PUBLIC HIGH PRIORITY RECOMMENDATIONS

Not Fully Implemented (Not Verified by the Auditor General)

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Service Area: Agencies and Corporations

Division: Toronto Transit Commission

Report Title: Review of Toronto Transit Commission Bus Maintenance and Shops Department, Phase Two: Non-Revenue Fleet and Equipment Management and Maintenance
Report Date: 02/06/2015

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
4	The Board request the Chief Executive Officer to conduct detailed reviews of utilization levels of non-revenue vehicles and equipment to identify and minimize underutilized vehicles and equipment.	Conduct detailed reviews of utilization levels of non-revenue vehicles and equipment to identify and minimize underutilized vehicles and equipment: A new process is being implemented to assess the age, condition and mileage of the Non-Revenue Vehicles. An annual condition assessment inspection is performed on all the vehicles and an assessment sheet is completed by the Bus Maintenance Department. This includes collecting the mileage of the vehicle. This information is provided to the Vehicle Programs Department, who review this data in relation to the age of the vehicle. Replacement vehicles are determined based on a review of all three criteria, age of the vehicle, mileage accumulated and condition. Vehicles in good condition and with low mileage are flagged and user groups are questioned on the need of the vehicle, replacements and new additional vehicles. Opportunities to re-allocate under-utilized vehicles to other work groups will be included as part of the review process and discussion with stakeholders.	12/31/2021 12/31/2020 12/31/2019 12/31/2018
7	The Board request the Chief Executive Officer to ensure that vehicle life cycle costs are actively monitored and analyzed as part of the non-revenue fleet management functions. A re-assessment of the current non-revenue vehicle replacement criteria should be undertaken to ensure the criteria are effective in preventing excessive maintenance and repair costs.	Ensure that vehicle life cycle costs are actively monitored and analyzed as part of the non-revenue fleet management functions and undertake a re-assessment of the current non-revenue vehicle replacement criteria to ensure the criteria are effective in preventing excessive maintenance and repair costs: Vehicle life cycle costs are actively monitored and analyzed as part of non-revenue fleet management based on age, mileage, and condition. Vehicles are no longer replaced at the end of their lifecycle if they are still in good condition with low mileage. Vehicles are replaced if they are at high mileage and in poor condition at the end of their life or prior to end of life. Vehicle replacement is subject to approved funding availability. Reports to support this are in development for Q4 2021.	12/31/2021 12/31/2019 12/31/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
13	The Board request the Chief Executive Officer to take steps to improve non-revenue vehicle user compliance with scheduled maintenance, including steps to address user concerns.	Took steps to improve non-revenue vehicle user compliance with scheduled maintenance, including steps to address user concerns. A non-revenue vehicle downtime KPI tool is in place to measure the amount of time a non-revenue vehicle is now available to users. Non-revenue vehicle maintenance is presently scheduled by date, not mileage. A planned GPS installation by Q4 2021 is envisioned to automate mileage updates and allow maintenance staff to determine the location of each asset.	12/31/2021 12/31/2020 12/31/2019 12/31/2017
14	The Board request the Chief Executive Officer to ensure accurate and up-to-date non-revenue vehicle kilometrage data are obtained to facilitate effective preventive maintenance scheduling.	Ensure accurate and up-to-date non-revenue vehicle kilometrage data are obtained to facilitate effective preventive maintenance scheduling: STATUS: Once installed, the non-revenue vehicle GPS hardware (planned for Q4 2021) will interface with the TTC maintenance system and will capture vehicle use and kilometers. This will facilitate more efficient preventative maintenance scheduling. Mileage is also included as part of the annual condition assessment.	12/31/2021 12/31/2020 12/31/2019 12/31/2018
15	The Board request the Chief Executive Officer to improve the effectiveness of the Vehicle Work Order system for non-revenue fleet management. Steps to be taken should include but not be limited to: a. Addressing existing preventive maintenance scheduling issues in the system; b. Ensuring adequate system access is provided to garage management staff; c. Re-assessing the practicality of existing data entry controls; d. Ensuring accuracy of system generated management reports; and e. Expanding the existing system reports to include reports on fleet management key performance indicators.	a. Once installed, the non-revenue vehicle GPS system will be used to more effectively schedule maintenance aligned to vehicle mileage. b. All Bus Maintenance garage staff have Vehicle Work Order (VWO) system access as of Q3 2018 c. An upgrade to the Vehicle Work Order system (VWO) was implemented in Q3 2018 allowing Bus Maintenance Technicians to input various vehicle repair comments directly into the VWO system. d. Once implemented on non-revenue vehicles (planned for Q4 2021), GPS will also aid in optimizing scheduled maintenance, and reducing missed or unnecessary maintenance. e. Complete KPI tracking has been implemented since Q2 2019.	12/31/2021 12/31/2019 12/31/2017

Report Title: Continuous Controls Monitoring Program - Toronto Transit Commission, Employee Overtime and Absenteeism
Report Date: 09/21/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	The Board request the Chief Executive Officer to undertake a review of existing reports and ensure that effective reports for reviewing and monitoring overtime and absenteeism expenses by individual departments and the organization as a whole be developed as part of the implementation of the new financial system.	Since the Wave 1 launch of SAP Payroll, Employee Services & Systems has better access to payroll data and has launched new Overtime reports which are distributed at the executive and department head levels. These reports help monitor period overtime year over year by department and section, as well as at the employee level, and flags top earners. In absence of a time and attendance solution, Payroll is unable to provide a capital vs operating split of overtime, and in the meantime, this split is done at a high level by Finance and presented at the regular Financial Executive (FX) meetings. Finance also presents overtime statistics at each FX meeting in relation to the budget, and in response, each Chief is required to speak to overtime drivers in their individual groups, and strategies for reduction. IT continues to work on an enterprise reporting and analytics tool, however the expected updated delivery date is late 2021. In the meantime, alternative distribution and reporting tools are being utilized. Further to this, the HR data analyst has ensured that HR has greater access to absenteeism (including sick time) data. The TTC has the ability to report on direct costs as it relates to sick time paid on an aggregate and local (i.e. by department, by individual) level. This is accurate, however this reporting is not currently happening as the actions to be taken based on this information are still being determined. HR will work on preparing various absenteeism reports (including absenteeism expense reports) for discussion at the executive level to help finalize an absenteeism reporting strategy. Given COVID-19 priorities and impacts on absenteeism, this work will take place in early Q3 of 2021.Once the various reports are socialized at the executive level, a determination is to be made on which reports should reach which audiences and at what cadence to ensure appropriate monitoring, controls of sick costs across the TTC. A subsequent review of attendance management practices (absenteeism reduction strategy) must take place	09/30/2021 11/30/2019 12/31/2018 9/30/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
		(as noted in previous response, this started, but has since been on hold due to COVID-19)	

Report Title: Review of Toronto Transit Commission Procurement Policies and Practices: Improving Materials Management and Purchasing Policies Can Potentially Result in Significant Savings
Report Date: 05/15/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
5	The Board request the Chief Executive Officer, Toronto Transit Commission, to ensure procurement policies and procedures provide clear directions and guidelines for Buyer's Discretion purchases and its subsequent amendment, and applicability of the dollar threshold.	Continuing from previous implemented improvements, several activities have been executed and are planned as follows to define buyer thresholds; Communication and awareness session was held on July 17, 2020 with PCM (Procurement and Category Management) staff to confirm staff is to include justification for awarding the business (for purchases less than $10,000) in the IFS notes in order to build documentation for review. Further analysis is being conducted on amendments done in the previous years to make informed decisions on defining Buyer discretion thresholds and amendment limits. Next Step: Benchmark with other municipalities and transit agencies on Buyer discretion thresholds and amendments. Update draft and release procedure with revised limits. Training to be conducted with PCM staff with the release of the procedure.	06/30/2021 12/31/2019 12/31/2017
6	The Board request the Chief Executive Officer, Toronto Transit Commission, to implement measures to monitor compliance with Buyer's Discretion procurement policy requirements, and to ensure the requirements are effectively communicated to staff involved in the procurement process.	Continuing from previous implemented improvements, several activities have been executed and are planned as follows to define buyer thresholds; A. Communication and awareness session was held on July 17, 2020 with PCM staff to confirm staff is to include justification for awarding the business (for purchases less than $10,000) in the IFS notes to build documentation for review. B. Reporting being developed with the support of ITS team to monitor compliance with Buyer's Discretion procurement procedure requirements.	06/30/2021 9/30/2019 12/31/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
		C. Next Step: Update draft and release audit procedure. Training to be conducted with PCM staff with the release of the procedure.	
7	The Board request the Chief Executive Officer, Toronto Transit Commission, to identify strategies to improve response rate for competitive procurement and such strategies to include but not be limited to: a. providing free viewing of tender documents or detailed notices of tenders; b. extending bid response time for complex specifications; c. Identifying alternate sources of supply and revise its current minimum quotes requirement to invite five or more suppliers where low bid response rates are evident.	Continuing from previously implemented recommendation of 7a and 7b (phase 1), the following activities are in progress for the implementation of recommendation 7c (phase 2); A. Development of ITS reporting to provide evidence of low bid response rates is progressing. B. A procedure will be developed to provide guidance to PCM staff on the use of this reporting feature that will enable the identification of strategies to improve response rates.	12/20/2021 9/30/2019
8	The Board request the Chief Executive Officer, Toronto Transit Commission (TTC) to formalize the process and requirements for seeking client department input in the bid evaluations for purchases involving	Review the draft procedure with Capital Procurement. Release the operating procedure after further management review and approval. Training to be conducted with PCM staff with the release of the procedure.	6/30/2021 9/30/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	subjective criteria or complex technical aspects. The formalized procedure should be posted on TTC intranet to be accessible by all staff.		
10	The Board request the Chief Executive Officer, Toronto Transit Commission, to consider publishing a notice of sole source intent prior to engaging in non-competitive procurement for large dollar value sole source purchases where only one company is known to supply the goods or services but others may exist.	Circulate the draft procedure for review among key stakeholders. Incorporate feedback into procedure after review. Release the procedure and provide training to staff.	12/18/2020 12/31/2019
12	The Board request the Chief Executive Officer, Toronto Transit Commission, to establish a comprehensive Blanket Contract policy and procedural requirements detailing minimum dollar threshold and ongoing review and renewal processes.	Continuing from previous implemented improvements, several activities have been executed and are planned as follows; A. The draft procedure to cover Inventory Blanket contracts has been reviewed by major stakeholders, and some updates have been incorporated into the draft procedure. B. Resolve outstanding issues in order to finalize the Inventory Blanket procedure by March 31, 2021. C. Release the Inventory Blanket procedure and provide training to PCM staff by June 30, 2021. D. The second phase will cover non-inventory Blanket contracts, and the development of that procedure is on-going. Training of staff will be conducted with the release of the procedure. The second phase is expected to be completed by Dec 20, 2021.	12/20/2021 9/30/2019
13	The Board request the Chief Executive Officer, Toronto Transit Commission (TTC), to reduce annual purchase costs where feasible by establishing Blanket Contracts or expanding	Continuing from previous implemented improvements, several activities have been executed and are planned as follows; A. The current Purchasing Card procedure requires the Purchasing Card Administrator to review monthly Purchasing Card transactions to ensure	12/20/2021 9/30/2019

2021 Follow-up Status Report

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	existing price agreements with vendors of concentrated spending and repetitive purchases. Periodic analysis of TTC's overall purchase activities to identify Blanket Contract opportunities should also be undertaken.	compliance with the use of Corporate Blanket Contracts. B. The Inventory and Non-Inventory Blanket contract procedures will include the requirement for regular data analysis of spend activity to identify cost savings and blanket contract opportunities. Existing reports to be reviewed and potentially enhanced to assist with the analysis.	
19	The Board request the Chief Executive Officer, Toronto Transit Commission, to report to the Board on an annual basis on savings achieved as a result of implementing the recommendations from this report, including information regarding: - identifying alternate sourcing, - pursuing aftermarket parts warranty, - initiating further Blanket Contracts or expanding the product catalogue of existing Blanket Contracts, - retrieving and tracking cores	Pending the implementation of the relevant Auditor General recommendations, planned for 2021, staff will provide an annual report to the Board pertaining to savings as a result of: identifying alternate sourcing pursuing aftermarket parts warranty initiating further Blanket Contracts or expanding the product catalogue of existing Blanket Contracts, retrieving and tracking cores.	12/20/2021 12/31/2019

Report Title: Review of Toronto Transit Commission Accounts Payable Functions: Improving Invoice Verification and Vendor Account Management
Report Date: 09/15/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	The Board request the Chief Executive Officer, Toronto Transit Commission, to review the results of the sampled invoices and	Management response and the expected implementation date were not updated in the follow-up system.	10/31/2019 3/31/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	potential overpayments identified by the Auditor General in this report, assess whether additional overpayments exist in other related invoices from the same vendors, and recover the overpayments from the vendors where appropriate.		
5	The Board request the Chief Executive Officer, Toronto Transit Commission, to review the current payment process and identify opportunities to further reduce the number of late payments and to take advantage of early payment discounts.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 12/31/2019
8	The Board request the Chief Executive Officer, Toronto Transit Commission, to continue its effort to increase the use of Electronic Fund Transfer for vendor payments, in particular for vendors who receive multiple payments from the agency per month.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 12/31/2019

Report Title: Toronto Transit Commission: Managing Telecommunication Contracts and Payments
Report Date: 05/18/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
2	The Board request the Chief Executive Officer, Toronto Transit Commission, to expedite the evaluation of the land lines excluded from Phase 1 VOIP implementation, and a detailed plan should be developed for implementation of VOIP throughout the TTC to achieve intended savings.	Progress to Date: TTC has about 7,000 telephone lines. A project was initiated in 2017 to convert/install 4,600 lines to VOIP by Q1 2021. As of November 2020, approximately 4,200 lines were converted/installed, including about 200 line cancellations out of 4,200 conversions. The feasibility assessment of converting the remaining 2,400 lines is underway. About 1,100 lines are identified as track phones or safety critical phones that the business requires to be retained. 500 lines are identified as redundant and 60 of them will be disconnected in Q1 2021 without additional early cancellation penalties according to the contract terms. The rest of the 500 lines will be repurposed to meet the phone requirements of new hires and new facilities for 2021. The rest of the 800 lines remain to be assessed. COVID-19 has slowed down the pace of conversion and the feasibility study.	3/31/2021 12/31/2018
3	The Board request the Chief Executive Officer, Toronto Transit Commission, to develop and implement procedures to: a. Maintain an up to date inventory of all telecommunication services (wireless plans, land lines, cellular modem subscriptions and communication circuits). b. Identify and disconnect unused telecommunication services (wireless plans, land lines, cellular modem subscriptions and communication circuits) on a timely basis. Information reports, such as phones with no activity and staff with multiple phone lines should be developed for ongoing periodic review.	Progress to Date: TTC ITS is maintaining the inventory of telecommunication services in spreadsheets, including wireless plans, landlines, and communication circuits. All cellular modems were decommissioned by 2019. However, we will be establishing and formalizing the asset and inventory management process by Q4 2021. TTC ITS will be implementing the asset and inventory management process by leveraging the available carrier data to identify unused / misuse of telecom services including landlines and wireless plans in order to disconnect zero usage services on a timely basis where applicable. We will start this process in 2021.Not all vendors can provide zero usage reports to identify unused telecommunication services. As a result, ITS is devising reports, based on available carrier date, to derive zero usage. COVID-19 has delayed the development of the process.	12/31/2021 12/31/2018

