

**Management’s Response to the Auditor General’s Review of
Municipal Grants – Improving the Community Partnership and Investment Program**

<u>Rec No</u>	<u>Recommendation</u>	Agree (X)	Disagree (X)	<u>Management Comments:</u> <i>(Comments are required only for recommendations where there is disagreement.)</i>	<u>Action Plan/ Time Frame</u>
1.	City Council request the Executive Director of Social Development, Finance and Administration to streamline the grant application assessment process prior to its integration into the Corporate Grant Information System.	X			<p>1. The assessment process and tools for SDFA partnership and investment funding stream applications were streamlined for the 2012 and 2013 cycles to better utilize staff resources for monitoring.</p> <p>Key revisions included: (a) changes to eligibility and assessment forms for returning Community Service Partnership (CSP) applicants (b) assessment of new applicant eligibility prior to CSP application submission, and (c) new eligibility assessment process for investment projects.</p> <p>2. The assessment tools and process changes will be integrated into the Corporate Grants Information System (CGIS) database starting in the 2013 cycle for investment programs, and 2014 for partnership programs.</p>

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					3. Prior to moving the improved applicant assessment process and tools fully onto the CGIS, the processes will be reviewed to identify business processes and tools that may be further streamlined.
2.	City Council request the General Manager, Shelter, Support and Housing Administration to open the application process for the City’s Homeless Initiative Fund for all interested community agencies.	X			<ol style="list-style-type: none"> 1. SSHA has established a Contract Management Working Group (WG) to assist in the review of, and response to, the Auditor General's Review including the application process (2013-2014 cycle). 2. A more rigorous application process will be developed to include clear performance measures that can be compared to actual measures (June, 2013) 3. A competitive application process will be developed to enable funds to be awarded to new projects/agencies (Nov 2013) and new agencies beginning to receive funding (January 2014).

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					<p>4. Implementation of changes will be coordinated with the service plan for implementation of the new Community Homelessness Prevention Initiative in 2013 (2013-2014)</p> <p>5. Changes and best practices will be shared with the Toronto CPIP Coordinating Committee (TCCC)</p>
3.	<p>City Council request the General Manager of Shelter Support and Housing Administration to revise the application process for the Homeless Initiatives Fund to ensure agency performance objectives are clear and are subsequently compared to actual performance.</p>	X			<p>SSHA's Contract Management Working Group will:</p> <ol style="list-style-type: none"> 1) Work with lead staff to review and revise the application process to ensure performance measures are clear and achievable (June, 2013). 2) Develop tracking systems to ensure that actual performance can be compared to the projected measures (June 2013). 3) Ensure follow up is documented with agencies (Oct 2013). 4) share best practices with other grants managers through the

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					Toronto CPIP Coordinating Committee (TCCC) throughout 2013
4.	City Council request the City Manager to ensure City staff overseeing grant programs document explanations for unusual financial information.	X			<p>(1) SDFA will develop a risk analysis and documentation tool to identify and detect unusual financial information, including consideration of new funding sources and organization capacity to sustain core activities.</p> <p>(2) The tool will be developed for the 2013 cycle and shared with other funding programs through the Toronto CPIP Coordinating Committee (TCCC) to help address the different risk issues for partnership and investment funding streams. (October, 2013)</p> <p>(3) In addition, SSHA will:</p> <ul style="list-style-type: none"> • develop guidelines for reviewing/assessing agency budget submissions to help detect unusual financial information and schedules

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					<p>(May, 2013)</p> <ul style="list-style-type: none"> • develop a process and mechanisms to ensure lead staff document review of agency budget submissions including identification of unusual financial information, follow-up and sign off on the budget review (June 2013). • ensure the supervisory review checklist includes the above measures (July 2013)
5.	<p>City Council request the City Manager to ensure checklists for supervisory review of Community Partnership and Investment Program grant allocations are developed and that supervisory reviews are performed in a timely manner.</p>	X			<ol style="list-style-type: none"> 1. S DFA revised its checklists for supervisory review of files for full implementation in 2013 (December, 2012) 2. Supervisory Reviews of 2012 files will be completed and will include both formal file review and documentation of feedback arising from routine grant contract management and follow-up and completed in accordance with the funding cycle. (October, 2013)

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					<p>3. The supervisory review checklists will be shared with other funding programs through Toronto CPIP Coordinating Committee TCCC) so that individual programs can identify best practices to be applied within their program cycle depending on program timelines and funding model. (2013-2014)</p> <p>4. In addition, SSHA's Contract Management Working Group will develop the following:</p> <ul style="list-style-type: none"> • a peer and draft supervisory checklist to review agency files (June 2013) • a supervisory review process to be reviewed and approved by Management Team and implemented (June 2013) • an agency file review process (July 2013).

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6.	City Council request the City Manager to ensure all grant assessment forms are relevant, practical and clear.	X			<ol style="list-style-type: none"> 1) All Community Service Partnership (CSP) Grant Assessment Forms will be reviewed on an annual basis to ensure they are relevant, practical and clear (October, 2013) 2) All funding streams will work together through the Toronto CPIP Coordinating Committee (TCCC) to share information on best practices in assessment forms and determine that their forms are relevant, practical and clear. (ongoing) 3) SSHA's current Resource Manual for reviewing applications will be updated and revised to ensure staff are familiar with assessment guidelines and how they are to be implemented (Oct 2013). 4) SSHA's Project and Organizational Assessment forms will be updated and revised to ensure they are practical and clear in consultation with the TCCC (Oct 2013).

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7.	City Council request the City Manager to train grants staff on the use of updated assessment forms.	X			<ol style="list-style-type: none"> 1) Staffing or training needs identified during supervisory review will be addressed by the grant program managers and shared with the Toronto CPIP Coordinating Committee (TCCC) on an annual basis. 2) Through the TCCC, the plan for training staff on assessments, financial analysis with identification of possible cross-training opportunities will be developed. (October, 2013)
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.	X			<ol style="list-style-type: none"> 1) The supervisory review checklist will capture the issues of whether forms are complete, outstanding issues have been addressed and files contain explanations for exceptions to established guidelines. 2) The checklist and issues emerging from its application and use in funding streams will be reviewed annually through the Toronto CPIP Coordinating Committee (TCCC).