**CITY DIVISIONS IN CLUSTER A AND THE CITY MANAGER'S OFFICE
PUBLIC RECOMMENDATIONS – NOT FULLY IMPLEMENTED**

Table of Outstanding Recommendations - 5 Years and Older

Reporting Year	Division	Number of Not Fully Implemented Recommendations	Approx. No. of Years since Report Issued	Report Title	Page # Reference in Attachment 2
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**CITY DIVISIONS IN CLUSTER A AND THE CITY MANAGER'S OFFICE
PUBLIC RECOMMENDATIONS – NOT FULLY IMPLEMENTED**

Division: **City Manager's Office**
Report Date: **10/07/2015**
Report Title: **Maximizing Value from a Learning Management System**

No.	Recommendation	Management Comments
02	City Council request the Chief Information Officer and the Executive Director of Human Resources to develop, maintain and report on performance measures to evaluate the efficiency and effectiveness of the Enterprise eLearning Initiative prior to any contract renewal.	Performance measures to evaluate the efficiency and effectiveness of the Enterprise eLearning Initiative have been established and reviewed with key stakeholders prior to contract renewal for services with the vendor. These performance measures evaluate ELI's performance and will continue to be evaluated and reviewed annually. In addition, a new report was created in 2016 to track tailgate sessions recorded in ELI, in order to be able to report on tailgate sessions separate from the total courses completed online. Completion by: Q3 2017
03	City Council request the Chief Information Officer and the Executive Director of Human Resources to ensure actual and estimated project costs related to the development, implementation and sustainment of the Learning Management System are included in updates to the business case.	Actual and estimated project costs, related to the development, implementation and sustainment of the Learning Management System will be included in updated to the business case. This is on track to be completed in Q4, 2016. Completion Date: Q3 2017
04	City Council request the Executive Director, Human Resources and the Chief Information Officer to ensure total project costs reported at the end of the Enterprise eLearning Initiative identify and include all planning costs for the project.	The Chief Information Officer and the Executive Director, Human Resources will ensure the project manager calculates total project costs captured to the end of the ELI project. It will identify and include all planning costs for the enterprise learning management system. This will be done during the project close out period at the end of 2018. Completion Date: Q4 2018

No.	Recommendation	Management Comments
06	City Council request the Executive Director, Human Resources to complete a Readiness Assessment of City Divisions in order to properly plan for divisional Electronic Learning Initiative implementation.	Human Resources is working with divisions to complete a Readiness Assessment so that implementation of the learning management system in the remaining divisions can be planned. The assessments are on track to be completed in 2017. Completion Date: Q4 of 2017.
07	City Council request the Chief Information Officer and the Executive Director of Human Resources to ensure there is a Corporate plan to address the appropriate number of Electronic Learning Initiative system administrators required at the enterprise and divisional level.	Human Resources has reviewed the request to ensure that as each division comes on board to the learning management system, a requirements gathering process will assess the right level of administration required by each division. Completion Date: Q4 of 2017.

Division: **City Manager's Office**
Report Date: **06/11/2015**
Report Title: **Implementing an Integrated City-wide Risk Management Framework**

No.	Recommendation	Management Comments
01	City Council request the City Manager review options for managing risks on an integrated basis across the City and report back to Council on a work plan and timeline for implementation. The review to consider: a. an appropriate corporate Enterprise-wide Risk Management (ERM) policy and/or enterprise-wide framework for an integrated approach to managing risk across the City b. the appropriate resources, tools, and job aids to be made available to divisions, agencies, and corporations, to support a common and consistent understanding of risk management processes and practices c. the appropriate mechanisms for tracking and monitoring risks and to report on significant risks to City Council and/or appropriate committee of Council.	The Internal Audit Division (IAD) has been assigned to be the lead in terms of providing advice and recommendations to the City on the best strategy to implement and integrate a framework for enterprise risk management into broader transformation initiatives. For the 2017 Work Plan for Internal Audit (to be referred to as the Audit Plan), a major emphasis of audit resources will be directed to support the City's transformation agenda, with a focus on Enterprise Risk Management. ERM is a long term ongoing initiative that includes many foundational strategic enablers: An approved ERM mandate; a broader overarching Corporate Strategy; Enterprise Governance and Oversight; Common Language, Processes and Tools; Assessment of current ERM Capacity and Capability; Learning and Education. For 2017, the IAD will formulate a number of engagements within the umbrella of transformation to advise on the development and implementation of the strategic enablers, including regular report backs to the Audit Committee and other City governing bodies.

