

CITY DIVISIONS – FULLY IMPLEMENTED AUDIT RECOMMENDATIONS (Verified by the Auditor General)

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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: 4/26/2018

No.	Recommendation
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 and communities, and report to City Council in the second quarter of 2019. (Audit Committee amended)

Division: Parks, Forestry & Recreation

Report Title: Review of Urban Forestry - Ensuring Value for Money for Tree Maintenance Services

Report Date: 04/26/2019

No.	Recommendation
6	City Council request the General Manager, Parks, Forestry and Recreation Division, to assess whether the new system procedure is effective in minimizing unnecessary maintenance work performed by City and contractor crews on trees that are still under warranty.

Division: Social Development Finance and Administration

Report Title: Municipal Grants - Improving the Community partnership and Investment Program

Report Date: 01/21/2013

No.	Recommendation
4	City Council request the City Manager to ensure City staff overseeing grant programs document explanations for unusual financial information.

Division: Toronto Paramedic Services

Report Title: Emergency Medical Services - Payroll and Scheduling Processes Require Strengthening

Report Date: 10/03/2013

No.	Recommendation
3	City Council request the Chief and General Manager, Emergency Medical Services, develop a process to ensure divisional consistency in attendance management procedures. Attendance records including overtime and time off requests should be adequately supported with documentation reflecting supervisory review and approval and maintained in accordance with legislated record retention requirements.

Service Area: Corporate Services

Division: Corporate Real Estate Management (CREM)

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

Report Date: 06/14/2016

No.	Recommendation
13	City Council request the General Manager, Facilities Management to collaborate with the Executive Director of Human Resources to ensure that vulnerable sector screening is adequately addressed for all City staff who provide services in high risk facilities, such as daycares.
14	City Council request the City Manager to request Division Heads and Chief Executive Officers of City agencies and corporations to review the issues and recommendations included in this report and consider the relevance to their respective custodial operations.

Report Title: Audit of City Cleaning Services - Part 2: Maximizing Value from Cleaning Contracts

Report Date: 06/14/2016

No.	Recommendation
3	City Council request the General Manager, Facilities Management to compare current contracted cleaning service levels to the standard service level in the Custodial Standard Service Model and industry cleaning times to examine opportunities to reduce costs.
6	City Council request the General Manager, Facilities Management to implement appropriate controls to monitor the acquisition and use of consumables provided by contractors.
8	City Council request the General Manager, Facilities Management, in consultation with the Director, Purchasing and Materials Management Division, to ensure adequate analysis of the reasonability of the cost of contract changes is performed. Documentation to support the cost of contract changes should be retained in the respective purchasing and contract files.
10	City Council request the General Manager, Facilities Management, in consultation with the Director, Purchasing and Materials Management Division, to review the standard call documents for cleaning contracts to ensure that the pricing structure allows changes to be made where the actual services delivered significantly deviates from the award.
12	City Council request the General Manager, Facilities Management to work collaboratively with the Fair Wage Office to provide any necessary contract related records required to strengthen the compliance reviews conducted to ensure fair wages.
16	City Council request the City Manager to request Division Heads and Chief Executive Officers of City agencies and corporations to review the issues and recommendations included in this report and consider the relevance to their respective operations.

Report Title: Real Estate Services Division - Restore Focus on Union Station Leasing

Report Date: 06/13/2017

No.	Recommendation
10	City Council request the Chief Corporate Officer, in consultation with the Corporate Finance and Financial Planning Divisions, to validate assumptions underlying the existing financial forecasts for Union Station and to report back to City Council with an up-to-date forecast of expected revenues and expenses.

No.	Recommendation
17	City Council request the Chief Corporate Officer to implement processes to oversee the commercial enhancement works at Union Station for the purposes of ensuring that construction costs are minimized, and the City only contributes up to its contractually agreed share of these enhancements.

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
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.
3	City Council request the City Manager to forward this report to Division Heads and Chief Executive Officers of City agencies and corporations with fleet management operations and request them to review and consider implementing the recommendation relevant to their respective operations.