Report Title: Review of Toronto Transit Commission (TTC) Employee Expenses and Reward and Recognition Programs: Opportunities to Improve Policies and Controls and Save Costs
Report Date: 06/26/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
2	The Board request the Chief Executive Officer, Toronto Transit Commission, to evaluate the costs vs. benefits of its employee reward and recognition programs and consider potential non-monetary recognition strategies as well as whether costs can be reduced.	The TTC believes that recommendation #2 is specific to cost savings/cost effectiveness opportunities as it relates to recommendation #1. It is our intention that this financial analysis will form part of our broader comprehensive recommendations report as per the TTC's response to recommendation #1.	12/31/2021 9/30/2019
12	The Board request the Chief Executive Officer, Toronto Transit Commission, to review the criteria and current process for issuing free annual passes to non-TTC staff to ensure valid justification and adequate controls, and to minimize lost revenue opportunities.	Annual free passes are provided to Councillors and Commissioners on request as a taxable benefit to current and some former ACAT members, contractors and co-op students for the length of their term at the request of their manager and all CNIB members. The issuance of free passes will be reviewed as part of the Transformational Review. Daily free passes have been considered as an alternative but rejected given the administrative burden of significant tracking/issuing and the loss of a critical security feature – photo ID. With the adoption of PRESTO, passes can now be programmed to deactivate at the end of a contractor/student's term eliminating the risk of use beyond the term of the contract. There is currently one (1) employee assigned to administer all non-employee passes (ACAT members, Councillors, Commissioners, CNIB, contractors, students etc.). Once the non-employee leaves, their pass is collected and returned to the TTC designate noted above. If it is not possible to collect the pass, it can be deactivated remotely upon request. TTC has also implemented an electronic approval process which requires manager level authorization, and this eliminates the risk of missing or incorrect approvals for passes. Anticipated or actual cost savings to be determined pending results of Transformational Review. The time line to complete this item is currently December 31, 2021	12/31/2021 1/31/2019

Report Title: Review of Toronto Transit Commission's Revenue Operations: Phase One – Fare Evasion and Fare Inspection
Report Date: 02/21/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	The Board request the Chief Executive Officer, Toronto Transit Commission, to set acceptable targets for its fare evasion rates (by mode and overall) and to develop short and long-term strategies to reduce the fare evasion rates and the resulting revenue loss, while ensuring good customer service.	Management response and the expected implementation date were not updated in the follow-up system.	9/1/2020
5	The Board request the Chief Executive Officer, Toronto Transit Commission, to explore system wide options that can help prevent and reduce fare evasion on streetcars with multiple doors and Proof-of-Payment policy.	Management response was not updated in the follow-up system at this time.\n\nThe target implementation date is 3/31/2021.	3/31/2021
6	The Board request the Chief Executive Officer, Toronto Transit Commission, to expand its fare inspection program to include buses and develop effective fare inspection methods for buses.	Management response was not updated in the follow-up system at this time.\n\nThe target implementation date is 3/31/2021.	3/31/2021
7	The Board request the Chief Executive Officer, Toronto Transit Commission, to ensure that bus operators and streetcar operators are instructed and trained to press the fare dispute key whenever the appropriate fare is not paid. Data from the fare dispute keys should be	Management response and the expected implementation date were not updated in the follow-up system.	9/1/2020

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	routinely analyzed and used to aid in the strategic allocation of fare enforcement resources.		
8	The Board request the Chief Executive Officer, Toronto Transit Commission, to expand its fare inspection program to include coverage of subway station entrances.	Management response and the expected implementation date were not updated in the follow-up system.	9/1/2020
9	The Board request the Chief Executive Officer, Toronto Transit Commission, to take the necessary actions to reduce the number of illegal entries, particularly at automatic subway entrances, including: a. Perform a cost-benefit analysis of continuing to keep the automatic entrances open, whether to install high gates in high-risk entrances at subway stations, and whether to station Toronto Transit Commission staff at some of these entrances; b. Complete work on the fare gate sensors and fare gate event data reporting, so that information can be used to determine the rate of illegal entries at subway stations and to strategically allocate fare inspection resources; and c. Ensure security camera video is monitored on a regular basis.	Management response and the expected implementation date were not updated in the follow-up system.	9/1/2020
10	The Board request the Chief Executive Officer, Toronto Transit Commission, to ensure	Management response was not updated in the follow-up system at this time.

The target implementation date is 6/30/2022. | 6/30/2022 |

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	the contracted service requirements are upheld regarding functionality of Metrolinx Single Ride Vending Machines and PRESTO Card Readers, and recover from Metrolinx lost passenger revenue.		
11	The Board request the Chief Executive Officer, Toronto Transit Commission, to review current TTC fare gate functionality issues, and develop and implement short and long-term strategies to improve fare gate functionality to reduce revenue loss.	Management response and the expected implementation date were not updated in the follow-up system.	9/1/2020
12	The Board request the Chief Executive Officer, Toronto Transit Commission, to instruct and train crash gate staff on Toronto Transit Commission (TTC) policy, to request the fare collector to close the TTC fare gate when unattended by TTC staff, and to ensure fare collectors are trained in this task.	Management response and the expected implementation date were not updated in the follow-up system.	9/1/2020
13	The Board request the Chief Executive Officer, Toronto Transit Commission, to reassess whether there is a critical need to issue Child PRESTO cards, balancing provision of good customer service with the risk of fraudulent use of the Child Cards.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021
14	The Board request the Chief Executive Officer, Toronto Transit Commission, to NOT distribute the Toronto	Management response and the expected implementation date were not updated in the follow-up system.	9/1/2020

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	Transit Commission's promotional Child PRESTO cards until appropriate controls are in place.		
15	The Board request the Chief Executive Officer, Toronto Transit Commission, to explore ways to provide a Child PRESTO Card that is visually different from an Adult PRESTO card, including further negotiation with Metrolinx to issue visually different PRESTO cards for adults and children aged 12 and under.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021
16	The Board request the Chief Executive Officer, Toronto Transit Commission, to make the necessary changes to the Child PRESTO cards so that bus and streetcar operators can spot inappropriate use of PRESTO concession cards including: a. Negotiate with Metrolinx to provide a different light and sound on PRESTO card readers for Child PRESTO cards from other concession types; and b. Perform cost benefit analysis and consider making change to Toronto Transit Commission revenue vehicles to include display of the PRESTO concession type for bus and streetcar operators.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021
17	The Board request the Chief Executive Officer, Toronto Transit Commission, to ensure	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	adequate controls are in place and consistently applied in the issuance of Child PRESTO cards by Distributors.		

Report Title: Review of Toronto Transit Commission's Revenue Operations: Phase Two - PRESTO/TTC Fare Equipment and PRESTO Revenue
Report Date: 10/21/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	The Board request the Chief Executive Officer, Toronto Transit Commission, to work together with Metrolinx and its vendors to: a. identify the root cause for frozen and intermittent PRESTO card readers; b. develop a method to detect above issues in the device monitoring software tool; and c. ensure frozen and intermittent readers are included in the PRESTO card reader availability calculation.	Management response and the expected implementation date were not updated in the follow-up system.	6/30/2020
6	The Board request the Chief Executive Officer, Toronto Transit Commission, to: a. ensure the availability calculation of PRESTO vending machines includes all out-of-service incidents, including the status when the coin box is full and the machine is not available for the customer to pay by coins; and b. provide TTC with the detailed	Management response was not updated in the follow-up system at this time.

The target implementation date is 6/30/2021. | 6/30/2021 |

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	back-up data/information that supports the weekly availability rate.		
7	The Board request the Chief Executive Officer, Toronto Transit Commission, to work together with Metrolinx to restore the contracted deliverable of the credit and debit card fare payment method on the new streetcars, with estimated timing provided by Metrolinx.	Management response was not updated in the follow-up system at this time. The target implementation date is 6/30/2022.	6/30/2022
8	The Board request the Chief Executive Officer, Toronto Transit Commission, to work together with Metrolinx to: a. ensure that PRESTO's vendor's monitoring team is consistently logging tickets for all out-of-service card readers, even if able to successfully recover remotely; and b. regularly receive a log of devices that successfully re-boot.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2019
15	The Board request the Chief Executive Officer, Toronto Transit Commission, to run daily reporting on warnings for the coin box being full or 75 per cent full, and ensure those streetcars, at a minimum, are made available for the nightly coin collection.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020
20	The Board request the Chief Executive Officer, Toronto Transit Commission, to work together with Metrolinx	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	to agree upon and finalize the Service Level Agreement, and to utilize an Expert Panel as outlined in the Operational Services Agreement if needed.		
21	The Board request the Chief Executive Officer, Toronto Transit Commission, to work together with Metrolinx to obtain the required information to refine their estimate of revenue loss due to malfunctioning PRESTO fare equipment.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021
22	The Board request the Chief Executive Officer, Toronto Transit Commission, to work together with Metrolinx to come to an agreement on a methodology for the revenue loss claim acceptable to both parties, and leverage its contractual governance framework of the Expert Panel if needed.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021
23	The Board request the Chief Executive Officer, Toronto Transit Commission, to make necessary changes to require proper approval sign-off by TTC for Metrolinx to be able to withdraw amounts from TTC's revenue bank account.	Management response was not updated in the follow-up system at this time. The target implementation date is 6/30/2022.	6/30/2022
26	The Board request the Chief Executive Officer, Toronto Transit Commission, to continue efforts in expediting the implementation of	Management response and the expected implementation date were not updated in the follow-up system.	3/31/2020

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	FareGo 3.9 in order to streamline the fare gate incident management process.		
27	The Board request the Chief Executive Officer, Toronto Transit Commission, to identify fare gate incident priorities in TTC's work order management system and track targets for second line maintenance by its vendor based on those incident priorities.	Management response and the expected implementation date were not updated in the follow-up system.	9/1/2020

Service Area: City Manager's Office

Division: City Manager's Office

Report Title: Cost Benefits of Extended Warranties for Construction Projects Are Unknown
Report Date: 05/01/2014

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
3	City Council request the City Manager develop warranty documentation standards and reports to improve information tracking and communication between staff.	In Toronto Water the majority of capital construction projects are carried out by the Capital Works Delivery (CWD) unit. 1. Warranty Documentation Standards: Documentation standards are provided to staff by Toronto Water's Capital Project Closeout Procedure PR-TW-7350, Section 5.5, Warranty Monitoring (Appendix 1) and the Engineering & Construction Services (ECS) Capital Works Procedures Manual, Section 8.6, Warranty Monitoring (Appendix 2). These procedures are periodically reviewed during regular staff meetings. 2. Reports to improve information tracking and communications between staff: The Project	12/31/2021 12/31/2020 12/31/2018 12/31/2017 12/31/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
		Tracking Portal (PTP) Warranty Report is used to track warranty milestones. Since January 2020, in order to ensure that the PTP Warranty Report contains accurate and up-to-date information the following controls and review processes have been put in place: a) The PTP dashboard is used to notify the CWD unit Manager and Project Managers of warranty procedure milestones. b) Contract Warranty Review is a standing item on the CWD unit Project Manager & Senior Staff meeting agenda.	

Report Title: Service Efficiency Consultants Studies - Extent of Value for Money From Studies Has Not been Clearly Demonstrated
Report Date: 02/11/2015

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	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	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020 06/30/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	any such measures align with the scope of work.		

Division: People and Equity

Report Title: Opportunities to Enhance the Oversight of Non-Union Employee Separation costs
Report Date: 6/11/2014

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
6	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.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2019 6/30/2018 9/30/2017 12/31/2016

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

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	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.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020 12/31/2019 12/31/2018

Service Area: Community and Social Services

Division: Children's Services

Report Title: Children's Services Division: Opportunities to Achieve Greater Value for Child Care from Public Funds
Report Date: 04/26/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the City Manager to further consider the findings of the Auditor General and conduct an analysis of the full costs and financial and non-financial benefits of City-run child care centres with a view to achieving optimal value for public funds while maintaining required staffing, program quality and optimal outcomes for children, families	Management response was not updated in the follow-up system at this time. The target implementation date is 3/31/2021.	3/31/2021 06/30/2020

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	and communities, and report to City Council in the second quarter of 2019.		
2	City Council request the General Manager, Children's Services Division, to take steps to increase access to the existing licensed child care spaces in the City for the purchase of services for children with subsidies consistent with the Child Care Service Plan and Toronto Growth Strategy. Steps should be taken, but not be limited to: a. Expanding the maximum number of spaces that can be purchased from contracted non-profit licensed child care centres; b. Minimizing the vacancy rate in the City-run child care centres; c. Exploring ways to access existing spaces in the non-profit licensed child care centres which do not currently have a service agreement with the Division. (Audit Committee amended)	Management response was not updated in the follow-up system at this time. The target implementation date is 3/31/2022.	3/31/2022 3/31/2021

Division: Court Services

Report Title: Toronto Court Services: Collection of Provincial Offence Default Fines
Report Date: 4/26/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the Director, Court	Court Services has devised and implemented strategies to address defaulted fines that are	3/31/2021

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	Services, to devise collection strategies specifically to address difficult to collect defaulted fines and apply the strategy in a methodical and consistent manner.	difficult to collect. In its 2019 collection agency procurement process, Court Services added a new third (3rd) assignment category for accounts that have been in default for over twenty (20) years. These third-tier agencies specialize in the collection of older accounts, which historically are more difficult to collect. Staff have developed a new strategy for pursuing accounts deemed 'difficult to collect'. This strategy focuses on additional debtor information gathering processes when primary information gathering methods have failed. The implementation of this procedure has been delayed due to the COVID-19 emergency. Assuming there are no further COVID-19 related interruptions, this strategy will be applied in a methodical and consistent manner by Q1 2021.	3/31/2020
5	City Council request the Director, Court Services, to make improvements to the Division's management of collection agency contracts, incorporating changes to performance management criteria and incentives, information sharing requirements, and structure of account assignments into future procurement processes, where applicable.	Court Services developed a Request for Proposal (RFP) process for collection agency services in Q2 2018. The RFP included new elements to improve the performance and accountability of collection agency contracts. Collection agencies under contract with Court Services are now subject to a performance incentive program. Agencies are evaluated and ranked at the end of each quarter. The top performing agency in each tier receives a 5% increase in net new accounts and the bottom agency receives a 5% decrease of net new accounts. Collection agencies are now required to share all debtor information on a monthly basis. Court Services has provided the collection agencies with an information reporting template to be completed. This information is critical to ensuring that defaulted accounts are pursued through all applicable collection streams. The information sharing process was delayed due to the COVID-19 emergency. Assuming there are no further COVID-19 related interruptions, this process will be stabilized by Q1 2021. These requirements will also be included as a component of the business requirements for a new information management system.	3/31/2021 12/31/2020

Division: Parks, Forestry & Recreation

Report Title: Parks, Forestry and Recreation - Capital Program - The Backlog in Needed Repairs Continues to Grow
Report Date: 1/23/2009