Division: **City Manager's Office**
Report Date: **02/11/2015**
Report Title: **Service Efficiency Consultants Studies - Extent of Value for Money From Studies Has Not been Clearly Demonstrated (Including previous Auditor General's Report)**

No.	Recommendation	Management Comments
01	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 any such measures align with the scope of work.	The City Manager's Office (CMO) and Purchasing and Materials Management Division (PMMD) are in the process of finalizing the Consultant Performance Evaluation Tool (Tool). Staff have consulted with a number of City Divisions on the development of the Tool. The extensive consultations resulted in refinement to an earlier draft of the Tool. The Tool is currently being tested internally, and it is expected that it will be launched City-wide in January 2017. Procedures and communications to accompany the Tool, support Staff in the using the Tool and provide information to Bidders about the Tool are under development.
02	City Council request the City Manager, in consultation with the Director, Purchasing and Materials Management Division, to require City Agencies and Corporations to participate in the sharing of information on consultant performance with the City.	Once the Evaluation tool outlined in recommendation 1 is finalized, it will be shared with the Agencies and Corporations for their own use and a procedure will be developed to ensure that information about management consultant performance is shared between the City and Agencies and Corporations. It is anticipated the procedure will be drafted by end of Q1, 2017, subject to the completion of recommendation 1.

Division: **City Manager's Office**
Report Date: **05/01/2014**
Report Title: **Cost Benefits of Extended Warranties for Construction Projects Are Unknown**

No.	Recommendation	Management Comments
01	City Council request the City Manager review the costs and benefits of the standard use of a two year warranty period in construction contracts.	Review is being undertaken by the 'Project Management Community of Practice' (as outlined below).
02	City Council request the City Manager standardize procedures for warranty administration. Policies and procedures should hold construction contract project managers responsible for tracking and monitoring construction performance bonds, warranty periods, inspections and defects requiring repair.	A city-wide 'Project Management Community of Practice' was established in 2015 with representation from all Clusters and divisions that are involved in the delivery of capital construction projects The purpose of the initiative is to drive consistency across the organization in terms of management of projects, including warranty administration. In addition, some divisions already have and are using methods to assist in the administration and management of warranties. For example, Engineering & Construction Services (ECS) uses its Project Tracking Portal (PTP) computer system to monitor warranties on the construction projects it delivers. Other divisions, e.g. Facilities Management, has a plan to deploy PTP by the end of 2016 and leverage its capabilities to administer and manage warranties.
03	City Council request the City Manager develop warranty documentation standards and reports to improve information tracking and communication between staff.	Please see response re: Recc # 2.
04	City Council request the City Manager review technology currently available to improve warranty administration and communication Citywide.	Please see response re: Recc. # 2.

Division: **City Manager's Office**
Report Date: **02/07/2014**
Report Title: **Review of Training, Conference and Related Travel Expenses**

No.	Recommendation	Management Comments
05	City Council request the Treasurer, in consultation with the City Clerk, to: a. consider planning and coordinating trips by simultaneously booking hotels and transportation for a group of employees and Councillors attending the same event; b. evaluate the feasibility of developing a hotel directory similar to those used by other large organizations; and c. negotiate similar discount rates as those used by other large organizations.	Accounting Services has reviewed the best practices by other government and large organizations and have found the provincial travel arrangement most suitable to the needs of the City and its Agencies and Corporations based on the volume and frequency of its travel business. Accounting Services has consulted with City Clerk and the plans are as follows: 1. Co-ordinate with the Government of Ontario the contractual travel arrangements for the City and its Agencies and Corporations. 2. Report to GMC on the Proposed Travel Policy. 3. Select a travel management company to facilitate the travel arrangements. 4. Centralize travel inquiries through a Travel Coordinator's Office. The City Clerk has indicated that it is highly recommended that the City Councillors use the same travel arrangements for City, Agencies and Corporation staff. To be completed by June 2017.