Report Title: Fleet Services Operational Review - Phase One: Lengthy Downtime Requires Immediate Attention

Report Date: 4/26/2019

No.	Recommendation
7	City Council request the General Manager, Fleet Services Division, to consider running a pilot program to assess the feasibility and merits of realigning Contract Coordinator and Research Analyst shift schedules with external vendor and internal user group operating hours.
14	City Council request the City Manager to forward this report to Division Heads and Chief Executive Officers of City agencies and corporations with fleet management operations, and request them to review and consider implementing the recommendations that are relevant to their respective operations and take steps to improve vehicle retrieval times following service.

Report Title: Fleet Services Operational Review Phase Two – Stronger Asset Management Needed

Report Date: 10/10/2019

No.	Recommendation
7	City Council request the City Manager to forward this report to Division Heads and request them to review their respective use of redeployment assets to ensure they are still operationally effective and economical.
10	City Council request the City Manager, in consultation with the General Manager, Fleet Services Division, to establish formal communication channels to ensure that operating requirements of user groups both at the frontline and leadership level are clearly communicated to Fleet Services Division in a timely manner.
14	City Council request the General Manager, Fleet Services Division, to revise the warranty administration reporting structure to allow effective communication of warranty related issues to Asset Management.

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

No.	Recommendation
5	The Chief Information Officer implement City-wide wireless standards and develop procedures to provide for periodic review to ensure the accuracy and relevancy of wireless standards.

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

No.	Recommendation
5	The Chief Information Officer include SAP Competency Centre service level expectations in formal service level agreements currently being prepared between operating divisions and the Information and Technology Division.

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
5	City Council request the Chief Information Officer to establish a strategic technology roadmap to modernize and transform the Information Technology environment. The roadmap should clearly set out milestones and performance measures to assess progress in meeting the City's short-term and long-term Information Technology goals.

Report Title: Improvement Needed in Managing the City's Wireless Telecommunication Contracts**Report Date: 6/28/2018**

No.	Recommendation
1	<p>City Council request the Chief Information Officer to:</p> <p>a. Review the existing wireless service contracts for best value and evaluate the feasibility of negotiating changes in price plans with the vendor(s) based on the City's current cellular voice and data needs.</p> <p>b. Advise staff to use service contracts that offer best value to the City.</p> <p>c. Develop and implement a process to ensure compliance with all contract terms and conditions, including annual review of price plans and service rates with the vendor(s). The annual review should be performed after an analysis has been completed on the comparison of cost of similar telecommunication services offered by contracted vendors, and the prices available in the market or to other public sector organizations.</p>
2	City Council request the Chief Information Officer, in coordination with the Chief Purchasing Officer, to explore inter-governmental procurement opportunities for acquiring telecommunication services for the next RFP.

No.	Recommendation
4	City Council request the City Manager to forward the following Auditor General's reports to the Chief Executive Officers of City Agencies and Corporations for information and necessary action: a. Toronto Transit Commission: Managing Telecommunication Contracts and Payments. b. Improvements Needed in Managing City's Wireless Telecommunication Contracts.

Service Area: Finance and Treasury Services

Division: Revenue Services

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
14	City Council request the Director, Revenue Services, to revise the procedure for granting and monitoring user access in the water billing system. The access should be removed on a timely basis for inactive and unauthorized accounts. The practice of creating temporary accounts without expiry dates should be stopped.

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: 10/06/2015

No.	Recommendation
8	City Council request the Director, Pension, Payroll and Employee Benefits Division, to request supporting documents and cost breakdowns from Manulife for all "Other Charges" in the monthly billing statement for Long-Term Disability benefit administration services. Staff to recover charges paid by the City for which Manulife cannot provide supporting documents or reasonable cost breakdowns.

