based approach to selecting sump pump installations for internal verification by Toronto Water staff; and b. evaluate the benefits of requesting all homeowners to	<p>Status – Not fully implemented</p> <p>a. Complete</p> <ul style="list-style-type: none"> • Communication with permit inspections for backflow device installation to informally confirm sump pump install where possible • Program Officers undertake site inspections and while on property will confirm a sump pump install where relevant • Program Officers have metrics to direct the number of inspections including prioritizing new companies

No.	Recommendation	Management Comments
	submit photographs with their Basement Flooding Protection Subsidy Program applications.	b. In process. Completion date. Q4 2019