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

No.	Recommendation	Management Comments
03	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.	The previous documentation provided to the Auditor General on February 6, 2015, and on May 6, 2015, demonstrated that the Division has developed processes to ensure consistency in all attendance management procedures with the exception of end-of-shift overtime for paramedics. The Division is developing an internal application (KRONOS) to address the remaining issue in the recommendation and it will be implemented by Q2 2017.
09	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.	The practice of shared IDs has ceased and the identified transactions were reviewed by Scheduling Management to broadly determine any anomalous transactions. The specifications for the new Time, Attendance & Scheduling Software (TASS) include the capability to track users and we anticipate this new (city-wide) system to be in place by Q2, 2017. This tracking capability will allow monitoring of individual user activity.
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.	Specifications for the new Time, Attendance & Scheduling Software (TASS) include this capability. We anticipate this new system to be in place by Q2, 2017.

Division: Employment & Social Services
Report Date: 09/30/2013
Report Title: Toronto Employment and Social Services - Review of Employment Services Contracts

No.	Recommendation	Management Comments
02	City Council request the General Manager of Employment and Social Services to conduct thorough reviews of agencies not meeting performance outcomes in order to develop adequate Action Plans to improve future outcomes. For agencies consistently unable to meet performance outcomes, consideration be given to seeking alternate methods or providers for the service.	Consistent with the previous divisional update, TESS has completed the policy, process and infrastructure requirements necessary to carry out the recommendation and is now completing the collection and analysis of data around performance and outcomes of the programs within the scope of the recommendation. On track for full implementation within Q1 of 2017.
03	City Council request the General Manager of Employment and Social Services to conduct an independent evaluation of the Division's employment assistance programs and report back on their effectiveness in assisting participants to sustain long term employment.	Consistent with the previous divisional update, TESS has initiated streams of activity that will meet or exceed the scope of the Audit recommendation for evaluation of employment assistant programs. These included completion of targeted program review/ assessments as well as implementation of strengthened operational processes for ongoing program review. On track for full implementation within Q1 of 2017.

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

No.	Recommendation	Management Comments
01	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.	Human Resources is establishing a process and tools and has met with key senior management teams and divisional Learning Leads necessary to support divisions in developing effective divisional training plans. Divisions will be expected to share these plans with HR so that HR can develop an effective corporate training plan accordingly. Anticipated Completion Date: Q4, 2018
02	City Council request the City Manager to develop performance measures to evaluate progress in achieving Talent Blueprint goals and objectives and provide annual reports to City Council.	Performance measures for the Talent Blueprint have been developed and results will be reported to the Employee Labour Relations Committee on December 4. Anticipated Completion: Q1 2017
03	City Council request the City Manager to update City training costs and cost per employee to reflect actual City costs.	Human Resources has explored the current City infrastructure used to capture training costs and those costs that can be accurately measured will be reflected in the Business Intelligence dashboard. Anticipated Completion Date: Q4, 2017

No.	Recommendation	Management Comments
04	City Council request the Executive Director, Human Resources in consultation with City Divisions to review and update the Corporate core competency model.	Human Resources has consulted with divisions and revised the corporate competency model. Formal endorsement by the Workforce Strategy Team will take place on December 1, 2016. Anticipated Completion Date: Q1, 2017
05	City Council request the Executive Director, Human Resources in consultation with City Divisions to support the identification of employee learning and development needs and related actions	The new competency model will be integrated into learning needs identification processes to support the identification of employee learning and development needs and related actions. Anticipated Completion Date: Q3, 2017
06	City Council request the Executive Director, Human Resources in consultation with City Divisions to formalize a City-wide needs assessment process to identify gaps between actual and required core competencies for employees.	HR has explored ELI functionality to enable the assessment of competencies. Upon completion of the core competency model review, Human Resources will formalize a City-wide assessment process as part of the annual learning planning cycle. The assessment process will enable divisions to identify and address gaps between actual and required core competencies for employees. Anticipated Completion Date: Q4, 2017
07	City Council request the Executive Director, Human Resources in consultation with City Divisions to formalize and implement an evaluation framework measuring training effectiveness.	Human Resources is finalizing an evaluation framework to measure training effectiveness. Upon completion, HR will consult with divisions to implement as appropriate. Anticipated Completion Date: Q4, 2017
08	City Council request the City Manager in consultation with City Divisions to evaluate courses with low attendance and if deemed necessary and useful, consider alternative methods of delivery.	Human Resources is improving the review procedures of Training efficiencies and effectiveness to city staff. Review of low attendance courses is complete. HR will survey and consult internal SME leads of low attendance courses on the business need for and feasibility of alternative methods of delivery. Anticipated Completion Date: Q2, 2017
09	City Council request the City Manager to establish a Corporate reporting protocol clearly outlining roles and responsibilities for systematic reporting on City training activities, achievements and costs	A protocol that outlines corporate and divisional roles and responsibilities for systematic reporting is being developed. Training activities, achievements and costs will be reported as per the protocol. Anticipated Completion Date: Q4, 2017 (once Recommendation 3 is closed)