Report Title: Management of the City's Long-Term Disability Benefits Phase Two: The Need for a Proactive and Holistic Approach to Managing Employee Health and Disability

Report Date: 10/13/2015

No.	Recommendation
2	City Council request the Director, Pension, Payroll and Employee Benefits Division to develop and implement appropriate processes and protocol for significant changes to Long Term Disability (LTD) benefit policy and the benefit administrator's Plan Document. Such processes and protocol should include adequate consultation with City Legal and other pertinent staff, documentation in accordance with the City's Records Retention By-Law, and appropriate City authorization prior to implementation by the benefits administrator.

**Report Title: Management of the City's Employee Extended Health and Dental Benefits
Phase One: The City Needs to Ensure Adequate Detection and Review of Potentially
Excessive and Unusual Drug Claims
Report Date: 10/24/2016**

No.	Recommendation
3	<p>City Council request the Treasurer to undertake necessary steps to ensure the City's benefits plans are cost-effective and follow industry standards and best practice, including but not be limited to:</p> <p>a. Consultation, on a regular basis, with industry experts and the new plan administrator to identify industry standards and acceptable practices for drug benefit coverage limits, particularly in areas where utilization by the City's members is significantly higher than industry standards or benchmarks; and</p> <p>b. Recommending reasonable maximum plan coverages for the appropriate drugs with consideration for special circumstances.</p>
6	<p>City Council request the Treasurer to regularly conduct detailed reviews of drug benefit claims history by high-risk drug categories that are commonly subjected to misuse or abuse, and on drug categories for which the City incurs significantly higher utilization and claims cost than industry standards.</p>
7	<p>City Council request the Treasurer to ensure the City only reimburses over-the-counter drug claims in accordance with City policies and to ensure cost effective reimbursement of over-the-counter drug claims. Steps should be taken but not be limited to: a. Following up with Manulife to validate the eligibility of over-the-counter drug claims to ensure they meet the life sustaining requirements in the City's policies and recover any ineligible amounts paid; b. Ensuring the new plan administrator has a process in place to obtain evidence of life sustaining purpose when reimbursing over-the-counter drugs in accordance with City policies; and c. Working with the new plan administrator to develop ways to minimize the cost of dispensing fees for eligible over-the-counter drug claims.</p>
12	<p>City Council request the Treasurer to ensure more effective coordination and sharing of drug benefits report information between the Pension, Payroll and Employee Benefits Division and the Employee Health and Rehabilitation team to facilitate development of wellness initiatives amongst City employees.</p>
17	<p>City Council request the Treasurer to ensure the performance standards agreement with the new benefits plan administrator comprehensively measures all the service areas to be delivered by the plan administrator.</p>
18	<p>City Council request the Treasurer to ensure that the new benefits plan administrator provides the City with the necessary supplementary information to enable the City to independently assess the administrator's performance, and consider engaging an independent auditor to assess the new plan administrator's performance. Clear provisions should be included in the contract to enable the City's Auditor General to conduct an independent audit of the administrator's performance.</p>

**Report Title: Management of the City's Employee Extended Health and Dental Benefits,
Phase Two: Ineffective Controls and Plan Design Leaving the City Vulnerable to Potential
Benefit Abuse
Report Date: 3/20/2017**

No.	Recommendation
2	<p>City Council request the Treasurer to ensure the plan administrator has adequate tools, controls and adjudication processes in place to identify unusual trends and patterns, and to detect and prevent fraud and abuse at both the provider and individual plan member level. This should include establishing predetermined criteria with the plan administrator for identification of unusual trends and patterns, and requesting periodic reports back from the plan administrator on actions taken.</p>