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
2	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. 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	a. As reported in 2011: Currently in place. Scheduled capital projects are reviewed by PFR Branches to ensure they are still applicable. In addition, the council-approved Facilities Master Plan (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. The Implementation Plan for the Facilities Master Plan was approved by Council on October 29, 2019. Implementation of the plan has commenced immediately starting in November 2019. b. As reported in 2011: Currently in place. c. As reported in 2011: The Capital Projects Section has developed the PRIORITY RANK FACTOR (PCR) which drives the state-of-good repair project priority in the Capital Asset Management Program (CAMP) budget. Each project listed in the CAMP budget is assigned a PCR. The PCR is the sum of the various rankings applied to each asset that include the FACILITY CONDITION INDEX (FCI), PRIORITY FACTOR (PF) and RANK FACTOR (RF). In addition, the FMP establishes principles for SOGR investment and prioritization between investments by facility type. The Implementation Plan for the Facilities Master Plan was approved by Council on Oct. 29, 2019. Implementation of the plan has commenced immediately starting in November 2019. d. Currently in place: The FMP addresses this recommendation. For example, the FMP recommends converting 4 single pad arenas based on facility condition and utilization and replacing them with new 2 pad arenas to maximize utilization and efficiency. The Implementation Plan for the Facilities Master Plan was approved by Council on	10/1/2021 12/31/2019 12/31/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	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.	October 29, 2019. Implementation of the plan has commenced immediately starting in November 2019. e. Currently in place: The Facilities Master Plan establishes baselines to monitor facility usage for trends and to determine when enhancements or closures are appropriate. Any enhancement/closure includes a financial business case and a plan to relocate programs and permits as required. The Implementation Plan for the Facilities Master Plan was approved by Council on October 29, 2019. Implementation of the plan has commenced immediately starting in November 2019. For example, the FMP Plan analyzed all facility utilization and made appropriate recommendations including the repurposing of Harrison Pool to other uses, the repurposing of 4 indoor arenas to other uses, conversion of 8 wading pools to splash pads and the upgrade and conversion of underutilized sport fields to better uses. f. Currently in place: In the event of any facility closure or consolidation, impacted programing will be relocated or modified as required. This is standard operating practice. The Implementation Plan for the Facilities Master Plan was approved by Council on October 29, 2019. Implementation of the plan has commenced immediately starting in November 2019. g. Currently in place: All facility development practices include a requirement for community consultation. This is standard operating practice. The Implementation Plan for the Facilities Master Plan was approved by Council on October 29, 2019. Implementation of the plan has commenced immediately starting in November 2019.	
9	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.	PFR is one of four divisions implementing the Enterprise Work Management System (EWMS). The implementation for PFR will occur in two phases, phase 1 will see the new work management solution (Maximo) be configured to support the Urban Forestry branch with the remainder of the division being implemented in a future phase 2. The Phase 1 Urban Forestry implementation is in the planning and preparation stage and is scheduled to begin in January of 2021 with completion scheduled at the end of 2021.	12/31/2021 12/31/2020 12/31/2019

Report Title: Review of Urban Forestry - Permit Issuance and Tree By-law Enforcement Require Significant Improvement
Report Date: 6/28/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the General Manager, Parks, Forestry and Recreation to ensure that the new Urban Forestry information system consists of all key permit issuance functions to enable adequate system controls over permit issuance and the collection of fees, payments, and deposits.	Full implementation of recommendation #1 is dependent upon EWMS. Urban Forestry staff continue to work with the Enterprise Work Management System (EWMS) team on the development of EWMS to ensure the inclusion of permit functions and adequate system controls. Development of the solution will require complex configurations and the capability to fulfill the business requirements will be determined as part of Work Package C. Timeframe for Work Package C (UF implementation) to begin was originally stated as between December 2018 and March 2019. The EWMS program is a multi-year, multi-phase program that is led by the Technology Services Division. The program has undergone delays for a variety of reasons. UF implementation is now tentatively scheduled to begin in the 1st quarter of 2021 with roll-out anticipated beginning in the 4th quarter of 2021.	12/31/2021 6/30/2021
3	City Council request the General Manager, Parks, Forestry and Recreation to develop and implement effective and efficient procedural requirements to verify compliance with tree replanting and tree protection permit requirements.	Full implementation of recommendation #3 is dependent upon TPPR achieving sufficient staffing complement and amassing a suitable sample size for testing by the Auditor General's Office. Additional staffing requirements were identified in the 2018 management response. Previous staff complement did not allow staff sufficient time to verify compliance with permit conditions. Phase 1 of the implementation of additional staff employed late 2019. Phase 2 to be requested as part of the 2020-2022 budget processes. Permit Hoarding Verification and Tree Planting Verification procedures implemented December 6, 2019. Permit Hoarding Verification and Tree Planting Verification revised April 30, 2020 (Version 1.1). Tree Planting Verification Version 1.2 implemented on September 8, 2020. Procedures Version 1.1 added and clarified the use of Forecasting and Inspection Codes and provided further details on data entry. Version 1.2 provided further details on data entry including updating City tree assets (e.g. "to be removed" and "removed by TPPR"). TPPR is on track to meet the initial inspection target of a minimum of 1250 inspections across 5 TPPR sections for 2020.	12/31/2023

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
6	City Council request the General Manager, Parks, Forestry and Recreation Division, to develop a clear policy and process to address old unclaimed Tree Security and Tree Protection Guarantee deposits. The policy should specify when an outstanding deposit should be classified as aged or forfeited, and the appropriate follow-up steps to verify the status of the deposits. Where all reasonable efforts to locate the applicants have been exhausted, the unclaimed deposits should be transferred to the City's revenue account.	Full implementation of recommendation #6 is dependent upon the development of a corporate policy to guide the process for addressing unclaimed deposits. TPPR developed a comprehensive process and procedure to address and respond to Guarantee Deposits, implemented on October 9, 2019. The procedure outlines a process for staff to investigate, report and facilitate the return, hold or forfeiture of Guarantee Deposits. TPPR staff responsible for the implementation of this procedure have been trained. To date, 262 sites have been proactively reviewed and $150,113.84 has been categorized resulting in $20,700.16 being refunded, $108,603.00 retained as compensation and $20,810.68 identified as unclaimed to be transferred to revenue pending a corporate-wide policy from the Accounting Services Division (ASD). Additional staffing approved through 2020-2022 budget processes is expected to accelerate this categorization. Consultation with ASD has begun and it is anticipated that the process to address unclaimed deposits will be guided by a corporate Revenue Recognition Policy that is to be developed by year end 2020.	12/31/2020 6/30/2020
8	City Council request the General Manager, Parks, Forestry and Recreation Division, in consultation with the City Solicitor, to review and where appropriate amend the provisions in the tree By-laws, to ensure effective enforcement and fee and payment requirements for contraventions of the bylaw requirements.	Full implementation of recommendation #8 is dependent upon a suitable sample size for testing by the Auditor General's Office. TPPR consulted with the City Solicitor and determined that By-law revisions are not required in order to enforce payment requirements. The City's legal division and UF have developed solutions that address the intent of this recommendation as outlined in TPPR's Compliance and Enforcement Procedure and Compliance and Enforcement Procedures – Documentation and Guidelines implemented on March 4, 2020. These documents outline how to meet compliance objectives and prosecute contraventions including improved follow-up on Orders, prosecuting illegal tree removals and major tree injuries with sufficient evidence and requesting fees for non-compliant sites. Prosecution samples for testing the completion of this recommendation is required to validate its implementation. TPPR recommends testing be completed late 2021.	12/31/2021 3/31/2021
9	City Council request the General Manager, Parks, Forestry and Recreation Division, to review and improve the current complaint	Full implementation of recommendation #9 is dependent upon EWMS. Secondary review and training procedures to support consistent contravention file review have been implemented. Contravention procedures were implemented on March 4, 2020. Legal led training for UFSO staff on	12/31/2021 12/31/2020

2021 Follow-up Status Report

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	handling and investigation process by: a. putting in place a regular supervisory review and training process to ensure contravention related complaints are properly investigated and orders are issued as needed; b. implementing ongoing monitoring measures through periodic reviews of exception reports on duplicated records, investigation status, and follow-up actions by staff to ensure compliance with orders issued; c. ensuring the new Work Management System has controls in place to minimize and prevent data entry errors and the ability to run exception reports to identify anomalies for follow-up. Staff should be provided with adequate training and procedure in recording information in the new system.	prosecutions on February 21, 2020 with further MLS led training scheduled on enforcement fundamentals September/October 2020. New procedures provide direction on investigating, documenting, prosecuting and obtaining compliance of the Tree By-laws. A supplemental database to TMMS was created to facilitate accurate data collection and to track and monitor contravention files and to generate reports on site deficiencies, orders issues and fees requested/collected. This interim database is currently being updated. Updates include recent procedural changes, follow-up inspection and compliance requirements tracking, prompts for fee payment due dates and mechanisms for prepopulated fee selection rather than manual entry, minimizing the possibility of entry errors. TPPR staff continue to work with the EWMS team to ensure that a method of detecting anomalous data is included in the development of the new work management system. Configurations and the ability to meet requirements is part of Work Package C, tentatively scheduled to begin in 2021. UF implementation is now tentatively scheduled to begin in the 1st quarter of 2021 with roll-out anticipated beginning in the 4th quarter of 2021.	

Report Title: Review of Urban Forestry - Ensuring Value for Money for Tree Maintenance Services
Report Date: 04/26/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the General Manager, Parks, Forestry and Recreation Division to take the necessary	Full implementation of recommendation #1 is dependent upon Enterprise Work Management System (EWMS).	12/31/2021 12/31/2020

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	steps to ensure the City only pays for legitimate tree maintenance work that has been performed by contractor crews in accordance with the contractual terms. Such steps should include, but not be limited to, a regular review of a sample of contractor crews' Daily Work Activity Reports (daily logs) with the Global Positioning System (GPS) reports to: a.identify questionable records; b. Follow up on the discrepancies; c. identify high-risk crews for further review and follow-up.	A/B) Identify Questionable Records & Discrepancies Urban Forestry's (UF) 'Daily Work Activity Report (DWAR) Guidelines' were updated and implemented on September 3, 2019. The updated guidelines were distributed to staff and contractors and include clarification on accurately coding forestry maintenance activities to ensure an efficient use of time and improve the DWAR and GPS logs review process. UF's 'Forestry Performance Inspection Report (FPIR) Guidelines' were updated and implemented on July 12, 2019. The updated guidelines were distributed to staff and contractors and include the requirement to review DWAR's and GPS reports on a weekly basis and include updated inspection and review targets for Supervisors and Managers. Enhancements were also made to the FPIR database to support these changes. Further changes to the guidelines are database related and are in progress. UF developed 'GPS Guidelines' to support the DWAR/GPS review process, these guidelines were implemented on May 2, 2019 and updated on August 7, 2019. Further changes to the guidelines are in progress. Two of three of the current tree maintenance vendors provided live GPS access as of July 2019. UF & PMMD developed the 2021 Arboricultural Services contract which is a mix of hourly rate and unit rate contracts. Live GPS access is a requirement of the hourly rate contracts, enhancing UF's ability to identify questionable records and follow up on discrepancies. The unit rate contracts require less oversight and administration. The award of this contract was pending Council decision in Q4 2020.

C) High Risk Crews Analysis of the FPIR database provides data on crew leader deficiencies to help identify high risk crews. The EWMS program is a multi-year, multi-phase program that is led by the Technology Services (TS) Division. UF staff are fully supporting TS to ensure that a method of detecting duplicate work is included in the development of the new system, real time data will also assist in identifying questionable records. UF implementation is now tentatively scheduled to begin in the 1st quarter of 2021 with roll-out anticipated beginning in the 4th quarter of 2021. | |
| 2 | City Council request the General Manager, Parks, Forestry and Recreation Division to | Full implementation of recommendation #2 is dependent upon the complete installation of GPS units. With assistance from Fleet and PMMD, overall installation of GPS units in UF tree | 3/31/2021

12/31/2020 |

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	consider installing a Global Positioning System (GPS) tracking system on the vehicles used by Urban Forestry staff for tree maintenance activities.	maintenance vehicles is 69% complete. Priority implementation was placed on large equipment such as bucket trucks and aerial cranes, and 79% of this equipment which is most commonly used by crews is complete. Installation in the remaining tree maintenance vehicles is expected to be complete by the end of Q1 2021. Factors that have impacted the timing of installation include the installer being shut down for 6-weeks due to COVID-19 and on-going required vehicle maintenance which delayed GPS unit installation.	
3	City Council request the General Manager, Parks, Forestry and Recreation Division, to require supervisory staff to conduct thorough reviews of Daily Work Activity Report (daily logs) from both City crews and contractor crews to identify duplicated and questionable tree maintenance activities.	Full implementation of recommendation #3 is dependent upon Enterprise Work Management System (EWMS). UF updated the Daily Work Activity Report (DWAR) Guidelines including clarifying how activities should be coded to improve the ability to review DWAR and GPS logs in order to assess efficient use of time as well as revised the DWAR review requirements. The updated guidelines were distributed to staff and contractors on September 3, 2019. UF updated the Forestry Performance Inspection Report (FPIR) guidelines to include weekly requirements to review DWARs against GPS reports to help identify questionable activities and included new inspection and review targets for Supervisors and Managers. The updated guidelines were distributed to staff and contractors on July 12, 2019. Enhancements were also made to the FPIR database to support these changes. Further changes to the guidelines are database related and are in progress. UF developed GPS Guidelines to support the DWAR/GPS review process. The initial guidelines were distributed to staff on May 2, 2019 and updated guidelines were distributed to staff on August 7, 2019. Further changes to the guidelines are in progress. The EWMS program is a multi-year, multi-phase program that is led by the Technology Services (TS) Division. UF staff are fully supporting TS to ensure that a method of detecting duplicate work is included in the development of the new system, real time data will also assist in identifying questionable records. UF implementation is now tentatively scheduled to begin in the 1st quarter of 2021 with roll-out anticipated beginning in the 4th quarter of 2021.	12/31/2021 12/31/2020
5	City Council request the General Manager, Parks, Forestry and Recreation Division, to review the time spent by	Full implementation of recommendation #5 requires a review of efficacy of bylaw amendments. A. UF obtained Ministry of Transportation Ontario (MTO) access for 3 staff and strengthened	12/31/2021

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No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	tree maintenance crews on supporting activities with a view to maximizing the actual onsite tree maintenance time. Consideration should be given to: a. undertaking steps to reduce time spent on moving or towing parked vehicles on streets obstructing the scheduled tree maintenance activities; b. Assessing the feasibility of installing a woodchip compound in more City yards to reduce driving time for wood disposal; c. assessing ways to reduce wait time for crews at the City yards, particularly at the end of each shift.	partnerships with Toronto Police who now provide a second officer. UF has begun investigating whether a bylaw amendment would be more efficient and cost effective. Additional staff resources are required and implementation is dependent on Council approval. B: As part of the Industrial Yard Strategy, being led by Create TO, UF will have an additional wood chip compound at Murray Road Yard, located in the north central part of the City, an area without a wood chip compound. This site is planned to open in Q4 2021. C: UF, in consultation with Purchasing Management and Materials Division (PMMD), explored approaches to leverage best practices to strategically source tree maintenance services. Through this collaborative effort, PFR and PMMD developed a negotiated Request For Proposal (RFP) for Arboricultural Services, which included a combination of hourly rate and unit rate price schedules. The unit rate price schedules will help reduce administrative cost and contractor oversight at yards. This contract will be effective July 1, 2021 however the award of this contract was pending Council decision in Q4 2020.	

Division: Shelter, Support and Housing Administration

Report Title: Strengthening the City's Oversight of Social Housing Programs
Report Date: 06/02/2014

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
13	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	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020 12/31/2017 12/31/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	2015 on the potential financial implications of obtaining property tax exemptions for eligible social housing providers.		