Division: **Human Resources**
Report Date: **06/11/2014**
Report Title: **Opportunities to Enhance the Oversight of Non-Union Employee Separation costs**

No.	Recommendation	Management Comments
02	City Council request the City Manager, in consultation with the Executive Director, Human Resources Division and the City Solicitor, to report annually, to the Employee and Labour Relations Committee on cumulative non-union employee separation costs. The information reported should include a sufficient level of detail and analyses that allows adequate oversight of separation costs, while ensuring that personal information is protected.	A report on the 2014 and 2015 separation costs will be going forward to Employee & Labour Relations Committee, December 5, 2016. Completion Date: Q3 2017
06	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.	A review of the Separation Program to be conducted in 2017. Completion Date: Q3 2017

Division: **Parks, Forestry & Recreation**
Report Date: **01/23/2009**
Report Title: **Parks, Forestry and Recreation - Capital Program - The Backlog in Needed Repairs Continues to Grow**

No.	Recommendation	Management Comments
01	The General Manager, Parks, Forestry and Recreation, develop a comprehensive master service and infrastructure plan, incorporating the Division's "Our Common Grounds" strategy and all related studies being developed or planned pertaining to parks and recreation facilities, and report to the Community Development and Recreation Committee by June 30, 2010. Such master plan to include, but not limited to a. specific action plans, timelines and responsibility for implementation b. estimated costs and potential funding sources or partnership opportunities to be explored	a) Parks, Forestry and Recreation (PFR) has commenced the development of a Parks and Recreation Facilities Master Plan that will prioritize future investment and opportunities for parks and recreation facility provision for the next 20 years. Final approval of the Facilities Master Plan by Council is projected for Q1 2017 The master plan will create and confirm a comprehensive inventory of the City's indoor and outdoor recreation facilities, and, will identify future investments and opportunities for facility provision.

No.	Recommendation	Management Comments
	c. reporting on the status of the master implementation plan as part of the annual capital budget submission.	An implementation and monitoring strategy will allow City staff to update, monitor and evaluate facility needs and priorities on an ongoing basis and provide a process for 5-year review and updates of the Plan. The implementation strategy will include benchmarking and performance measurement tools and a recommended framework for a score card reporting tool. b & c) The eventual direction of the Facilities Master Plan will influence subsequent PFR Capital Plans, however the potential financial impact cannot be determined until the Facilities Master Plan has been completed and will likely be addressed as part of the 2018 Capital Budget Submission process. A Corporate Partnership Strategy (CPS) kit was created in consultation with City divisions in 2015. The Kit contains 20 priority partnership opportunities for consideration by donors, and sponsors. The Toronto Office of Partnerships (TOP) has contacted more than 70 private sector organizations to explore investment in City initiatives. The CPS does not contain any specific PFR capital projects however POL projects have been included and TOP is seeking private sector funding for those initiatives. In addition, the TOP office and PF&R continually look for partnerships with the private sector (unsolicited proposals), to secure opportunities for service improvements and state-of-good repair projects with the PF&R Division.
02	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	As reported in 2011: Currently in place. Capital projects are reviewed by PF&R Branches to ensure they are still applicable. In addition, the 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.

No.	Recommendation	Management Comments
	b. where practical, incorporate the criteria developed into the capital asset management system	As reported in 2011: Currently in place.
	c. compile a comprehensive inventory of all facilities that are no longer cost-effective to maintain based on criteria developed in (a.)	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 (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).
	d. identify opportunities for consolidation of operations within existing facilities or potential new ones and recommend facility closures, if warranted	In progress. The Facilities Master Plan is developed to help guide further decision-making.
	e. determine the full financial implications of either maintaining, enhancing or closing facilities, including any potential program changes resulting from each option	As above.
	f. where a facility closure is recommended, develop alternate accommodation for viable affected programs	As above.
	g. conduct appropriate community consultations of any planned actions.	As above. Completed by: Dec 2017
09	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.	This is a Capital project to implement a PF&R Work Order Management System. PF&R's Work Management System acquisition and implementation is now part of an enterprise initiative. Forestry is scheduled for December 2017, Parks implementation is scheduled for 2020 and Community Recreation date is not finalized yet. Completed by: December 2020

