

Attachment 1

**CITY DIVISIONS IN CLUSTER A AND THE CITY MANAGER'S OFFICE
PUBLIC RECOMMENDATIONS – FULLY IMPLEMENTED**

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

Rec. No.	Recommendation
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.
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.

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)

Rec. No.	Recommendation
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.

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

Rec. No.	Recommendation
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.
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.
04	City Council request the City Manager review technology currently available to improve warranty administration and communication Citywide.

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

Rec. No.	Recommendation
05	City Council request the Treasurer, in consultation with the City Clerk, to: <ul style="list-style-type: none"> a. consider planning and coordinating trips by simultaneously booking hotels and transportation or 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.

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

Rec. No.	Recommendation
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.
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.

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

Rec. No.	Recommendation
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.
04	City Council request the Executive Director, Human Resources in consultation with City Divisions to review and update the Corporate core competency model.
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

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

Rec. No.	Recommendation
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.

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

Rec. No.	Recommendation
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.
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.
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. 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.
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.
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.
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.
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.

**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
2009	Parks, Forestry & Recreation	3	8	Parks, Forestry and Recreation - Capital Program - The Backlog in Needed Repairs Continues to Grow	Pages 10 to 11

**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

Rec. 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 will be reviewed with key stakeholders prior to contract renewal for services with the vendor. Anticipated Completion Date: Q3 2018
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 have been updated in the business case. In addition, supplementary sustainment costs, post implementation, will also be added. Anticipated Completion Date: Q4 2018
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. Final costs will be posted by the end of December, 2018 and provided in January, 2019. This will be done during the project close out period. Anticipated Completion Date: Q1, 2019

Division: City Manager's Office

Report Date: 06/11/2015

Report Title: Implementing an Integrated City-wide Risk Management Framework

Rec No.	Recommendation	Management Comments
01	<p>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:</p> <ul style="list-style-type: none">a. an appropriate corporate Enterprise-wide Risk Management (ERM) policy and/or enterprise-wide framework for an integrated approach to managing risk across the Cityb. 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 practicesc. the appropriate mechanisms for tracking and monitoring risks and to report on significant risks to City Council and/or appropriate committee of Council.	<p>The Internal Audit Division has been assigned to be the lead in terms of providing strategic advice to implement an ERM framework across the City. ERM is a long term ongoing initiative and Internal Audit has allocated resources in its work plan for ERM Support.</p> <p>Internal Audit completed an assessment to review options for managing risk on an integrated basis across the City, which included:</p> <ul style="list-style-type: none">• Discussions with other public sector organizations at the municipal, provincial and federal levels to understand their approach and strategy in implementing ERM.• Examination of risk management initiatives within the City to identify practices and tools currently in place that can be leveraged in building an effective ERM program.• Research of various ERM frameworks, standards and best practices to identify an appropriate methodology to managing risks across the City. <p>The following are some activities currently in progress in support of the recommendations:</p> <ul style="list-style-type: none">• Development of a Strategy Document outlining major steps in implementing an ERM framework.• Creation of an Enterprise Risk Assurance Committee (ERAC)• Development of a Committee Charter. A draft charter is complete, and under discussion with the CMO.• Discussions with senior management staff to obtain their feedback, buy in and support.• Procurement of external resources to conduct a risk assessment pertaining to the City's Long Term Financial Plan and to develop a risk framework to be used for decision making to support Council in making more strategic, integrated decisions on a multi-year timeframe. <p>It is anticipated that the risk framework will be completed for the 2019 budget cycle.</p>

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)

Rec. 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.	PMMD, in consultation with the City Manager's Office, created a Management Consultant Performance Evaluation (MCPE) Tool, procedure and training package. PMMD plans to enlist Divisions to pilot the MCPE tool, prior to roll out generally to all Divisions. Q2 2018.

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

Rec. No.	Recommendation	Management Comments
03	City Council request the City Manager develop warranty documentation standards and reports to improve information tracking and communication between staff.	Starting in 2015, Facilities Management has been making improvements to its Warranty Management and Compliance processes, with the goal of ensuring that all actions taken are aligned with industry best practices. Specifically, Facilities Management: has completed the standardization of its warranty management and handoff process as of Q4 2017, as well as the implementation of the PTP system; and, through its Project Management Office, is integrating the processes and instruments into their management of warranties with a view to mitigating unnecessary reactive/ demand maintenance costs that could result from insufficient/ineffective warranty enforcement. All warranty tracking and reporting improvements are expected to be fully operational by the end of Q4 2018. Within ECS, full implementation of the 2016 enhancement to PTP to automate the scheduling of warranty inspection and expiry is expected to be complete by the end of Q4 2018. In addition to the PTP enhancements, management control procedures will be put in place to ensure compliance with warranty inspection scheduling, tracking of deficiencies and confirmation of final acceptance of capital projects.