No.	Recommendation
3	City Council request the Treasurer to ensure all key changes to the City's health benefits plan administration are clearly communicated and documented by City staff, and retained in accordance with the City record retention policy. When a major change to the benefit plan is made, the Treasurer should ensure the change is implemented by the benefits administrator according to the City's direction.
5	City Council request the Treasurer to consider establishing a reasonable quantity limit for orthotics and orthopedic shoes benefits for dependents aged 18 or younger and for medical braces.
6	City Council request the Treasurer to review and initiate changes to the City's extended health benefits provisions to ensure benefit plans clearly articulate what expenses are eligible and covered by the City, including the coverage for modifications to orthopedic shoes.
8	City Council request the Treasurer to consider unifying, where possible, the employee health benefit provisions in various collective agreements such that both the City's oversight of benefits and the benefit administrator's claim adjudication can be performed in a more effective and efficient manner.
9	City Council request the Treasurer to consider setting a reasonable contractual limit or unit cost on health benefits, particularly when the Plan Administrator does not have a Reasonable and Customary charge in place.
10	City Council request the Treasurer to ensure that the current employee health benefit plan administrator's adjudication processes include an assessment on age reasonableness for health claims.
11	City Council request the Treasurer to assess the reasonableness and appropriateness of the City's physiotherapy benefit provisions, taking into account the financial impact and the City's comparability to other jurisdictions.
14	City Council request the Treasurer to conduct, on a regular basis, detailed reviews of health benefit claims history by high risk categories that are commonly subjected to misuse or abuse.
15	City Council request the Treasurer to ensure emerging risks and issues in the employee health benefits program are identified and adequately addressed by the benefits administrator in a timely manner.

Report Title: Supplementary Report to the Auditor General's Phase One Report: "The City Needs to Ensure Adequate Detection and Review of Potentially Excessive and Unusual Drug Claims"

Report Date: 6/13/2017

No.	Recommendation
1	City Council request the Treasurer to consult with the City's current benefits plan administrator and the appropriate legislative agencies to determine whether the benefits plan administrator should implement a practice of considering reporting to the appropriate regulatory body, physicians or pharmacists who prescribed or dispensed potentially excessive opioids to claimants.
3	City Council request the Treasurer to clarify with the City's benefits plan administrator its practice of adjudicating erectile dysfunction drugs to identify anomalies such as excessive dosage, significant year-over-year increases, and obtaining multiple types of drugs at the same time.
7	City Council request the Treasurer to clarify with the City's benefits plan administrator its practice of reimbursing dispensing fees for vacation supply to ensure it is consistent with the City's benefits plans.
8	City Council request the City Manager to forward a copy of the audit report to the Toronto Police Services Board and the Toronto Transit Commission Board for their information.

Division: Purchasing & Materials Management**Report Title: City Stores: Maximize Operating Capacity to Be More Efficient****Report Date: 10/5/2012**

No.	Recommendation
5	City Council request the Director, Purchasing and Materials Management, in consultation with the Chief Information Officer, to review the costs and benefits associated with integrating scanning technology into existing City and Divisional store operations.

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

No.	Recommendation
18	City Council request the Director, Environment & Energy Division, to review other utility payments for address reconciliations and to implement similar controls as recommended for hydro service payments.
20	City Council request the City Manager to forward this report to Division Heads and Chief Executive Officers of major City agencies and corporations, and request them to review and consider implementing the recommendations that are relevant to their respective operations, in particular, recommendations relating to purchasing, payment and contract management related areas.

Service Area: Infrastructure and Development***Division: City Planning*****Report Title: City Planning Division-Community Benefits Secured Under Section 37 or 45 of the Planning Act****Report Date: 3/31/2011**

No.	Recommendation
1	The Chief Planner assess the status of community benefits secured since amalgamation (January 1, 1998) under Sections 37 and 45 of the Planning Act to provide an appropriate level of assurance that all cash and significant non-cash benefits that should have been received, have been received and report any uncollectible benefits to Council.

Division: Municipal Licensing and Standards**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
6	City Council request the Executive Director, Municipal Licensing and Standards Division, to expedite the licence fee review process to ensure compliance with the City's User Fee Policy.

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
3	City Council request the Executive Director, Municipal Licensing and Standards Division, to develop and implement a risk-based follow-up inspection processes after licence issuance that will require officers to visit selected eating establishments to confirm they are not offering nightclub services and settings in violation of their approved eating establishment licence.