Division: **Shelter, Support & Housing Administration**
Report Date: **06/02/2014**
Report Title: **Strengthening the City's Oversight of Social Housing Programs**

No.	Recommendation	Management Comments
02	City Council request the General Manager, Shelter, Support and Housing Administration to conduct an assessment among housing providers of training needs and develop appropriate strategies to meet the needs of staff who perform and oversee eligibility reviews.	Training needs assessment will be completed in Q4 2016. The findings from the training needs assessment will be taken into account by SSHA when changes to housing provider training and development of housing standards (Raising the Bar) are considered as planned during 2017. Housing provider training needs will be incorporated into the Raising the Bar implementation plans. This implementation plan will be completed by Q4 2017.
03	City Council request the General Manager, Shelter, Support and Housing Administration to develop a strategy to deal with potential social housing tenant fraud which as a minimum should include the following: a. policies and procedures setting out standards for staff performing investigations; b. guidelines for housing providers on the steps to be taken in situations where tenant fraud is suspected; c. provide tools and training for provider and City staff assigned to detecting and investigating irregular activities; and d. ensure the divisional Fraud Action Plan addresses the potential for tenant fraud.	a. Policies and procedures document provided to all staff in 2015 b. Procedures have been drafted, will be added to RGI administration manual in Q1 2017 to coincide with the introduction of revised RGI training c. A revised RGI training session for housing provider staff is scheduled to be introduced in Q1 2017, it will include a component on fraud. d. SSHA has established a Risk Management Office that will coordinate the identification and development of internal controls to mitigate the potential for fraud. In addition, SSHA has begun a divisional realignment of its business units to better synchronize resources and functions. This will enable SSHA's operational business units and the new Risk Management Office to create enhanced business processes to improve monitoring and fraud prevention functions. The Risk Management Office will complete an assessment of the potential for tenant fraud and the actions taken by SSHA to prevent tenant fraud by Q4 2017. In addition, SSHA has reorganized some work tasks to allow finance staff to do increased on-site RGI reviews. To date in 2016 they have completed 54 reviews. These reviews provide direct feedback to social housing providers on the quality of their rent geared-to-income administration.
04	City Council request the General Manager, Shelter, Support and Housing Administration in collaboration with the General Manager of Toronto Employment and Social Services and the General Manager of Children's Services explore opportunities to:	a. A. Memorandum of Understanding between the City and TCHC regarding information sharing is being finalized. Initially a monthly data match of OW clients and TCHC tenants in arrears will be done. This will be used to help prevent evictions. Opportunities to expand the

No.	Recommendation	Management Comments
	a. share information for the purpose of verifying eligibility for each program; and b. collaborate on investigations regarding mutual clients who may be involved in irregular activities.	information sharing to encompass verifying eligibility will continue to be explored. SSHA continues to participate in the Human Services Integration (HSI) project which is examining shared services and single-door client access to multiple City services. Opportunities to expand the information sharing to encompass verifying eligibility will be explored through this process. Streamlining Eligibility Criteria through the HSI Project is scheduled to be implemented by Q4 2018. b. Discussions are continuing with TESS and TCHC regarding a pilot project to allow major fraud cases investigated by TCHC's Internal Audit to be brought forward to TESS' Special Review Committee. Determination of feasibility to participate in this process and begin implementation of pilot, to be completed by Q4 2017.
05	City Council request the General Manager, Shelter, Support and Housing Administration to use the provincial database to track rent arrears and rent-geared-to-income funds to be recovered.	Use of the provincial database by housing providers in the City of Toronto is scheduled to begin February 1, 2017.
07	City Council request the General Manager, Shelter, Support and Housing Administration to update service agreements with social housing providers and include total housing units in the building and any details concerning other obligations such as but not restricted to: a. any specific mandate for the building; b. number of market units in the building; c. minimum number of rent-geared-to-income units to be maintained at all times; and d. minimum number and type of accessible units to be maintained in the building.	An addendum to the existing service agreement that incorporated and confirmed mandates and unit information was distributed to housing providers in 2015.. As of October 6, 2016 housing providers have completed addendums for 230 of 274 projects. SSHA continues to work with the 10 housing providers that have not signed the addendums to resolve the outstanding issues. SSHA expects to have the remaining addendums signed by the end of Q1 2017.
08	City Council request the General Manager, Shelter, Support and Housing Administration to ensure the Social Housing Administration System contains complete and accurate information concerning the mandate, and number and type of units available and occupied in each building.	This information is available in electronic format. Changes must be made to Social Housing Administration System (SHAS) to accommodate the data. These changes have been deferred. SHAS will provide some of the base data for the choice-based access system currently in development. These changes to SHAS have been deferred to ensure that the changes are compatible with the data needs of the choice-based system.

