

## Percentage Completion Status of Outstanding City Division Recommendations

#	Year	Auditor General Reports	Percentage Completed			Total Recs
			Up to 25%	50%	75%	
<b>CITY MANAGER'S OFFICE</b>			<b>1</b>	<b>2</b>	<b>4</b>	<b>7</b>
	<b>City Manager's Office</b>		<b>1</b>	<b>2</b>	<b>2</b>	<b>5</b>
1	Oct 2017	Auditor General's Office - Review of Complaint Regarding the June 29, 2016 Toronto Transit Commission Briefing Note		1		1
2	Sep 2024	Reinforcing the Importance of Openness, Fairness and Transparency in City Procurement: An Audit of the Procurement and Implementation of the Paylt Unsolicited Proposal		1	1	2
3	Jan 2025	Securing Online Confidential Committee and Board Meetings: Sharing Best Practices at the City, and its Agencies and Corporations	1		1	2
	<b>People &amp; Equity</b>				<b>1</b>	<b>1</b>
4	Jun 2014	Opportunities to Enhance the Oversight of Non-Union Employee Separation costs			1	1
	<b>Toronto Cyber Security</b>				<b>1</b>	<b>1</b>
5	Jul 2021	Implementation of Cybersecurity High-Risk Recommendations Needs to be Expedited and Completed			1	1
<b>CITY SOLICITOR</b>			<b>2</b>		<b>1</b>	<b>3</b>
	<b>Court Services</b>		<b>2</b>		<b>1</b>	<b>3</b>
6	Apr 2018	Toronto Court Services: Collection of Provincial Offence Default Fines	2		1	3
<b>COMMUNITY &amp; EMERGENCY SERVICES</b>			<b>20</b>	<b>13</b>	<b>19</b>	<b>52</b>
	<b>Parks and Recreation</b>		<b>6</b>	<b>3</b>	<b>10</b>	<b>19</b>
7	Jan 2009	Parks, Forestry and Recreation - Capital Program - The Backlog in Needed Repairs Continues to Grow	1			1
8	Sep 2024	Audit of Parks Branch Operations – Phase 1 Improving Oversight of Day-to-Day Maintenance Helps to Ensure City Parks are Beautiful, Clean and Safe	3	1	5	9
9	Jan 2025	Audit of Parks Branch Operations – Phase 2: Supporting Vibrant Parks by Improving Park Asset Management and Repair Processes	2	2	5	9
	<b>Toronto Paramedic Services</b>		<b>1</b>	<b>5</b>	<b>3</b>	<b>9</b>
10	Oct 2013	Emergency Medical Services - Payroll and Scheduling Processes Require Strengthening			2	2
11	Jun 2024	Toronto Paramedic Services: Rising Response Times Caused by Staffing Challenges and Pressures in the Healthcare System	1	5	1	7
	<b>Toronto Shelter and Support Services</b>		<b>13</b>	<b>5</b>	<b>6</b>	<b>24</b>
12	May 2022	Part 1 of the Audit of Emergency Shelters: A Focus on Case Management	2	1	3	6