Report Title: Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing
Report Date: 6/21/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
21	City Council request the General Manager, Shelter, Support and Housing Administration Division, in consultation with the Chief Executive Officer, Toronto Community Housing Corporation, to consider the feasibility of using TCHC vacant units held for revitalization to meet the demand for emergency shelter as an alternative to hotels or other temporary shelter options.	SSHA and TCHC met to explore the feasibility of utilizing vacant units held for revitalization. Based on the consultation, 70 units in the Regent Park Revitalization project were made available as alterative shelter sites to house approximately 160 people on a temporary basis, in response to the COVID-19 emergency response.	3/31/2021 12/31/2020
27	City Council request the General Manager, Shelter, Support and Housing Administration Division, in consultation with the City's Chief Information Officer, to ensure: a. that progress is made to select a vendor and develop an implementation plan for the new choice-based system for selecting households to receive rent-geared-to-income	Process design for system access control and monitoring/reporting in the RENTCafe system was completed in Q3 2020. Development will be completed in Q2 2021.	6/30/2021 12/31/2020

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	assistance. b. the new technology includes appropriate system access controls, input and validation controls to prevent data entry errors. c. exception monitoring controls are developed, including regular reports to support the detection of errors or irregular activity.		
28	City Council request the General Manager, Shelter, Support and Housing Administration Division, to collaborate with the General Managers of Employment and Social Services and Children's Services divisions to ensure implementation of the Human Services Integration project achieves service efficiencies in administering these income based subsidy programs. In the short term, this will include one income assessment process and in the longer term this should be expanded to include other common functions. The implementation should include a rationalization of resources.	Staff are reviewing common functions that could be more efficiently delivered through integrated processes. A review of the feasibility and added value of a centralized income verification process, including the possibility of agreements with the Provincial and/or Federal governments or other third parties, are underway. In June 2020, City Council approved SSHA's report requesting authority for other City divisions to collect information for the purposes of determining RGI eligibility. Work continues to further integrate initial and ongoing eligibility with Human Service partners, in Q1 2020 cross-training for housing was completed by all caseworkers.	3/31/2021 3/31/2020

Report Title: Safeguarding Rent-Geared-to-Income Assistance: Ensuring Only Eligible People Benefit
Report Date: 10/09/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the General Manager, Shelter, Support and Housing Administration Division, to ensure all rent-geared-to-income households identified by the Auditor General as having potential eligibility issues are appropriately reviewed.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020
2	City Council request the General Manager, Shelter, Support and Housing Administration Division, to develop a strategy to ensure housing providers complete comprehensive reviews of all rent-geared-to-income (RGI) households to identify potential eligibility issues including property ownership, indicators of undeclared sources of income or assets and irregular supporting documents. This should include: a. a mechanism for providers to report potential eligibility issues to the City for monitoring purposes. b. a centralized process to track reported eligibility concerns and the follow-up action taken. c. a secondary review of RGI files by Shelter, Support and Housing Administration staff, selected based on risk, to ensure the quality of reviews being performed by housing providers. Risk identification should be data driven and based	March 2020: SSHA continues to refine its risk-based approach to RGI reviews to target where the likelihood of non-compliance is highest. SSHA released the revised RGI Administration Manual with improved information on detecting and reporting RGI fraud. A form to be used by housing providers to report suspected fraud to SSHA is now included in the manual. The fraud and waste reporting form and protocol will enhance the reporting of potential eligibility issues to the City. November 2020: As a result of the City's emergency response to the COVID-19 pandemic, the recommendation requires an adjustment to the timeline.	6/30/2021 6/30/2020

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	on analysis of data from various sources.		
7	City Council request the General Manager, Shelter, Support and Housing Administration Division, to: a. directly administer the eligibility reviews for households seeking RGI assistance and entering into RGI housing. b. work in partnership with housing providers to ensure adequate supports are in place for them to continue to manage the ongoing annual eligibility review process. c. consider how resources can be optimized to ensure cost-effectiveness.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020
9	City Council request the General Manager, Shelter, Support and Housing Administration Division, in consultation with the City Solicitor, to: a. develop adequate consent and disclosure forms that are understandable and allow for the collection of voluntary, expressed and informed consent to share information to verify rent-geared-to-income (RGI) eligibility. Consideration should be given to whether a common consent process can be used by all income-based assistance programs. These forms should be mandatory and electronic for all housing providers to use. b. ensure fully completed annual income and	March 2020: SSHA continues to work with the Human Services Integration Office to explore options for common consent forms. November 2020: As a result of the City's emergency response to the COVID-19 pandemic, the recommendation requires an adjustment to the timeline.	6/30/2021 6/30/2020

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	asset review and signed consent forms are retained on file for all RGI household members and that appropriate action is taken where households fail to provide these forms.		
11	City Council request the General Manager, Shelter, Support and Housing Administration Division, to: a. ensure monitoring controls, including operational reviews, are being performed as per established divisional procedures and in a timely manner. b. develop a centralized tracking process to monitor operational review results and provider responses. Strong remediation plans should be implemented for providers that fail to comply. A follow-up process should be developed to ensure that non-compliant providers are acting on recommended improvements in a timely fashion.	March 2020: Operational reviews continue to be completed in accordance with established divisional procedures. SSHA has made changes to an existing tracking tool that aids with scheduling housing provider reviews using a risk-based approach. The changes support SSHA staff in preparing effective follow up plans and carrying out follow-up actions. November 2020: As a result of the City's emergency response to the COVID-19 pandemic, the recommendation requires an adjustment to the timeline.	3/31/2021 3/31/2020

Division: Social Development Finance and Administration

Report Title: Municipal Grants - Improving the Community partnership and Investment Program
Report Date: 01/21/2013

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years)
4	City Council request the City Manager to ensure City staff overseeing grant programs document explanations for unusual financial information.	Management response and the expected implementation date were not updated in the follow-up system.	6/30/2020 12/31/2016
7	City Council request the City Manager to train grants staff on the use of updated assessment forms.	Management response was not updated in the follow-up system at this time. The target implementation date is 3/31/2021.	3/31/2021 12/31/2016
8	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.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020 12/31/2016

Division: Toronto Paramedic Services

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

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
9	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.	Management response was not updated in the follow-up system at this time. The target implementation date is 6/30/2021.	6/30/2021 6/30/2017 12/31/2016
12	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.	Management response was not updated in the follow-up system at this time. The target implementation date is 6/30/2021.	6/30/2021 6/30/2017 12/31/2016

Service Area: Corporate Services

Division: 311 Toronto

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

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
2	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.	Management response and the expected implementation date were not updated in the follow-up system.	6/30/2020 9/30/2016
3	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.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020 6/30/2016

Division: Corporate Real Estate Management (CREM)

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

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
4	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.	October 2020: FLS has received dedicated funding and staffing, therefore this process is already implemented for FLS. FM consultant is currently developing an asset inventory (CMMS-Computerized Maintenance Management System) for all CREM managed facilities. Upon completion, this information will be used to develop the legislative and industry best practice PM program. Ongoing development to determine the appropriate staffing and funding levels to implement the proper industry best practice preventative maintenance program across the City.	12/31/2021 12/31/2020 3/31/2020 12/31/2017
13	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.	In progress.	12/31/2022 12/31/2017
14	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,	In progress.	12/31/2022 12/31/2021 12/31/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	building condition assessments should be completed for all City-owned buildings using criteria based on industry standards and best practices developed by the Facilities and Real Estate Division.		
16	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.	In progress.	12/31/2022 12/31/2021 6/30/2017
17	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.	FM consultant is currently developing an asset inventory (CMMS-Computerized Maintenance Management System) for all CREM managed facilities. Upon completion, this information will be used to develop the legislative and industry best practice PM program. Ongoing development to determine the appropriate staffing and funding levels to implement the proper industry best practice preventative maintenance program across the City.	12/31/2022 6/30/2017

Report Title: Management of Capital Project 129 Peter Street
Report Date: 05/31/2010

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
9	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 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.	The PMO team within the CREM Division, has developed an accessibility design guideline (TADG), the guidelines were shared with the accessibility committee led by Councillor Wong-Tam and the latest draft is dated 2018, although not fully approved by Council the current guidelines have served as a basis for current projects being implemented by the City. With the implementation of new standards for Modern TO the guidelines will be reviewed and presented to the accessibility committee prior to final submission to Council in 2021. Upon approval our recommendation is to review and update TADG every 3 years to keep up with industry standards and future innovations.	12/31/2021 12/31/2019 3/31/2018 7/31/2016

Report Title: A Mid-Term Review of the Union Station Revitalization: Managing Risks in a Highly Complex Multi-Year, MultiStage, Multi-Million Dollar Project
Report Date: 10/02/2012

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
6	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	Phased approach is currently being followed by the project team responsible for the delivery of the new ECC building. Next phase for approval is scheduled for end of 2021 when projects receive construction tender results. Recommendation remains outstanding until the completion of the project.	12/31/2023 12/31/2025 12/31/2020

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	and be continuously reviewed and updated		

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

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	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.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2019 12/31/2018 12/31/2017
2	City Council request the Chief Corporate Officer to perform the appropriate follow up reviews to ensure identified security deficiencies are adequately addressed by the divisions.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2019 3/31/2019 12/31/2017
7	City Council request the Chief Corporate Officer to run reports to identify inactive access cards and upon review, cancel user access as required.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2019 03/31/2019 12/31/2018
10	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,	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2019 12/31/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	necessary to satisfy the security needs.		

Report Title: Audit of City Cleaning Services - Part 2: Maximizing Value from Cleaning Contracts
Report Date: 06/14/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
9	City Council request the General Manager, Facilities Management, to implement controls to monitor actual services delivered and cleaning hours provided are in accordance with contracts. Where services do not adhere to contracts, payments should be adjusted for any variances in actual cleaning hours provided.	Per Section 15.2 of the RFP scope of work controls have been put in place to monitor suppliers' time and attendance records: 'The Supplier will monitor and manage time and attendance at cleaning events and:..' a) The Supplier will have and use an attendance verification process that verifies cleaning staff has, at a minimum, visited the property before the next business day. The Facility Manager may permit the cleaning staff to use a specific phone to call the Supplier and log attendance. b) The Supplier will, where a routine cleaning event includes billing by the man-hour, provide, install, and require the use of a biometric time clock unless agreed otherwise. c) The Supplier will ensure that submitted invoices accurately reflect the services provided and the Supplier will provide and upload the original time and attendance records validating services provided to the City's CSU system every month. Suppliers are in process of installing the time and attendance systems. Target completion to install systems at all sites is Q4 2020. Additionally, all Custodial Services contracts will be managed centrally by Vendor Management. Vendor Management is tracking the installation of time and attendance systems and will review the reports from time and attendance systems each month prior to approving the invoices.	12/31/2020 12/31/2019 6/30/2017

Report Title: Audit of City Cleaning Services - Part 1: Opportunities to Control Costs, Improve Productivity and Enhance Quality of Cleaning Services
Report Date: 6/14/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
2	City Council request the General Manager, Facilities Management to develop the corporate procedure to ensure compliance for measuring and establishing the cleanable area for a City facility.	Facilities Management has hired a consultant who will provide the cleanable area methodology procedure and it will be circulated within the Facilities Management Division. The corporate procedure developed will be consistently implemented across all CREM managed facilities.	3/31/2021

12/31/2020

3/31/2019 |

**Report Title: Real Estate Services Division - Restore Focus on Union Station Leasing
Report Date: 06/13/2017**

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the Chief Corporate Officer to: a. determine the City's measurements at Union Station (as at January 1, 2010) and assess the impact of significant changes to the following measurements for each year after 2010: 1. rentable area (occupied and vacant); 2. common areas and facilities; 3. common use equipment; 4. areas used for municipal purposes; and 5. areas under construction; and b. ensure that current measurements are maintained and used for annual settlement purposes.	a. The spatial tracking exercise is comprised of analyses of relevant leases, construction schedules and operational activations to produce the required information as at December 31st of each respective year. The work is approximately 85% complete with full completion anticipated during Q1 2021. Additionally, the process for annually updating the spatial tracker is currently being documented in a Standard Operating Procedure for leasing matters specific to Union Station.

b. The business process for annually updating the spatial tracker is complete. Formal documentation of the Standard Operating Procedure for leasing matters specific to Union Station is anticipated in Q4 2020. | 12/31/2020

3/31/2021 |
| 2 | City Council request the Chief Corporate Officer, in consultation with the City Solicitor, to determine the | CREM has undertaken an external audit to ensure that lease related revenue during the period is accounted for in pursuit of developing a reliable audit opinion on which the City can determine both the level of recovery and strategy to ensure | 12/31/2020

3/31/2020 |

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	appropriate action to take to settle the accounts related to the retail operations at Union Station for the period from 2010 to 2015.	payment is collected. The audit is being reviewed and validated to finalize any level of recovery to pursue and collection strategy necessary. CREM anticipates closing out the review during Q4 2020.	
14	City Council request the Chief Corporate Officer, in consultation with the Director, Accounting Services, to obtain a financial statement audit of the Leasing Manager's financial records for Union Station's commercial operations from 2010 to 2015.	CREM has undertaken an audit to ensure that lease related revenue during the period is accounted for in pursuit of developing a reliable audit opinion on which the City can determine both the level of recovery and strategy to ensure payment is collected. The audit has been delivered and is presently being assessed. Any emerging need to implement a recovery strategy is anticipated to be determined by the end of November 2020.	12/31/2020 12/31/2019