No.	Recommendation	Management Comments
		The required changes to SHAS will be made by Q1 2018.
09	City Council request the General Manager, Shelter, Support and Housing Administration, in collaboration with the Director of Affordable Housing, ensure all affordable housing units are transferred to Social Housing for ongoing administration to make sure they are occupied by appropriate households.	In consultation with the AHO, SSHA has developed business processes and checklists. Business processes, including steps to confirm target tenants, and procedures checklists to facilitate and document transfers have been developed. The transfer has four stages to track a project from pre-development to post-occupancy: RFP & Award, Pre-Construction and Construction, Occupancy. As of December 31, 2016, 6,837 Affordable Housing Units are under administration by the Housing Stability Services Unit (HSSU). It is the responsibility of the Affordable Housing Provider to assess income and eligibility of each new applicant household. Staff of the HSSU attempt to validate this through self-declaration from the provider. HSSU has developed a new tool/template that will gather data related to occupancy rates, initial income levels and the current rent. The plan is to request all Providers to provide the City with this information annually and incorporate an audit process. Completion by date January 31, 2018
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 2015 on the potential financial implications of obtaining property tax exemptions for eligible social housing providers.	Discussion with Revenue Services held to scope work. Sample rent roll data collected from Social Housing Providers to assess eligibility for exemption. DCM Briefed on project Sept., 2016 Next steps to brief the Treasurer and coordinate project team from Revenue Services/Corporate Finance/SSHA to identify financial implications and make recommendations to Council. If feasible to proceed with exemption process, report to Council projected Q4 2017.

Division: Social Development, Finance & Administration
Report Date: 01/21/2013
Report Title: Municipal Grants - Improving the Community partnership and Investment Program

No.	Recommendation	Management Comments
04	City Council request the City Manager to ensure City staff overseeing grant programs document explanations for unusual financial information.	Incorporated into Toronto Grants Coordinating Committee (TGCC) Guideline: Program Standards and Performance Measures-Documenting Information. Adopted by TGCC at their September 8th, 2016 meeting. Each grant manager has, or is in the process of, developing a process for their respective grant program that will operationalize the guideline, including forms for staff to use and document training on the use of the forms. Timelines for review of 2016 files will also be established by each grant manager.
05	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.	Incorporated into Toronto Grants Coordinating Committee (TGCC) Guideline: Program Standards and Performance Measures-Supervisory Checklist. Adopted by TGCC at their November 14, 2013 meeting. Each grant manager has, or is in the process of, establishing a process and schedule for supervisory reviews. Each grant manager has, or will document the implementation of the supervisory reviews.
06	City Council request the City Manager to ensure all grant assessment forms are relevant, practical and clear.	Incorporated into Toronto Grants Coordinating Committee (TGCC) Guideline: Program Standards and Performance Measures-Documenting Information. Adopted by TGCC at their September 8, 2016 meeting. Each grant manager has, or is in the process of developing a process for their respective grant program that will operationalize the guideline, including the assessment forms for staff to use and documenting training on the use of the forms. Timelines for review of 2016 files will also be established by each grant manager.
07	City Council request the City Manager to train grants staff on the use of updated assessment forms.	Incorporated into Toronto Grants Coordinating Committee (TGCC) Guideline: Program Standards and Performance Measures-Documenting Information. Adopted by TGCC at their September 8, 2016 meeting. Each grant manager has, or will train staff on the assessment forms including the development of materials to support staff in the completion of the forms.
08	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	SDFA consulted with Internal Audit who advised the development and adoption of the TGCC guidelines that are responsibility of each of the Managers of the respective Grants Programs to

No.	Recommendation	Management Comments
	outstanding issues are addressed, and files contain explanations for exceptions to established guidelines.	implement (refer to attachments 2 and 3 in this document). Each grant manager has, or is in the process of, developing a process to ensure that standard documents related to grants application and assessment are completed with outstanding issues addressed and exceptions noted.