

**RECOMMENDATIONS IMPLEMENTATION STATUS FROM INCEPTION,
JANUARY 1999 TO DECEMBER 30, 2022**

Service Area/Entity	FI*	NA*	NFI	Management reported FI**	Management reported NA**	Grand Total
City Manager						
City Manager	171	33	1	2		207
Office of the CISO	3		1	4		8
People and Equity	61	2	1	2		66
City Manager Total	235	35	3	8	--	281
Community and Social Services						
Children's Services	9		3	8		20
Court Services	14	1	5	11		31
Economic Development & Culture	3	3	3			9
Employment & Social Services	39	4				43
Housing Secretariat	2		11			13
Parks, Forestry & Recreation	88	19	22	13		142
Seniors Services and Long-Term Care	9					9
Shelter, Support and Housing Administration	53		34	35		122
Social Development Finance and Administration	25	6	1	1		33
Toronto Fire Services***	70	2	7	4		83
Toronto Paramedic Services	38	1	2			41
Community and Social Services Total	350	36	88	72	--	546
Corporate Services						
311 Toronto	10		2			12
Corporate Real Estate Management****	145	17	70	26		258
Environment and Energy Office	11				3	14
Fleet Services	79	5	7	4		95
Technology Services Division	203	13	47	8		271
Corporate Services Total	448	35	126	38	3	650
Finance and Treasury Services						
Accounting Services	37	4	4			45
Chief Financial Officer	23	3				26

Attachment 3

Service Area/Entity	FI*	NA*	NFI	Management reported FI**	Management reported NA**	Grand Total
Controller	14	2				16
F&TS Financial Planning	71	9		1		81
F&TS Revenue Services	66	1	16	10		93
Pension, Payroll & Employee Benefits	76	14	8	25		123
Purchasing & Materials Management	110	5	20	20		155
Finance and Treasury Services Total	397	38	48	56	--	539
Infrastructure and Development Services						
City Planning	22		2			24
Engineering & Construction Services	36		4	3		43
Municipal Licensing and Standards	26	2	8	2		38
Solid Waste Management	53	3	6	1		63
Toronto Building	38		18	18		74
Toronto Water	103	6	2	8		119
Transportation Services	132	5	17	15		169
Infrastructure and Development Services Total	410	16	57	47	--	530
City Total	1840	160	322	221	3	2546
Agencies and Corporations						
TO Live (Sony Centre)	11	2				13
Toronto Atmospheric Fund	15	1				16
Toronto Community Housing Corporation	88	4	17	4		113
Toronto Parking Authority	42	20	6	1		69
Toronto Police Service	227	95				322
PortsToronto (Toronto Port Authority)	6	5				11
Toronto Public Health	49	4				53
Toronto Public Library	35	2				37
Toronto Transit Commission	103	4	55	63	2	227
Toronto Zoo	44	5				49
Other*****	12	15				27
Agencies and Corporations Total	632	157	78	68	2	937
Grand Total	2472	317	400	289	5	3483

* FI = Fully Implemented; NFI = Not Fully Implemented

** Not verified by AGO

*** Reorg. of Toronto Fire Services: Toronto Fire Services moved from Infrastructure and Development to Community and Social Services in July 2022

**** CREM – Facilities Management, Real Estate Services

***** Other - Build TO, Invest Toronto. These agencies no longer exist, as a result some recommendations are no longer applicable (N/A)