## Attachment 4

#	Year	Auditor General Reports	Percentage Completed			Total Recs
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13	May 2022	Part 2 of the Audit of Emergency Shelters: Lessons Learned from Hotel Operations		2	3	5
14	Feb 2025	Audit of Toronto Shelter and Support Services - Warming Centres and Winter Respite Sites: Understanding and Addressing Demand While Improving Financial Accountability to Stretch Dollars Further	11	2		13
<b>COMMUNITY DEVELOPMENT &amp; SOCIAL SERVICES</b>					4	4
	<b>Children's Services</b>				4	4
15	Apr 2018	Children's Services Division: Opportunities to Achieve Greater Value for Child Care from Public Funds			4	4
<b>CORPORATE SERVICES</b>			22	11	30	63
	<b>Corporate Real Estate Management</b>		18	6	14	38
16	Sep 2005	Maintenance and Administrative Controls Review – Facilities and Real Estate			5	5
17	Jun 2016	Audit of City Cleaning Services - Part 1: Opportunities to Control Costs, Improve Productivity and Enhance Quality of Cleaning Services	3	1	2	6
18	Jun 2016	Audit of City Cleaning Services - Part 2: Maximizing Value from Cleaning Contracts		2		2
19	Jun 2017	Real Estate Services Division - Restore Focus on Union Station Leasing	1		4	5
20	Jun 2018	Enhance Focus on Lease Administration of City-owned Properties	13	3		16
21	Jun 2021	Challenges in Contract Management - Auditor General's Review of the Corporate Real Estate Management Division	1		3	4
	<b>Customer Experience (311)</b>		1			1
22	Oct 2021	311 Toronto - Full Potential For Improving Customer Service Has Yet To Be Realized	1			1
	<b>Environment, Climate and Forestry</b>		2		6	8
23	Jun 2018	Review of Urban Forestry - Permit Issuance and Tree By-law Enforcement Require Significant Improvement	1		3	4
24	Apr 2019	Review of Urban Forestry - Ensuring Value for Money for Tree Maintenance Services			2	2
25	Feb 2021	Getting to the Root of the Issues: A Follow-Up to the 2019 Tree Maintenance Services Audit	1		1	2

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		<b>Technology Services Division</b>	<b>1</b>	<b>5</b>	<b>10</b>	<b>16</b>
26	Mar 2008	Disaster Recovery Planning for City Computer Facilities		1		1
27	Feb 2015	Software Licenses - Managing the Asset and Related Risks		1		1
28	Jan 2018	IT Infrastructure and IT Asset Management Review: Phase 1: Establishing an Information Technology Roadmap to Guide the Way Forward for Infrastructure and Asset Management		1		1
29	Jun 2018	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			2	2
30	Jul 2021	Supplementary Report: City Needs to Improve Software License Subscription Tracking, Utilization and Compliance			1	1
31	Nov 2023	Audit of the Enterprise Work Management Solution (EWMS): Lessons Learned for Future Large Information Technology Projects			1	1
32	Dec 2024	Audit of Software Acquisition and Licence Management: Managing and Optimizing Value from Software Licences	1	2	6	9
<b>DEVELOPMENT &amp; GROWTH SERVICES</b>			<b>14</b>	<b>21</b>	<b>47</b>	<b>82</b>
		<b>City Planning</b>		<b>1</b>		<b>1</b>
33	Feb 2022	Revisiting Legacy Rental Replacement Policies to Align them with the City's Affordable Rental Housing Expectations		1		1
		<b>Housing Secretariat</b>		<b>4</b>	<b>29</b>	<b>33</b>
34	Jun 2014	Strengthening the City's Oversight of Social Housing Programs			1	1
35	Jun 2019	Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing			5	5
36	Oct 2019	Safeguarding Rent-Geared-to-Income Assistance: Ensuring Only Eligible People Benefit			7	7
37	Oct 2020	Strengthening Accountability and Outcomes for Affordable Housing: Understanding the Impact of the Affordable Home Ownership Program			11	11
38	Jun 2023	City of Toronto's Modular Housing Initiative: The Need to Balance Fast Delivery with Stronger Management of Contracts and Costs		4	5	9
<b>Toronto Building</b>			<b>14</b>	<b>16</b>	<b>18</b>	<b>48</b>
39	Jan 2012	Toronto Building Division - Building Permit Fees, Improving Controls and Reporting	1	1	1	3
40	Mar 2017	Toronto Building Division - Strengthening System Controls to Safeguard Cash Receipts	2	1	3	6
41	Oct 2017	Toronto Building Division: Conditional Permits		1	1	2