Report Title: Enhance Focus on Lease Administration of City-owned Properties
Report Date: 6/28/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
4	City Council request the Director, Real Estate Services, in consultation with the City Solicitor, to review all leases currently in overhold to determine whether the City can and should retroactively bill and collect all rents owing in accordance with the overhold rate specified in the respective agreement.	CREM is working with the City Solicitor to assess capability to retroactively apply the overhold terms of agreements as well as the likelihood of successfully defending against any legal challenge. A determination and business plan to recover any pursuable over hold charges will be completed in Q4 2020.	12/31/2020 6/30/2019
6	City Council request the Director, Real Estate Services to establish a process to ensure the lease management system is accurately set	On a monthly basis, PMLA generates two SAP reports to monitor the expiry of agreements 1) within the following 30 days and 2) within following 6 months for both Lease-Out agreements (City as Landlord) and Lease-In Agreements (City as Tenant). The reports are subsequently referred to Transactions Services to coordinate renewal	12/31/2020 9/30/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	up to automatically alert staff to: a. agreements where negotiations for the next term should commence in order to prevent unnecessary overholding; and b. charge the appropriate overhold rate upon agreement expiry, where appropriate; and take action to address expired agreements in a timely manner.	renegotiation before expiry. Where Transaction Services staff determine that the overhold rate is appropriate (relative to criteria detailed in Rec 5), a request is sent to PMLA to apply the increase along with a reason to be documented within SAP. Should PMLA encounter records on the monthly SAP report that include expired agreements, Transaction Services is required to confirm the application of the overhold rate (if not already applied). Transaction Services and Property Management have developed a Leasing Management Oversight Committee, whose mandate is to (i) ensure alignment on the City's lease strategy, across the portfolio, through various lease related programs; (ii) serve as a working group to develop, approve and implement lease related strategies, tools and projects, and (iii) provide support and advice from a leasing and lease management perspective on corporate programs and priorities (e.g., office optimization project). One of the key responsibilities of this Committee will be to develop, approve and implement a lease overhold strategy and complete quarterly reviews of the lease portfolio and recommend action to ensure compliance with the overhold strategy. Draft terms of reference and work plan for the Committee are complete with meetings scheduled to begin in December 2020.	
7	City Council request the Director, Real Estate Services, in consultation with other City Divisions that administer leases, to perform a complete review of all leases to: a. identify any accounts where percentage rents were missed and obtain all necessary financial information from occupants to calculate applicable percentage rents; b. identify any accounts where utilities (such as water, gas, and hydro), as well as all operating expense	CREM has developed and implemented a lease reconciliation process that operates annually to review accounts with responsibility to pay utilities and/or percentage rents based on shared common area costs. The initial implementation plan included a comprehensive review of all accounts to identify where cost allocation of utilities or percentage rents may have been missed. The resulting audit evaluated the preceding 6 years of each agreement and identified 114 accounts with receivables totalling $6,715,255 among leases that were within CREM management responsibility as of December 31, 2019. Going forward, the annual lease reconciliation process will operate within each fiscal year to ensure that allocated cost responsibilities are appropriately calculated, documented and collected in compliance with the terms of each agreement.	3/31/2021 12/31/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	recoveries have been missed; and c. recover, where possible, any amounts that have gone unbilled or uncollected from prior periods.	The lease reconciliation exercise utilized within CREM will be conducted among the agreements within the jurisdiction of other agencies and divisions in early 2021.	
9	City Council request the Director, Real Estate Services, in consultation with other City Divisions that administer leases, to establish and implement a process, including appropriate monitoring controls, to ensure all utilities billed to the City that should be recovered from occupants in accordance with their respective agreements are recovered in a timely manner.	CREM has developed and implemented a lease reconciliation process that includes allocation of utility costs along with other cost allocations for which tenants may have responsibility as part of their respective agreements. This process includes use of functionality within SAP to identify accounts with utility cost responsibilities, document results of lease reconciliation exercises (including utility cost information utilized for calculation) and track/collect the resulting receivable within a 30 day expectation. The Accounts Receivable process manages aged receivables with a 30, 60 and 90+ day perspective to manage collection within a timely fashion. The lease reconciliation exercise utilized within CREM will be conducted among the agreements within the jurisdiction of other agencies and divisions in early 2021.	3/31/2021 12/31/2019
10	City Council request the Director, Real Estate Services, in consultation with other City Divisions that administer leases, to establish and implement a process to: a. review all properties with occupancy agreements to identify any space that needs to be assessed for property tax purposes and notify the Municipal Property Assessment Corporation accordingly; and b. ensure that when new occupancies are established on City-owned properties that the Municipal Property Assessment Corporation is notified promptly so that they can be assessed for property taxes.	a. In absence of staff resources necessary to conduct a dedicated exercise to review occupancy agreements, the work to review all properties with occupancy agreements to determine which (if any) should be provided to MPAC for assessment is integrated into the annual lease reconciliation process. As the annual lease reconciliation process is implemented among other divisions and agencies with agreements (2021), occupancy agreements will be reviewed b. All new agreements or renewals are identified for initial review by the tax services team who identify criteria such as agreement type, term and the lessor / lessee arrangement to determine if the agreement should be sent to MPAC for review and tax status determination. The new LSF checklist requires all agreements to be reviewed and approved by the tax services team in order to proceed.	3/31/2021 3/31/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
14	City Council request the Director, Real Estate Services, in consultation with any City divisions managing leases, to: a. identify all City-owned properties where a cost allocation model is required to allocate the appropriate proportionate share of operating costs to respective occupants; b. develop a cost allocation model that clearly defines how annual operating costs will be allocated to and recovered from the respective occupants including details on the type and source of information for appropriate cost recovery; and c. ensure the implemented cost allocation models are used to accurately calculate and allocate operating cost estimates and year-end settlements to the respective occupants.	a. & b.) All City-buildings are subject to the cost allocation model. Tenants are required to pay their proportionate share of operating costs based on their rentable area (ex/ the area that the occupant rents exclusively + their proportional share of the building common area costs). For multi-tenanted buildings, CREM utilizes the Building Owners and Managers Association's ("BOMA") Standard Methods of Measurement for cost allocation. The standard takes a building-wide approach to the measurement of floor area, providing a basis for measuring common space and allocating the related costs. c.) The BOMA standard and calculation approach is incorporated into the annual lease reconciliation process and used to allocate operating costs to the City's tenants.	3/31/2021 12/31/2019
16	City Council request the Director, Real Estate Services, as part of the development of a City-wide leasing strategy and in consultation with relevant program areas, to: a. establish and maintain an accurate and up-to-date consolidated inventory of leasable space across the City; and b. establish a process to identify available vacant leasable space on an ongoing basis and prioritize such space to	a) The City's financial system (SAP) has an inventory of leasable space that can be exported to identify vacant properties. The inputs to the inventory result from updates via agreement terminations, internal occupancy changes and the Technical Review Committee (the body that considers strategy for surplus City property). b.) The inventory is provided to Leasing Management Oversight Committee consisting of staff from CREM's Transaction Services and Property Management teams. Meeting monthly, the working committee reviews the vacant leasable space to assign an optimal use, prioritize circulation to interested parties and/or develop marketing approaches. Administration to track both the time spent vacant and the work planned to lease is conducted to	12/31/2020 3/31/2019

2021 Follow-up Status Report

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	be marketed to interested parties on a timely basis.	enable performance reporting of the working committee against commitments to lease.	
18	City Council request the Director, Real Estate Services to review and report to the Government Management Committee on whether the City should be including an administrative fee in lease agreements to help recover the cost of lease administration. Such review to consider the appropriate fee structure to be applied and any criteria for exempting lessees from such an administrative charge.	CREM has reviewed the use of administrative fees among private and public sector real estate property managers and adopted an approach based on prevailing practices and that is consistent with the scope of administrative duties carried out by the division. Given that fees can only be introduced at the point of leasing or lease renewal, the administrative fee will be subsequently integrated into those respective processes. Any exception made to the application of the fee will require the approval of the Manager of Property Management & Lease Administration. The timing to the suggested implementation of the fee (and Council Report requesting authority) is being re-evaluated in the context of COVID-19's financial impact on tenants.	12/31/2020

3/31/2019 |

Report Title: Raising the Alarm: Fraud Investigation of a Vendor Providing Life Safety Inspection Services
Report Date: 06/28/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the Deputy City Manager, Internal Corporate Services to create a governance process for any City-owned buildings, inclusive of standards, protocols and monitoring practices, that enables all Divisions, Agencies and Corporations: a. to ensure compliance with all Ontario Fire Code	With the establishment of the Fire and Life Safety Program Office, a key first step has been accomplished with the development of the City of Toronto Master Fire Program. This program outlines the roles and responsibilities within the City and ensures alignment with the recommendations outlined by the Auditor General. The Master Fire Program has been developed in collaboration with the Toronto Fire Service and outlines the City of Toronto's commitment to ensure compliance in City facilities. Throughout 2020, the Fire and Life Safety Program Office will be working with all divisions, agencies and corporations to finalize the	3/31/2021

12/31/2018 |

2021 Follow-up Status Report

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	regulations; b. to retain on file for a period of not less than two years all documentation supporting the City's compliance with the Ontario Fire Code.	implementation of the Master Fire Program. In addition, the Fire and Life Safety Program Office began to implement the Building Reports Canada Fire and Life Safety tracking and compliance software. This software will greatly improve the centralized record management capabilities by standardizing all future records. This initiative builds on the 2019 record centralization project and will ensure that two years of Fire and Life Safety records will be available at any time, as required by the Ontario Fire Code.	
2	City Council request the General Manager, Facilities Management, to: a. bring all buildings in compliance with the Ontario Fire Code. b. establish a process to monitor the completeness of fire inspections and monitor the rectification of all fire safety deficiencies for all City Divisions, Agencies and Corporations. c. report back to City Council annually on the level of compliance.	In order to fulfill this recommendation, Corporate Real Estate Management must fully operationalize the Fire and Life Safety Program Office, centralize all functions City-wide, and ensure that sufficient time passes so that the impact of these changes can be measured. The Fire and Life Safety Program Office continues to make substantial progress toward bringing the City of Toronto into compliance with the Ontario Fire Code. An organizational structure has been established with three main objectives, Operational Compliance with the Ontario Fire Code; Corporate Training and Development; and Contract Management and Quality Assurance. All three programs are in the process of hiring staff and assigning roles and responsibilities. The centralization of all Fire and Life Safety responsibilities continues to move forward as individuals are hired and assume their roles.	3/31/2022
3	City Council request the General Manager, Facilities Management, to: a. develop a training curriculum that encompasses all requirements of the Ontario Fire Code and be delivered to those delegated and/or designated responsibility by the City of Toronto to ensure compliance with the requirements of the Ontario Fire Code. b. that records be kept of this training consistent with the provisions of Division B, Clause	In an effort to expedite the establishment of clear roles and responsibility, the Fire and Life Safety Program Office has been working diligently on the roll out of a corporate wide Fire and Fife Safety training program. This program will focus on two main areas of improvement, service provider compliance and occupant understanding of the Ontario Fire Code. Furthermore, the Manager of FLS Training & Education position has been filled and the incumbent will be tasked to develop a training curriculum that encompasses all requirements of the Ontario Fire Code as part of the Master Fire Program.	12/31/2021 7/1/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	1.1.2.2 (a) of the Ontario Fire Code.		
4	City Council request the General Manager, Facilities Management, to ensure all Fire Code-mandated reports submitted, including inspection reports and deficiency clearance reports, be in a format that is cross-referenced to invoices and facilitates the verification that work has been completed in accordance with the Ontario Fire Code.	In January 2020, the Fire and Life Safety Program Office began working to implement the Building Reports Canada Fire and Life Safety tracking and compliance software. The Fire and Life Safety Program Office has been working proactively with vendors to ensure early adoption of the standardized software. This application has been adopted by four current Fire and Life Safety vendors, who are providing standardized reports to the City in a non-alterable format. All other Fire and Life Safety vendors currently under contract to the City are moving to acquire the software and integrate it into their operation. Once the new Request for Proposal has been issued and awarded, all vendors will be contractually required to use this software and follow the City's standards. The BRC platform will ensure all inspection activities are time stamped in a non-editable database. The BRC system will also provide independent validation of each technician's qualifications through the CFAA (Canadian Fire Alarm Association). The system will interface with the SAP Work Order system to ensure both databases and deficiencies are in agreement before closing of the workorder.	9/30/2021 12/31/2019
5	City Council request that, for contracts involving life safety inspections, the General Manager, Facilities Management, work with Legal Services Division, Purchasing and Materials Management Division and Toronto Fire Services to: a. update contracts to prohibit the submission of official legal documents, such as inspection reports, in a format that can be manipulated. b. update contracts to ensure the Ontario Fire Code requirements are included. c. update contracts with the	- A third party consulting firm has been hired to help develop the scope and ensure that the document covers all requirements as outlined by the Ontario Fire Code. This Request for Proposal will ensure the standardization of the Fire and Life Safety service within the City of Toronto and provide a strong foundation for compliance. The Request for Proposal process will enable the Fire and Life Safety Program Office to implement strong service agreements which will finalize the framework, outlined within the Auditor General's recommendations. - This is expected to be completed before the end of 2020. In the interim, the Fire and Life Safety Program Office has hired seven (7) new vendors to carry out all requirements outlined under the Ontario Fire Code and retroactively resolve any outstanding deficiencies from past contracts. Once awarded, the new comprehensive Fire and Life Safety contract is expected to address this recommendation.	6/30/2021 12/31/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	appropriate terms and conditions, if not already in place, that allows for immediate suspension of a contract if there are significant performance issues with a life safety inspection contractor or if a contractor or person working for the contractor is charged and/or convicted for violations of the Fire Protection and Prevention Act and accompanying Regulations. d. develop and implement a life safety vendor training orientation and training package, to be completed prior to the commencement of service.		
6	City Council request that, for contracts involving life safety inspections, the General Manager, Facilities Management, work with Legal Services Division and Purchasing and Materials Management Division to: a. develop a protocol including establishing the appropriate qualifications, criteria, and / or background/security checks needed to be included in the contract to ensure that qualified and reputable persons are carrying-out the life safety inspections. b. develop a protocol to identify the due diligence steps that will be undertaken by staff when the contractor	The Fire & Life Safety Program Office has hired an external company to develop and publish a Master Specification related to FLS services that will form the basis of all new contracted FLS services to ensure the vendors are held to specific performance standards and provide the City with code compliant records. The Master Fire Plan and SOPs will outline the required checks on contractors.	9/30/2021 1/1/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	arrives at the site to conduct inspections. c. develop a watch list to track life safety service providers that have significant performance issues, charges and/or convictions for violations of the Fire Protection and Prevention Act and accompanying Regulations.		
9	City Council request the General Manager, Facilities Management, to develop and be accountable for the oversight of a model that: a. treats the inspection of life safety systems in a building as a holistic system rather than using a fragmented approach. b. uses a centralized model with Facilities Management Division as the overseer of life safety inspection services across all City-owned buildings. c. standardizes inspection reports for life safety service providers and ensure they are comprehensive enough to comply with the Ontario Fire Code requirements. d. creates a centralized database to track the life safety inspection process. e. creates a centralized complaints process regarding life safety service providers. f. clarifies roles and responsibilities of staff, life safety service providers and building owners.	The centralization of Fire and Life Safety, the development of the Master Specification and Master Fire Plan are functions that will address this recommendation. Currently, the primary focus of the Program Office is the establishment and staffing of a centralized office, which will assume full responsibility for all Ontario Fire Code requirements in City facilities by the end of 2020. Also, the Fire & Life Safety Program Office has hired an external company to develop and publish a Master Specification related to FLS services that will form the basis of all new contracted FLS services to ensure the vendors are held to specific performance standards and provide the City with code compliant records. The new FLS contract specifications will require all vendors to work on all FLS systems in a holistic approach. The Master Fire Plan will outline and clarify the roles and responsibilities for all matters related to Fire and Life Safety at all City owned, operated or occupied sites.	9/30/2021 7/1/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
12	City Council request the General Manager of Facilities Management to design a quality control program to verify that those companies performing the inspections do so in accordance with the Ontario Fire Code.	The Fire and Life Safety Program Office has implemented an interim audit process with existing vendors to ensure that the work carried out is measured against the requirements of the Ontario Fire Code. The information learned from these audits will be shared with the divisions and vendors to drive industry wide and ensure compliance with the Ontario Fire Code. For contractors who do not demonstrate improvement or there is evidence of substantial non-compliance with the Ontario Fire Code, the information will support contractor performance management efforts by the City. The quality control process is a continuation of the City-wide audit process, which resulted in the cancellation of two former contracts and continues to support the ongoing legal action against both vendors. Throughout 2020, the Fire and Life Safety Program Office will continue to carry out City-wide audits on service providers and owners. Once the Fire and Life Safety Office is fully staffed, responsibility for the audits will transition to internal staff. The FLS Program Office will have a Manager QA and Contract Management and two dedicated Quality Assurance Officers who will build and implement the program, review the inspections, perform testing, complete maintenance reports and also validate the work completed by both internal staff and external vendors. Staff are expected to be hired in early 2020.	9/30/2021 7/01/2019

Division: Environment and Energy Office

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

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
3	City Council request the Director, Energy and Strategic Initiatives, to provide appropriate operations staff with detailed facility by facility reporting of energy savings	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2022.	12/31/2022 12/31/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	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.		
5	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 it would be advantageous to control the equipment through the building automation system.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2023.	12/31/2023 12/31/2022
6	City Council request the Director, Energy and Strategic Initiatives in consultation with the General Manager, Parks, Forestry and Recreation to track costs specifically	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2022.	12/31/2022 6/30/2016

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No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	attributable to support and maintenance of building automation systems, where feasible, and include this information in any analysis of the net benefits achieved.		