Division: Solid Waste Management

Report Title: Review of the Green Lane Landfill Operations - Management of Contracts Needs Improvement

Report Date: 6/28/2018

No.	Recommendation
1	City Council request the General Manager, Solid Waste Management Services to: a. include in the next waste haulage contract the flexibility to allow the City to periodically review and adjust the fuel surcharge calculation on a fair basis to reflect market conditions; and b. engage Fleet Services Division for their specific subject-matter expertise to assist in haulage call document development.
4	City Council request the General Manager, Solid Waste Management Services to: a. use a competitive procurement process for the acquisition of goods and services in compliance with the City's approved procurement process; and b. ensure, when non-competitive procurement is necessary, that the need to do so, and the basis for agreed upon pricing, is fully documented.
5	City Council request the General Manager, Solid Waste Management Services to: a. recover any overpaid landfill fees from the past; and b. apply the fuel surcharge adjustment to the landfill operation unit rates for the remainder of the contract.
6	City Council request the General Manager, Solid Waste Management Services to review, and report back to Council, on opportunities to reduce costs through optimizing the tonnage of waste landfilled at Green Lane. The review should concurrently assess the immediate and long term financial and other impacts of modifying the volume of waste being redirected to contingency landfill sites.
7	City Council request the General Manager, Solid Waste Management Services to consider including annual, rather than monthly, reconciliation of the guaranteed tonnage in the next contract for landfill operations.
8	City Council request the General Manager, Solid Waste Management Services to load the waste haulage contractor's and subcontractors' transport equipment in accordance with regulation and contract requirements.
9	City Council request the General Manager, Solid Waste Management Services to further develop the plan for back-up waste haulage services.
10	City Council request the General Manager, Solid Waste Management Services to: a. maintain proper documentation of approval for using subcontractors; and b. define the conditions for subcontractor usage in the next waste haulage contract.
11	City Council request the General Manager, Solid Waste Management Services to: a. require contractors to include sufficient documents in the invoice package for staff to conduct adequate review and validation of monthly invoices; and b. use the City's external engineering consultant for work oversight and verification if needed.
12	City Council request the General Manager, Solid Waste Management Services to: a. ensure staff responsible for review of the Operations and Maintenance and Engineering Consulting monthly invoices are properly trained and supervised; and b. ensure expense and payment errors are corrected timely and appropriately such that the accounting records accurately reflect actual transactions.

No.	Recommendation
17	City Council request the General Manager, Solid Waste Management Services to obtain from contractors adequate supporting documents for verification of change order payment requests (including progress payment requests).

Division: Toronto Building

Report Title: Toronto Building - Improving the Quality of Building Inspections

Report Date: 1/15/2014

No.	Recommendation
2	City Council request the Chief Building Official and Executive Director to take the appropriate action to develop and implement an action plan to resolve dormant permits and priority be given to those with unresolved violations.
3	City Council request the Chief Building Official and Executive Director review the current administrative process and the controls related to outstanding violations. Such a process ensures that there is ongoing supervisory review of all outstanding violations. In particular, the review should include an immediate evaluation of "unsafe orders" and, where appropriate, immediate action be taken.

Division: Toronto Fire Services

Report Title: Toronto Fire Services - Improving the Administration and Effectiveness of Firefighter Training and Recruitment

Report Date: 09/16/2013

No.	Recommendation
22	City Council request the Fire Chief and General Manager, Fire Services Division, to undertake a detailed review of National Fire Protection Agency's standard on Recommended Practices for Fire Service Training Reports and Records to ensure Toronto Fire Services' standard operating guidelines are aligned with recommended practices, where appropriate, and standard operating guidelines are updated accordingly.

Division: Transportation Services

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

Report Date: 03/17/2017

No.	Recommendation
5	City Council request that General Manager, Transportation Services, to review and enhance the current processes for quality control testing and progress payments for road resurfacing contracts to ensure adequate segregation of duty and independence.