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42	Feb 2023	Building Better Outcomes - Audit of Toronto Building's Inspection Function	6	7	7	20
43	Jun 2023	Investigation into Allegations of Wrongdoing Regarding Building Inspections of 2 Houses	2		4	6
44	Feb 2024	Toronto Building Division: Audit of Intake and Plan Review of Applications for Building Permits	3	6	2	11
<b>FINANCE AND TREASURY SERVICES</b>			<b>34</b>	<b>7</b>	<b>4</b>	<b>45</b>
<b>Accounting Services</b>			<b>3</b>			<b>3</b>
45	Oct 2009	City Purchasing Card (Pcard) Program - Improving Controls Before Expanding the Program	1			1
46	Apr 2012	Review of The Management of the City's Divisional Accounts Receivable	2			2
<b>Pension, Payroll &amp; Employee Benefits</b>			<b>1</b>		<b>1</b>	<b>2</b>
47	Oct 2020	Continuous Controls Monitoring Program: Opportunities to Reduce Cost of Dental Benefits	1			1
48	Oct 2020	Employee Health Benefits Fraud Involving a Medical Spa			1	1
<b>Purchasing &amp; Materials Management</b>			<b>19</b>	<b>4</b>	<b>2</b>	<b>25</b>
49	Oct 2012	City Stores: Maximize Operating Capacity to Be More Efficient	1			1
50	Oct 2017	Obtaining the Best Value Through the Use of Vendor Rosters	2			2
51	Jun 2019	Audit of Interface Invoice Payments - Improving Contract Management and Payment Processes	5	1	1	7
52	Jun 2023	A Review of the Procurement and Award of the Winter Maintenance Performance-Based Contracts	11	3	1	15
<b>Revenue Services</b>			<b>11</b>	<b>3</b>	<b>1</b>	<b>15</b>
53	Feb 2016	Audit of Water Billing and Collection- Phase 1: Overdue Water Account Collections Require Strengthening	4			4
54	Oct 2016	Audit of Water Billing and Collection - Phase II: Part 1- Incorrect Vacant Land Status Properties Reduces City's Property Tax Revenue (With Confidential Attachment)		2		2
55	Mar 2017	Auditor General's Review of Toronto Water Billing and Collections - Phase II: Water Billing and Water Meter Management Controls Require Strengthening	7	1	1	9
<b>INFRASTRUCTURE SERVICES</b>			<b>4</b>	<b>2</b>	<b>23</b>	<b>29</b>
<b>Engineering &amp; Construction Services</b>					<b>3</b>	<b>3</b>
56	Jun 2019	Engineering and Construction Services - Phase Two: Construction Contract Change Management Controls Should Be Strengthened			3	3

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<b>Municipal Licensing and Standards</b>			<b>2</b>	<b>1</b>	<b>13</b>	<b>16</b>
57	Oct 2017	A Review of Municipal Licensing and Standards Division's Management of Business Licences - Part Two: Licensed Holistic Centres	2			2
58	Jun 2024	Audit of Short-Term Rental Program and Municipal Accommodation Tax: Strengthening Bylaw Enforcement and Enhancing Municipal Accommodation Tax Collection Processes		1	13	14
<b>Transportation Services</b>			<b>2</b>	<b>1</b>	<b>7</b>	<b>10</b>
59	Apr 2012	Inventory Controls Over Traffic Control Devices in Transportation Services Need to be Improved		1		1
60	Mar 2017	Detection of Warning Signs for Potential Bid Rigging Should be Strengthened	1			1
61	Oct 2020	Audit of Winter Road Maintenance Program - Phase One: Leveraging Technology and Improving Design and Management of Contracts to Achieve Service Level Outcomes	1		6	7
62	Jun 2023	Winter Maintenance Program Follow-Up: Status of Previous Auditor General's Recommendations and Processes to Hold Contractors Accountable to New Contract Terms			1	1
<b>CONFIDENTIAL RECOMMENDATIONS</b>			<b>1</b>	<b>4</b>	<b>2</b>	<b>7</b>
63	Various	Seven confidential recommendations from five reports	1	4	2	7
<b>TOTAL RECOMMENDATIONS</b>			<b>98</b>	<b>60</b>	<b>134</b>	<b>292</b>