Division: Fleet Services

Report Title: Fleet Services Operational Review Phase One: Stronger Corporate Oversight Needed for Underutilized Vehicles
Report Date: 4/16/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the City Manager, in consultation with the General Manager, Fleet Services Division, to take steps to: a. review and minimize the number of underutilized vehicles, including implementing car share and pooling programs, using City-owned vehicles where cost and operationally effective; and b. maximize the use of the City's available fleet.	Fleet Asset Management formalized a process for car share and pooling program, however it is on hold due to COVID-19 with no date of resumption at this time.	9/30/2020
2	City Council request the General Manager, Fleet Services Division, to amend its policy to include Class 2 light duty vehicles in its annual analysis and list of underutilized vehicles for user divisions to review and comment.	The recommendation is fully implemented. Fleet Asset Management has included class 2 vehicles in the underutilized vehicle annual analysis.

AGO Comment: Management is reporting fully implemented but at the time of the developing the report, it was not fully implemented. We are in the process of verifying the implementation status of the recommendation. | 3/31/2020 |

Report Title: Fleet Services Operational Review - Phase One: Lengthy Downtime Requires Immediate Attention
Report Date: 4/26/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the General Manager, Fleet Services Division, to take the necessary steps to shorten vehicle and equipment downtime and achieve the downtime target set out in the Division's 2016 Alternate Service Delivery model report.	Management response was not updated in the follow-up system at this time. The target implementation date is 6/30/2021.	6/30/2021
13	City Council request the General Manager, Fleet Services Division, to take steps to maximize warranty claims for parts and labour costs. Steps to be taken should include, but not be limited to: a. setting a performance target for warranty claims and periodically measuring warranty effort against the target; b. allocating appropriate staff resources to adequately review and monitor the parts supplier's administration of aftermarket part and labour warranty claims; c. making sure the warranty data in M5 are accurate and complete; d. providing training to Fleet maintenance staff on policies and procedures pertaining to warranty claims.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020

Report Title: Fleet Services Operational Review Phase Two – Stronger Asset Management Needed
Report Date: 10/10/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
11	City Council request the General Manager, Fleet Services Division, to revise rental vehicle processes with a view to minimizing unnecessary costs, including: a. Streamline pick-up and drop-off logistics to minimize delays and unnecessary costs; b. Explore opportunities to increase coverage of rental duties; c. Analyze and monitor rentals regularly, including length of time rented, to ensure that rental decisions are economical to the City; and d. Explore opportunities to identify and minimize low utilization rental vehicles.	Management response was not updated in the follow-up system at this time. The target implementation date is 6/30/2021.	6/30/2021
12	City Council request the General Manager, Fleet Services Division, to provide garage staff and vehicle operators with contact information of available free roadside assistance services and guidance on when to use this program.	Fleet Services Division is currently studying the processes and use case feasibility for the implementation of roadside assistance services and alternatives.	9/30/2021 9/30/2020
13	City Council request the General Manager, Fleet Services Division, to take steps to strengthen vehicle warranty administration. Such steps should include but not be limited to: a. Ensuring all warranty information for vehicles,	Management response was not updated in the follow-up system at this time. The target implementation date is 3/31/2022.	3/31/2022

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	equipment, and related add-ons and attachments are entered into the M5 system in a timely manner; b. Establishing a threshold to guide garage staff on when to pursue warranty claims, considering both downtime and repair costs; and c. Ensuring work order notes contain sufficient details and evidence to allow staff to effectively pursue warranty claims.		
15	City Council request the General Manager, Fleet Services Division, to utilize the Warranty Claims Manager module in the M5 system to automate the tracking and reporting of warranty claims.	Management response was not updated in the follow-up system at this time.\n\nThe target implementation date is 3/31/2022.	3/31/2022
16	City Council request the General Manager, Fleet Services Division, to track warranty work order statuses and periodically review work orders for missed warranty opportunities.	Management response was not updated in the follow-up system at this time.\n\nThe target implementation date is 3/31/2022.	3/31/2022
17	City Council request the General Manager, Fleet Services Division, to establish internal warranty claim submission and success rate targets, and to measure and report actual performance against these targets	Management response was not updated in the follow-up system at this time.\n\nThe target implementation date is 3/31/2022.	3/31/2022
18	City Council request the General Manager, Fleet Services Division, to take steps to establish service agreements with its warranty service	Management response was not updated in the follow-up system at this time.\nThe target implementation date is 6/30/2021.	6/30/2021

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	providers at the time of procurement, to ensure timely and uninterrupted maintenance for vehicles requiring service above and beyond its warranty coverage.		
20	City Council request the City Manager to consider the appropriate role of Fleet Services in the management and oversight of the City's fleet assets, and provide the Fleet Services Division with authority to act accordingly.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020

Division: Technology Services

Report Title: Disaster Recovery Planning for City Computer Facilities
Report Date: 03/03/2008

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
2	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.	Technology Services Division has established a Data Centre Modernization Program that includes a Disaster Recovery (DR) component with an assigned Project Director and there is a Business Continuity Program (BCP) that is managed by the office of CISO. A Disaster Recovery project manager and a BCP Specialist (consultant) are in place. The development of the BCP plan and the DR plan are in process with (5%) development undertaken. The testing of critical applications recovery based on the current state is at (25%) progress. The Tiffield Data Center construction was completed in March 2020, as well as the Data Centre Reference Architecture (signed off in June 2020), along with the budgetary estimates to support the operationalization. High level design workshops, pertaining to the network, security,	12/31/2021 6/30/2021 6/30/2019 12/31/2018 12/31/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
		compute & storage, are in progress and will be completed by mid Q1 2021, which will be an input to start the procurement of required hardware/software components.	
5	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. Data Backup & Storage Standards has been developed in Q4 2020 and will be released to the Enterprise Architecture Review Board for review and approval. Compliance to the approved Data Backup & Storage Standards will be monitored thereafter. b. Divisions have been provided the opportunity starting in Q1 2018 to participate in the existing data storage arrangements. Currently providing access to data storage arrangements within the City (e.g. Clerks, 311) and outside service provider (e.g. Toronto Water & Toronto Public Health) are currently using I&T offsite tape storage provider.	6/30/2021 9/30/2019 12/31/2018 12/31/2016
6	The City Manager, in consultation with the Chief Information Officer, direct divisions to test information technology disaster recovery plans on a regular basis.	The testing of technology disaster recovery plans is dependent on the completion of the Disaster Recovery Strategy Standard document. Once this is finalized, a Memo from the City Manager will be published to direct divisions to test information technology disaster recovery plans on a regular basis based on DR Standards including frequency of testing.	12/31/2021 6/30/2021 9/30/2019 12/31/2017 9/30/2016
7	The Chief Information Officer develop disaster recovery testing guidelines and provide training necessary to ensure cross-divisional consistency.	Technology Services Division has established a Data Centre Modernization Program that includes a Disaster Recovery (DR) component with an assigned Project Director and there is a Business Continuity Program (BCP) that is managed by the office of CISO. A Disaster Recovery project manager and a BCP Specialist (consultant) are in place. The development of the BCP plan and the DR plan are in process with (5%) development undertaken. The testing of critical applications recovery based on the current state is at (25%) progress. The Tiffield Data Center construction was completed in March 2020, as well as the Data Centre Reference Architecture (signed off in June 2020), along with the budgetary estimates to support the operationalization. High level design workshops, pertaining to the network, security, compute & storage, are in progress and will be completed by mid Q1 2021, which will be an input	12/31/2021 6/30/2021 12/31/2019 12/31/2018 3/31/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
		to start the procurement of required hardware/software components.	

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

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
6	The Chief Information Officer develop a comprehensive IT Security Manual as a ready reference for City staff.	All standards, policies and guidelines related to cyber will be collated into a master cyber manual. The manual will be published on the Office of the CISO intranet for easy reference of City Staff. Expected completion by Q2 2021.	06/30/2021 12/31/2020 9/30/2018 12/31/2017 12/31/2016

Report Title: Review of the City SAP Competency Centre
Report Date: 6/15/2010

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
7	The Chief Information Officer develop SAP Competency Centre performance measures and standards. Such measures and standards should monitor ongoing performance.	The testing of technology disaster recovery plans is dependent on the completion of the Disaster Recovery Strategy Standard document. Once this is finalized, a memo from the City Manager will be published to direct divisions to test information technology disaster recovery plans on a regular basis based on DR Standards including frequency of testing.	6/30/2021 12/31/2019 12/31/2018 12/31/2018 12/31/2016

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Report Title: Governance and Management of City Computer Software Needs Improvement
Report Date: 1/7/2011

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
4	The Chief Information Officer ensure the City Information Technology Risk Management Program includes a periodic risk assessment to identify, assess and implement processes to address software related risk.	An external third-party has been engaged to assist in the development of a risk management program. A gap assessment is being conducted and recommendations will provide critical inputs for the development of the Risk Assessment Policy, and the associated processes required for the periodic assessments of risks. Expected completion Q3 2021.	09/30/2021 6/30/2021 12/31/2019 3/31/2016

Report Title: IT Service Desk Unit - Opportunities for Improving Service and Cost - Effectiveness
Report Date: 9/18/2013

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
4	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.	A Problem Management Process flow has been developed to demonstrate proactive problem management by TSD Service Desk. The proactive creation of problem tickets based on recurring incident trends, enable root-cause analysis to prevent the trend resulting in improved efficiency and cost-effectiveness in providing information technology support. A report has been developed to identify incident trends and proactively create problem tickets to prevent recurrence. As a last step, a reference guide and other supporting documentation will be created, and key groups identified will be trained on the new process which is targeted to be completed by Q1 2021.	3/31/2021 12/31/2019 6/30/2019 9/30/2018 12/31/2017

Report Title: Controls Over Telecommunication Expenses Need Improvement
Report Date: 6/10/2014

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
4	City Council request the City Manager to direct divisions to review controls over access and use of group wireless devices. The inventory of group wireless devices should be reviewed and those not required should be cancelled.	A Usage and Inventory report is issued to all Divisions on a monthly basis since 2019. A process and set of associated tools have been developed to guide divisions in their periodic reporting of wireless devices inventory. Updates received from the Divisions based on the usage report are used to process cancellations if needed. In June 2015, a memo was sent by the CIO to all Division heads articulating the accountabilities of each Division in monitoring the usage and compliance to policy by ensuring periodic review and update of inventory. A new memo that re-enforces the process and accountabilities of the divisions is yet to be sent out through the office of the City Manager. Due to the COVID-19 pandemic situation, the issuance of the memo directive to Divisions from the City Manager has been delayed. CTO is exploring the option to receive delegation of authority to proceed with the issuance of the said memo.	3/31/2021 9/30/2020 12/31/2018 12/31/2017
11	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.	TSD has enhanced the previous process by capturing the contract number, but the current system is unable to update the amount spent on each contract. Although this semi-automation has been done, the manual method of updating invoice payment is still in place. In 2019, TSD sought for a more integrated solution that addressed the critical audit findings while garnering more efficiencies and better value. The competitive procurement resulted with a new fully managed, 3-year Telecommunication Expense Services that was awarded on April 15, 2020. Contract negotiations is still under way and has been slow due to the pandemic situation. Current timeline for a full implementation date is targeted for Q2 2021. The new solution intends to meet all the requirements set forth by this audit recommendation.	6/30/2021 9/30/2020 6/30/2019 6/30/2018
15	City Council request the City Manager to direct divisions to review their respective inventory of telecommunication devices to ensure that it reflects the current status of such devices. Inventories should be adjusted where appropriate and reviews should be performed on a periodic basis.	A memo that re-enforces the process and accountabilities of the divisions in reviewing their respective inventory of telecommunication devices is yet to be sent out through the office of the City Manager. Due to the COVID-19 pandemic situation, the issuance of the memo directive to Divisions from the City Manager has been delayed. CTO is exploring the option to receive delegation of authority to proceed with the issuance of the said memo. The wireless cost reporting to divisions includes the device inventory information. Divisions are responsible for submitting inventory updates. Stronger language was added to the covering instructions for the report distributions.	12/31/2021 9/30/2020 12/31/2018 12/31/2017 9/30/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
16	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.	A Usage and Inventory report is issued to all Divisions on a monthly basis since 2019. A process and set of associated tools have been developed to guide divisions in their periodic reporting of wireless devices inventory. Updates received from the Divisions based on the usage report are used to process cancellations if needed. Divisions are responsible for submitting inventory updates Stronger language was added to the covering instructions for the report distributions. In 2019, TSD sought for a more integrated solution that addressed the critical audit findings while garnering more efficiencies and better value. The competitive procurement resulted with a new fully managed, 3-year Telecommunication Expense Services that was awarded on April 15, 2020. Contract negotiations is still under way and has been slow due to the pandemic situation. Current timeline for a full implementation date is targeted for Q2 2021. The new solution intends to meet all the requirements set forth by this audit.	12/31/2021 9/30/2020 12/31/2018 12/31/2017

Report Title: Software Licenses - Managing the Asset and Related Risks
Report Date: 2/4/2015

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	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.	The ITSM Team has put a process to manage and ensure license compliance of Software Assets. The initial scope of the process has been on Software Assets that have a cumulative value of $500,000 per year. It covers software assets that are managed by either Technology Services Division (TSD) or Divisional IT. The next phase of the work was stifled due to COVID-19. It includes the following activities that is now targeted for Q2 of 2021: 1) apply the process built for major software assets to 'all' software assets. 2) complete a policy and standard document related to Software Asset Management. 3) publish and train all Managers/Directors of TSD and Divisional IT on the process. 4) Operationalize enforcement of compliance to software licensing agreement.	6/30/2021 12/31/2019 06/30/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
10	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.	The Technology Services Division has developed a semi-annual process that enables the periodic review and reconciliation of assets. Asset owners are provided reports and are required to attest to the validity or discrepancy of the report and provide their sign-off and plan for reconciliation. Due to the pandemic, delays have affected the full launch of this process. This process is currently in effect for Infrastructure (hardware, end-user compute) assets only at this time. Network and Software assets are targeted for Q2 of 2021. Further efficiencies are planned in relation to the overall IT Asset Management process. The Technology Services Division has submitted a Capital Project to move to an enterprise class technology solution starting in 2021 that will see the creation of better and more automated ITAM Process, pending Council budget 2021 approval.	6/30/2021 12/31/2019 06/30/2018
11	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.	The Technology Services Division has developed a semi-annual process that enables the periodic review and reconciliation of assets. Asset owners are provided reports and are required to attest to the validity or discrepancy of the report and provide their sign-off and plan for reconciliation. Due to the pandemic, delays have affected the full launch of this process. This process is currently in effect for Infrastructure (hardware, end-user compute) assets only at this time. Network and Software assets are targeted for Q2 of 2021. Further efficiencies are planned in relation to the overall IT Asset Management process. The Technology Services Division has submitted a Capital Project to move to an enterprise class technology solution starting in 2021 that will see the creation of better and more automated ITAM Process, pending Council budget 2021 approval.	6/30/2021 12/31/2019 06/30/2018

Report Title: Audit of Information Technology Vulnerability and Penetration Testing-Phase 1: External Penetration Testing
Report Date: 02/16/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
2	City Council request that the Chief Information Officer to	An external third-party has been engaged: 1) to assist in the development and implementation of a vulnerability management program, to conduct	12/31/2021 12/31/2020

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	develop a cybersecurity program that includes ongoing vulnerability assessment and penetration testing using current tools used by industry subject matter experts. The testing tools adopted by the City should be updated regularly and provide ongoing reporting and metrics around existing and newly discovered threats.	cyber risk assessments to enhance the City's cyber defense and its resiliency to cyberattacks and to improve the protection of the data involved in the delivery of City services. b) to assist in the review and development of cyber policies and standards. A gap assessment is being conducted and recommendations will provide critical inputs for the development of policies and standards, and the associated processes required for the periodic assessments of risks. Expected completion Q4 2021.	6/30/2019 3/31/2017

Report Title: Information Technology Vulnerability Assessment and Penetration Testing – Wrap-up Phase I and Phase II
Report Date: 3/10/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the City Manager to review how best to create and implement a Chief Information Security Officer's role reporting administratively to the Chief Information Officer and functionally to the City Manager. The Chief Information Security Officer should coordinate with the Chief Information Officer: a. To develop information technology security baseline standards at the City, and report to the City Manager and Chief Information Officer on	The City's first Chief Information Security Officer (CISO) was hired in October 2019. The CISO reports functionally to the City Manager and administratively to the Deputy City Manager of Corporate Services. In 2019, a cyber maturity assessment was concluded for Corporate Technology Services and ransomware assessments was conducted on all twelve Divisional IT units. Additional cyber maturity assessments are planned in 2021 for Agencies and Corporations. An external third-party has been engaged to assist in the review and development of cyber policies and standards. A gap assessment is being conducted and recommendations will provide critical inputs for the development of policies and standards, and the associated processes required for the periodic assessments of risks. Expected completion: Q3 2022	9/30/2022 6/30/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	compliance to established baseline standards. b. To work with City Agencies and Corporations to align baseline standards and leverage best practices.		

Report Title: IT Infrastructure and IT Asset Management Review: Phase 1: Establishing an Information Technology Roadmap to Guide the Way Forward for Infrastructure and Asset Management
Report Date: 01/30/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
2	City Council request the Chief Information Officer to: a. ensure that the inventory in the Corporate Information Technology asset management system is updated (including assets directly managed by the Information and Technology Division, as well as assets managed by other City divisions); b. perform periodic reviews and reconciliations of data captured within the Corporate Information Technology asset management system to ensure the system is accurate and complete; c. implement available tools and reporting functionality within the Corporate Information Technology asset management system to support ongoing asset monitoring; and d. use the data available within	a. The current IT Asset Management system is up-to-date, with categorization and ownership. Access to the system is provided to asset owners from Technology Services Division as well as Divisional IT. An end-to-end Asset Lifecycle Management process has been developed. b. A semi-annual process is in place that enables the periodic review and reconciliation of assets. Asset owners are provided reports and are required to attest to the validity or discrepancy of the report and provide their sign-off and plan for reconciliation. c. The current ITAM solution has reporting capability that is enabled for asset owners in support of on-going asset management. d. The current ITAM solution has reporting capability that is enabled for asset owners in support of regular technology planning. Reports are sent to service owners as requested. Further efficiencies are planned in relation to the overall IT Asset Management process. The Technology Services Division has submitted a Capital Project to move to an enterprise class technology solution starting in 2021 that will see the creation of better and more automated ITAM process, pending Council budget 2021 approval.	3/31/2021 12/31/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	the corporate asset management system to inform strategic technology planning, including maximizing the use of assets and managing the costs to maintain them throughout their lifecycle.		
4	City Council request the Chief Information Officer, in consultation with all relevant divisions, to: a. develop a comprehensive list of applications and identify those applications and systems that have the potential to be consolidated and modernized, eliminating the need to procure, implement, and maintain duplicative systems in the future; and b. review existing decentralized Information Technology services and, where possible, consolidate these services with the Information and Technology Division.	a. A comprehensive list of all applications City-Wide not including City Agencies, Boards, and Corporations (ABCs) has been completed in Q1 2020. A roadmap will be developed in collaboration with key City business partners to identify applications that have the potential to be decommissioned, consolidated and/or modernized with a target of Q2 2021. Several key technology platforms have been identified for decommissioning with a target of Q4 2021, pending detailed planning and consultation with application owners. b. TSD is in process of reviewing existing decentralized IT services across Divisions. As a first step, TSD is liaising with various Corporate functions to develop a standard model that supports centralization across the City. The Centralization Working Committee (Corporate Services lead, TSD lead, FPD lead, P&E lead, Internal Audit lead, OC lead) and Governance accountability table are being set up to provide further direction on centralization. Estimated timelines Q4 2021.	12/31/2021 6/30/2019
6	City Council request the Chief Information Officer to develop and implement procedures to promote clarity in roles and responsibilities for creating, maintaining, and refreshing the Information Technology infrastructure roadmap.	TSD hired a new DCTO for Technology Services Delivery in September 2020. Under the new leadership, roles and responsibilities are being developed to create, maintain and refresh the IT infrastructure roadmap. The roles and responsibilities for this will be completed in Q1 2021.	3/31/2021 6/30/2019
7	City Council request the Chief Information Officer to ensure that the Strategic Technology Roadmap identifies opportunities	Technology Services Division has created a formal Intake Group review process, which enables a centralized evaluation of all work requests coming to TSD. Intake Group determines if the work request can be fulfilled by normal operational processes or if it is new functionality. The	3/31/2021 6/30/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	for harmonizing lifecycle management and standardizing technologies in Information Technology infrastructure in order to achieve operational efficiencies, reduce costs, and source assets strategically.	Enterprise Architecture Review Board (EARB) has been created to see if the new requested functionality can be delivered using existing solutions. If not, then a new solution will be required. The EARB is a decision making body to review and approve all architectures to ensure compliance with standards based enterprise architecture. Setting up of Intake and EARB will ensure that any new work request coming to TSD is assessed for lifecycle management and standardization of technology. It is an endeavor to achieve operational efficiencies and reduce the IT footprint by early assessment and centralized view of all requests.	
13	City Council request the Chief Information Officer, in consultation with the City Clerk, the City Solicitor, and where needed, the City's Accountability Officers, to include in the data governance model: a. guidance on the City's enterprise-wide data strategy to provide direction for lifecycle management and classification of data in alignment with the Municipal Code; and b. a special case data retention policy and procedure to address scenarios where archiving specific data is required, such as litigation needs.	To support compliance with the City's information management strategies, digital record keeping standards, governance and consultations were implemented for the inclusion of records management functions and capabilities into enterprise technologies. Also, Enterprise Content management technologies including a virtual record center for archiving of data and content was rolled out, including: • Descriptive Metadata Standards • Destruction of Source Records following Digitization • Creating and Managing Digitized Records Standard • Common Data Elements for City Forms Standard • Electronic Signatures (eSignature) Guideline • Records Management Metadata Standard. New digital information management standards, policies, and guidelines, will continue to be developed in 2021, including: • Complimentary Fact Sheets • Controlled Vocabulary Policy • Privacy Policy (updates) • Information Management Accountability Policy	12/31/2021 12/31/2019

Report Title: Information Technology Infrastructure and Asset Management Review: Phase 2: Establishing Processes for Improved Due Diligence, Monitoring and Reporting for Effective IT Projects and Asset Management
Report Date: 6/28/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the Chief Information Officer to: a. Develop a process to ensure timely synchronization of IT asset purchases recorded in SAP with IT Asset Management (ITAM) System records. b. Expedite reconciliation of network assets and update them in the ITAM System. c. Develop secure communication mechanisms (or an alternate process) to allow for the update of segregated networks' IT assets in the ITAM System. d. Provide ITAM System access to other City divisions (where required) including adequate training to assist them in understanding the system.	a. TSD has enhanced the IT Asset Management Policy, SAM Guidelines, as well as, the IT Validation & Reporting process to include the assets procurement requirements and ensure the synchronization of SAP and ITAM systems. b & c. The Technology Services Division has developed a semi-annual process that enables the periodic review and reconciliation of assets. Asset owners are provided reports and are required to attest to the validity or discrepancy of the report and provide their sign-off and plan for reconciliation. Due to the pandemic, delays have affected the full launch of this process. Currently, this process is in effect for Infrastructure (hardware, end-user computing devices) assets only at this time. Network and Software assets are targeted for Q2 of 2021. d. The IT Asset Management solution is enabled for use by TSD as well as Divisional IT Asset Management leads.	6/30/2021 6/30/2020

Report Title: Establishment of City Wide Cyber Security Breach Incident Management Procedures Required
Report Date: 6/19/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the City Manager, the Chief Information Officer and the City Clerk to coordinate and develop standard incident management procedures including	Management response was not updated in the follow-up system at this time. The target implementation date is 3/31/2021.	3/31/2021

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	communication protocols to address incidents involving cyber attacks/information breaches. The procedures and protocols should include: (a) Guidelines describing the sequence of actions that should take place as soon as staff become aware of a cyber attack/information breach incident. (b) Communication protocols detailing key contact names, functions and contact information for staff to receive guidance. (c) Reports to be completed by the affected organization, detailing the date of incident, systems affected, information compromised, and other relevant details. (d) Communications to the media/public, where required, including privacy protocols. The incident management procedures and communication protocols should be liaised across the City, including agencies and corporations.		

Service Area: Finance and Treasury Services

Division: Accounting Services

Report Title: City Purchasing Card (Pcard) Program - Improving Controls Before Expanding the Program
Report Date: 10/27/2009

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
18	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; c. Setting performance goals for the City based on the number of participating divisions and yearly PCard purchase volume.	Being integrated into business process reviews and system implementation of FSTP which will get implemented for January 1, 2023.	1/1/2023 12/31/2020 12/31/2017

Report Title: Review of The Management of the City's Divisional Accounts Receivable
Report Date: 4/12/2012

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the City Manager to review the current management of all City-wide receivables. Such	Being integrated into business process reviews and system implementation of FSTP which will get implemented for January 1, 2023.	1/1/2023 9/30/2019 6/30/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	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.		
3	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.	Being integrated into business process reviews and system implementation of FSTP which will get implemented for January 1, 2023.	1/1/2023 9/30/2019 6/30/2018 12/31/2016
7	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.	Being integrated into business process reviews and system implementation of FSTP which will get implemented for January 1, 2023.	1/1/2023 9/30/2019 6/30/2018 12/31/2016

Division: Financial Planning

Report Title: Financial Planning Analysis and Reporting System (FPARS) - A Large Scale Business Transformation/Information Technology Project
Report Date: 5/2/2013

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
7	City Council request the Deputy City Manager and Chief Financial Officer, the Director, Financial Planning and	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020 12/31/2019 12/31/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	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.		

Division: Revenue Services

Report Title: Improving Controls Over Property Tax Assessments and Payment in Lieu of Taxes (PILTs)
Report Date: 10/03/2015

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
2	City Council request the Director Revenue Services develop a process and criteria to identify where Payment in Lieu of Tax amounts paid by the government agencies are significantly less than requested amounts, and take steps to invoke the review process when warranted.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 12/31/2018 12/31/2017
4	City Council request the Director Revenue Services develop a process and criteria to identify where Payment in Lieu of Tax payments	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 12/31/2018 12/31/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	may be deemed unreasonably delayed and request supplementary payments where warranted.		

Report Title: Audit of Water Billing and Collection- Phase 1: Overdue Water Account Collections Require Strengthening
Report Date: 2/17/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
2	City Council request the Director, Revenue Services, to develop a report to identify missing information in water accounts and ensure accounts are updated.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 9/30/2020 9/30/2016
3	City Council request the Director, Revenue Services, to develop criteria for assignment of long overdue accounts to third-party collection services. Assignments should be tracked and collection agency performance should be monitored.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 9/30/2020 12/31/2018 12/31/2016
6	City Council request the Director, Revenue Services, to periodically review all accounts with outstanding water account balances that do not have a corresponding property tax roll and ensure missing tax roll information in the water billing system are investigated and resolved.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 9/30/2020 12/31/2018 6/30/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
7	City Council request the Director, Revenue Services, in consultation with the City Solicitor, to review the potential of charging interest on outstanding water account balances that are not eligible for transfer to property taxes. Such a change may require amendment to the City of Toronto Municipal Code.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 12/31/2019 12/31/2016
8	City Council request the Director, Revenue Services, to develop a process for periodic review of overdue accounts with "Do Not Transfer' status to ensure that these accounts are followed-up and their collection efforts are expedited. Specific collection approaches should be developed to improve collections on overdue accounts for each type of account holder or owner.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 9/30/2020 12/31/2018 6/30/2016
11	City Council request the Director, Revenue Services, to ensure bills for new accounts and final bills for accounts that are being closed are issued and collected on a timely basis. Benchmarks for expected timelines for issuing bills upon creation or closure of accounts should be developed, with performance against the benchmarks monitored and any significant deficiencies resolved.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 9/30/2020 12/31/2018 9/30/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
13	City Council request the Director, Revenue Services, to review existing outstanding balances for inactive accounts and develop a strategy to collect these accounts.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 9/30/2020 12/31/2018 12/31/2016
14	City Council request the Director, Revenue Services, to review credit balances for inactive accounts and coordinate with the Deputy City Manager and Chief Financial Officer, and the City Solicitor with a view to evaluating whether credit balances in 'Inactive Accounts' can be transferred to revenue.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 12/31/2019 12/31/2018 12/31/2016
18	City Council request the Director, Revenue Services, in consultation with the General Manager, Toronto Water, to: a. Establish a formal protocol for setting up in the water billing system non-billable City accounts (where water consumption requires tracking but no payments are required from the Divisions), as well as, billable accounts (where payments are required from the Divisions for water service provided); and b. Review existing internal City accounts with overdue balances to determine if these are collectible and billable. The account status should be updated accordingly and	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2022.	12/31/2022 6/30/2019 12/31/2018 12/31/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	outstanding balances should be collected or written-off.		

Report Title: Audit of Water Billing and Collection - Phase II: Part 1- Incorrect Vacant Land Status Properties Reduces City's Property Tax Revenue
Report Date: 10/13/2016

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the Chief Building Official and Executive Director to develop an action plan to resolve dormant permits. The Action Plan should include: a. A communication strategy to educate property owners about their responsibilities and obligations to inform the City about the progress of their construction project. b. A strategy to prioritize the review of permits that have been open for an extended period of time and are classified as vacant land.	Although delayed due to COVID-19, Toronto Building is continuing to work with Revenue Services to obtain a database of properties that are classified as vacant land.	6/30/2021 9/30/2020 9/30/2017
4	City Council request the Chief Building Official and Executive Director to implement measures that will deter the occurrence of no show inspection visits. The measure should include an assessment of whether a fee can be charged to property owners for 'no show' inspection visits where these visits are pre-scheduled.	COVID-19 has delayed a Program Review that includes an examination of building inspection services. It is currently being completed. The review is considering what measures can be implemented to deter occurrence of no-show inspection visits, including whether a fee should be charged under these circumstances.	7/31/2021 6/30/2020 6/30/2019 6/30/2017

**Report Title: Auditor General's Review of Toronto Water Billing and Collections – Phase II:
Water Billing and Water Meter Management Controls Require Strengthening
Report Date: 3/10/2017**

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the Director, Revenue Services, to coordinate with Real Estate Services, Parks, Forestry & Recreation, Toronto Water and other City Divisions, and develop a plan to: a. compile a complete list of all City-owned leased and licensed properties and determine whether water consumption is being billed in compliance with the lease or licensing agreement; b. implement a communication process for 'Do Not Bill' properties for timely status updates when these properties are leased, licensed or sold, to verify whether they should be billed for water consumption; c. review existing 'Do Not Bill' properties to identify if they should be billed for water usage and adjust the designation accordingly; d. review existing 'Garbage Only' properties to determine if any of these accounts are billable for water; and e. periodically monitor the status of all 'Do Not Bill' and 'Garbage Only'	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 3/31/2020 3/31/2018

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	accounts for updating the billable status.		
2	City Council request the Director Revenue Services in consultation with the City Solicitor, Real Estate Services, Parks Forestry & Recreation and Toronto Water to: a. determine the back billing period for outstanding unbilled water consumption for City-owned leased and licensed properties and where required install water meters; and b. retroactively bill the water consumption accordingly.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 6/30/2020 12/31/2017
6	City Council request the Director, Revenue Services and General Manager, Toronto Water, to evaluate the feasibility of updating the water billing system with water meter records for multi residential properties, severed properties and properties with more than one street address associated with the same meter. A process should be developed for future updates to ensure every address is mapped to a water meter.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2022.	12/31/2022 3/31/2021
7	City Council request the Director, Revenue Services and General Manager, Toronto Water, to review all property addresses in the various systems with a view to integrating data and developing exception reports for properties	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2022.	12/31/2022 3/31/2021 3/31/2018

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No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	without a water meter. A similar process should be developed for billing other revenue sources, such as, property taxes and solid waste charges.		

Division: Pension, Payroll & Employee Benefits

Report Title: Management of the City's Long-Term Disability Benefits Phase One: Improving City Management to Address Growing Trends in Long-Term Disability Benefits Report Date: 10/6/2015

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the Director, Pension, Payroll and Employee Benefits Division, in consultation with the Executive Director, Human Resources Division, to review alternate ways of managing the City's Long-Term Disability benefit program, including a review of how the Toronto Police Service and the Toronto Transit Commission manage their respective Long-Term Disability benefit programs.	P&E Service review is underway. This will be addressed during the P&E Core Services Review.	12/31/2020 12/31/2019 03/31/2019 06/30/2018
4	City Council request the Executive Director, Human Resources Division, to develop and track performance indicators for assessing and continuously improving the City's return to work process for employees in receipt	Final testing and launch of the Quatro Safety module delayed by COVID-19. Completion in December 2020.	12/31/2020 12/31/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	of Long-Term Disability benefits.		
5	City Council request the Director, Pension, Payroll and Employee Benefits Division, in consultation with the City Solicitor and the Executive Director, Human Resources Division, to review the current process to seek consent from Long-Term Disability claimants to facilitate employee return to work process.	City legal is currently working with the Union to update the consent language, which is not sufficient to allow three-way information sharing based upon the City's benefits providers' legal requirements.	3/31/2021 12/31/2019 06/30/2019
6	City Council request the Executive Director, Human Resources Division, to explore ways to further enhance staff awareness and knowledge of early intervention and accommodation for employees with health issues, including an assessment of alternate training delivery methods.	Final testing and launch of the Quatro Safety module delayed by COVID-19. Completion in December 2020.	12/31/2020 12/31/2019 09/30/2018

Division: Purchasing & Materials Management

Report Title: City Stores: Maximize Operating Capacity to Be More Efficient
Report Date: 10/5/2012

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
3	City Council request the City Manager, through the Shared Services review, to explore ways to maximize purchasing power and rationalize	PMMD has been working with Agencies and Corporations on conducting joint procurement over the last few years. A working group was set up in 2015 and was active until late 2019 when due to staff changes, it was paused and then the global pandemic occurred. Working to restart the working	12/30/2022 12/31/2020 12/31/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	materials handling for items commonly purchased by the City, its Agencies and Corporations.	group in 2021. PMMD has also become a member of larger purchasing groups. All of these are to leverage greater spend volumes to assist the City in getting better savings and being more efficient in the procurement process.	12/31/2017
4	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 continues to work with Technology Services Division to find an interim solution to create an online order form accessible for staff at remote work locations, until a complete solution inclusive of the picture catalogue, can be completed.	12/30/2021 3/31/2021 12/31/2020 12/31/2018 6/30/2017

Report Title: Review of Divisional Purchase Orders
Report Date: 2/6/2015

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	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 strategies should include, but not be limited to: a. Analyzing divisional purchasing patterns to identify	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	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."		
2	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.	Management response was not updated in the follow-up system at this time. The target implementation date is 7/31/2021.	7/31/2021 12/31/2019
4	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.	Management response was not updated in the follow-up system at this time. The target implementation date is 7/31/2021.	7/31/2021 12/31/2019

Attachment 2

Report Title: Obtaining the Best Value Through the Use of Vendor Rosters
Report Date: 10/13/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the Director, Purchasing and Materials Management, to: a. provide clear guidance on roster design, unless there is an overriding consideration otherwise, vendor selection methods that prioritize cost should be used; and b. update the Buyer review process for rotational rosters, such as including verification of how a vendor was selected, and that prices charged match the original submissions made to the Request for Expression of Interest.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2019 12/31/2018

Report Title: Audit of Interface Invoice Payments - Improving Contract Management and Payment Processes
Report Date: 6/18/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
2	City Council request the Controller to develop a process to verify the accuracy of early payment discounts for both interface and non-interface payment vendors. The 'discount lost' report should be updated to identify and include discounts lost on interface payments.	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020
3	City Council request the Controller to automate	Management response was not updated in the follow-up system at this time.	8/31/2021

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	recording, monitoring and collection of volume rebates. Outstanding amounts of volume rebates should be followed-up on, including those identified during the audit.	The target implementation date is 8/31/2021.	12/31/2020
4	City Council request the Chief Purchasing Officer to compare the current list of volume rebate vendors with City contracts to identify any vendors offering discounts but which may have been omitted from the existing manually maintained list.	Management response was not updated in the follow-up system at this time. The target implementation date is 1/31/2021.	1/31/2021 6/30/2020
6	City Council request the Chief Purchasing Officer to develop criteria and procedures for limiting the use of 'miscellaneous category' in contracts. Any excess expenditures under the miscellaneous category over a specified limit should be reported as exceptions to respective Division Heads.	Management response was not updated in the follow-up system at this time. The target implementation date is 7/31/2021.	7/31/2021 6/30/2020
10	City Council request the Controller to evaluate the feasibility of establishing a Centralized Contract Management Unit/Centre of Excellence to look after City-wide contracts, where possible. The Unit should be responsible for: a. performing continuous controls monitoring on contracts, including analyzing divisional	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	purchases, consolidating overall trends, and monitoring contract compliance; b. developing criteria for providing exception reports to divisions on contract compliance, for example, purchase of goods not listed in the contract, and following up with divisions on any potential changes required to contracts; c. developing processes and guidelines for divisions to improve automation and consistency in ordering, receiving and paying for goods and services.		
12	City Council request the General Manager, Fleet Services, to develop processes: a. to reconcile auto parts purchases, returns and prices between the City's inventory system and the vendor's billing system on an ongoing basis. b. to resolve reconciliation issues in a timely manner and only those invoices should be paid that reconciles with the City records.	Management response was not updated in the follow-up system at this time. The target implementation date is 6/30/2021.	6/30/2021
16	City Council request the General Manager, Facilities Management Division to develop: a. a complete list of all City-owned transformers. b. a process for validating city's records of transformers with hydro service provider for eligible credits. Further, the transformer list should become part of	Management response and the expected implementation date were not updated in the follow-up system.	12/31/2020 6/30/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	the Facilities maintenance program.		

Service Area: Infrastructure and Development

Division: Municipal Licensing and Standards

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

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	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.	A and B are complete. C: Standard Operating Procedure (SOP), "Guidelines for Compliance Times on Notice of Violations and Orders", for reading, assessing, and using monthly employee performance reports, including established standards has been developed and is being finalized. Due to COVID-19, Investigation Services is enforcing the Province of Ontario emergency orders, therefore the completion of the SOP to address this recommendation will be pushed to Q4 2020. To be completed in Q4 2020.	12/31/2020 12/31/2019 12/31/2018 9/30/2016
2	City Council request the Executive Director, Municipal Licensing and Standards to: a. develop and document organizational expectations for	A and C are complete. B: SOP, "Urgent Response & Oversight", for handling emergency complaints for adequate heat, abandoned appliances and pool enclosures has been written and is being finalized. The SOP outlines procedures for management oversight	12/31/2020 12/31/2019 12/31/2018 9/30/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	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 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.	which includes being copied on emergency cases sent to officers to allow them to follow-up until it is closed by an officer. Related guide on the IS Priority Response Model/Operation Support Unit and SOP Operation Support Unit completed in Q3 with WebEx training targeted for Q4. Due to COVID-19, Investigation Services is enforcing the Province of Ontario emergency orders, therefore the completion of the SOP to address this recommendation will be pushed to Q4 2020. To be completed in Q4 2020.	12/31/2016

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

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	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	Staff completed a review of a suite of Standard Operating Procedures (SOPs) in 2019, including those for licences such as eating establishments and retail food stores, nightclubs and entertainment establishments, and body-rub parlours, and holistic centres. The Chapter 545, Licensing reviews, including bars, restaurants, and nightclub licensing, are ongoing with a target completion date in Q4 2021. Staff will report on body-rub parlours and holistic centres in Q3 2021. These reviews have	6/30/2019

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	Operating Procedures, pertaining to unlicensed businesses with a view to strengthen the City's efforts to ensure compliance with licensing requirements.	been impacted by COVID-19 as a result of shifting City priorities, staffing challenges, limits on consultations, and industry impacts.	
3	City Council request the Executive Director, Municipal Licensing and Standards Division, to review and enhance the timeliness and efficiency of the complaint investigation process. Steps to be considered should include but not be limited to: a. Capture the necessary milestone dates in the licensing database to enable monitoring of performance measures. b. Establish performance measures to track and monitor the efficiency of complaints handling and investigation process. c. Develop internal processes to periodically review staff time spent by type of investigation to ensure efficiency use of staff resources.	MLS has launched DataMart (Business Intelligence tool) in Q4 2019, which provides a suite of performance measures that are used to track the efficiency of complaints handling and the investigation process. MLS has chosen Salesforce as the cloud based system to replace current systems. MLS will move all of Licensing, IBMS and parts of Chameleon to Salesforce over the next 2 years. MLS began by working with 311 to manage noise complaints, from intake to resolution, on Salesforce. The next phases of modernization include implementing Investigation Services and Licensing bylaw enforcement on Salesforce which will streamline and assist in complaints handling and performance measurement. Updated implementation date is Q2 2022.	6/30/2022 12/31/2020

Report Title: A Review of Municipal Licensing and Standards Division's Management of Business Licences - Part Two: Licensed Holistic Centres
Report Date: 10/24/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the Executive Director,	A staff report recommending changes to these bylaw provisions was considered by the General	6/30/2021

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	Municipal Licensing and Standards, in 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.	Government and Licensing Committee (GGLC) in May 2019. The committee did not accept staff recommendations and referred the report back to staff for further research and consultation. MLS staff are reviewing the decision of Committee and will conduct research and consultation with a new report on this issue expected at the GGLC in the second half of 2021. Bylaw reviews have been impacted by COVID-19 as a result of shifts in City priorities, staffing challenges, limits on consultations, and industry impacts. New reporting dates: second half of 2021.	12/31/2019 6/30/2019
2	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.	A staff report recommending changes to these bylaw provisions was considered by the GGLC May 2019. The committee did not accept staff recommendations and referred the report back to staff for further research and consultation. MLS staff are reviewing the decision of Committee and will conduct research and consultation with a new report on this issue expected at the GGLC in the second half of 2021. Bylaw reviews have been impacted by COVID-19 as a result of shifts in City priorities, staffing challenges, limits on consultations, and industry impacts. New reporting dates: second half of 2021.	6/30/2021 12/31/2019 6/30/2019

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

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the Executive Director,	MLS is currently reviewing regulations related to restaurants, eating establishments, entertainment	12/31/2019

2021 Follow-up Status Report

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	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.	establishments and nightclubs (called the Review of Bars, Restaurants, Nightclubs and Music Venues) – this will include public and stakeholder consultations. A staff report responding to the Auditor General recommendations and addressing other issues raised through the review will be presented to GGLC in 2021. This review has been impacted by COVID-19 as a result of shifting City priorities, staffing challenges, limits on consultations, and industry impacts.	3/31/2019
4	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.	MLS is currently reviewing regulations related to restaurants, eating establishments, entertainment establishments and nightclubs (called the Review of Bars, Restaurants, Nightclubs and Music Venues) – this will include public and stakeholder consultations. In consultation with the City Solicitor, a staff report responding to the Auditor General recommendations and addressing other issues raised through the review will be presented to GGLC in 2021. This review has been impacted by COVID-19 as a result of shifting City priorities, staffing challenges, limits on consultations, and industry impacts.	12/31/2019

Division: Toronto Building

Report Title: Toronto Building Division - Building Permit Fees, Improving Controls and Reporting
Report Date: 1/23/2012

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	City Council request the Chief Building Official in consultation with related City divisions review, revise and monitor the	Toronto Building is currently working with an external consult who is engaged in a comprehensive Program Review. The review includes a detailed examination of the full cost model focused on reviewing the direct & indirect	12/31/2021 12/31/2019 12/31/2018

2021 Follow-up Status Report

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
	accuracy and completeness of information used to calculate building permit fees on an annual basis.	costs, revenues & reserve fund components that should be used to calculate building permit fees. Once completed it is anticipated that the Division can utilize the consultant's report to fully implement this recommendation by Q4-2021.	12/31/2017 12/31/2016
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.	The Program Review currently underway is also considering best practices and recommendations on the annual reporting of building fees. The review is considering the full cost model including the "direct costs" & "indirect costs" as required under the Building Code Act for annual reporting. Recommendations brought forward by the consultant as part of the review will assist the Division to fully implement recommendation by Q4-2021.	12/31/2021 12/31/2019 12/31/2018

Report Title: Toronto Building - Improving the Quality of Building Inspections
Report Date: 1/15/2014

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
10	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 Division has completed the development of the new Building Compliance Quality Assurance (BCQA) team. New positions have now been approved by City Council. With some recent audits and investigations, the Division is currently reassessing the BCQA team to ensure that it is appropriately structured to manage risks identified within the Division. With the new Quality Assurance team in place, the Division will be able to ensure City-wide inspection practices are consistent, comply with established Divisional standards and appropriately address risk management. It is anticipated the implementation of the BCQA team will commence in Q4-2021.	12/31/2021 12/31/2019 12/31/2018 6/30/2018 6/30/2017

Division: Transportation Services

Report Title: Inventory Controls Over Traffic Control Devices in Transportation Services Need to be Improved
Report Date: 4/25/2012

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
8	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.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 6/30/2021 6/30/2019 3/31/2018 6/30/2016

Report Title: Detection of Warning Signs for Potential Bid Rigging Should be Strengthened
Report Date: 3/17/2017

No.	Recommendation	Management Comments as of January 8, 2021	Target Implementation Date(s) Provided in the Last 5 Years
1	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.	Management response was not updated in the follow-up system at this time. The target implementation date is 12/31/2021.	12/31/2021 9/30/2019