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

Rec. No.	Recommendation	Management Comments
03	<p>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.</p>	<p>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 due to the existing time management system limitations.</p> <p>The City implemented a new Time, Attendance & Scheduling Software (TASS) in Q1 2017. This system has been designed to provide the Division with end-of-shift overtime reports to be approved by management staff on a daily basis. Those reports were not yet fully completed at the Q1 implementation, accordingly an interim manual end-of-shift overtime approval process was put in place to ensure management review of paramedic end-of-shift overtime. At this time, the vendor, Corporate I.T. and the Division are working to automate and improve the effectiveness of these reports.</p> <p>Once completed, the Division has requested that TASS reports show:</p> <ul style="list-style-type: none"> • Employee names, vehicle, date, times • End-of-shift overtime not yet reviewed and/or approved by management • End-of-shift overtime reviewed and approved by management
09	<p>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.</p>	<p>To immediately address the Recommendation the practice of the system containing shared IDs (used for ease of training) was discontinued, and those shared IDs were removed from the system. The previous transactions identified as using shared IDs were reviewed by Scheduling management to broadly determine any anomalous transactions and none were found.</p> <p>The City implemented a new Time, Attendance & Scheduling Software (TASS) in Q1 2017. This system has been designed to provide the Division with the ability to track user activity and to provide reports of same. At this time, the vendor, Corporate I.T. and the Division are working to improve the effectiveness of this capability and related reports.</p> <p>Once completed, the Division has requested that TASS reports show:</p>

Rec. No.	Recommendation	Management Comments
		<ul style="list-style-type: none"> • Any changes to user profiles along with profile activation/deactivation dates • Additions, edits and deletions by individual user
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.	<p>As the Time Management System (TMS) software system used during the period of the review was no longer upgradeable in order to meet the Recommendation, a new solution was sought. The Division partnered with the City to find, purchase and implement a new Time, Attendance & Scheduling Software (TASS). The TASS was implemented in Q1 2017. This system has been designed to meet all Recommendations, including the ability to provide the Division with a history log and to track deletions and changes by user ID, date and time. At this time, the vendor, Corporate I.T. and the Division are working to improve the effectiveness of this capability to ensure a robust history log.</p> <p>Once completed, the Division has requested that TASS reports show:</p> <ul style="list-style-type: none"> • Any changes to user profiles along with profile activation/deactivation dates • Additions, edits and deletions by individual user

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

Rec. 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.	<p>Human Resources is developing a guideline that will promote development among all staff and has established Learning Leads in each division to promote development planning among staff and at the divisional level.</p> <p>Once divisional development plans are in place they will be shared with Human Resources for planning purposes.</p> <p>Target Completion Date – Q4, 2019</p>
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.	<p>Human Resources will make the learning management system's Competency Assessment tool available to City employees and support them with tools and resources to assess their competency gaps.</p> <p>Target Completion Date – Q4, 2018</p>
07	City Council request the Executive Director, Human Resources in consultation with City Divisions to formalize and implement an evaluation	<p>Human Resources has developed an evaluation framework and is working with divisions to implement training evaluation for both Corporate and divisional training initiatives.</p>

Rec. No.	Recommendation	Management Comments
	framework measuring training effectiveness.	Target Completion Date – Q4, 2018
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. A protocol is being established to review course registration levels on an ongoing basis. Courses with an average attendance of less than 64% (16 Of 25) capacity are considered for an alternative method of delivery. Target Completion Date – Q1, 2018
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	Human Resources has established a reporting protocol that outlines corporate and divisional roles and responsibilities for systematic reporting on learning activities, achievements and costs. This protocol will be shared with divisions for adoption. Target Completion Date – Q4, 2018

Division: Human Resources

Report Date: 06/11/2014

Report Title: Opportunities to Enhance the Oversight of Non-Union Employee Separation costs

Rec. No.	Recommendation	Management Comments
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.	The formal review of the City's separation program will begin in the final quarter of 2017, and is anticipated to be finalized in the first half of 2018.

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

Rec. No.	Recommendation	Management Comments
01	<p>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</p> <p>a. specific action plans, timelines and responsibility for implementation b. estimated costs and potential funding sources or partnership opportunities to be explored c. reporting on the status of the master implementation plan as part of the annual capital budget submission.</p>	<p>The Parks and Recreation Facilities Master Plan was approved by Council at the November 7-9, 2017 meeting.</p> <p>An implementation strategy for the Facilities Master Plan will be presented to Executive Committee, and if adopted, Council in Q2 2018. The report will influence subsequent PFR Capital Plans starting in 2019. The implementation strategy will include estimated costs, funding sources and partnership opportunities.</p> <p>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.</p> <p>The Toronto Office of Partnerships (TOP) has contacted more than 70 private sector organizations to explore investment in City initiatives.</p> <p>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.</p> <p>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.</p>
02	<p>The General Manager, Parks, Forestry and Recreation, take appropriate steps to</p> <p>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 b. where practical, incorporate the criteria developed into the capital asset management system c. compile a comprehensive inventory of all facilities that are no longer cost-effective to maintain based on criteria developed in (a.)</p>	<p>a. 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.</p> <p>b. As reported in 2011: Currently in place.</p> <p>c. 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 Program (CAMP) budget. Each project listed in the CAMP budget is</p>

Rec. No.	Recommendation	Management Comments
	<p>d. identify opportunities for consolidation of operations within existing facilities or potential new ones and recommend facility closures, if warranted</p> <p>e. determine the full financial implications of either maintaining, enhancing or closing facilities, including any potential program changes resulting from each option</p> <p>f. where a facility closure is recommended, develop alternate accommodation for viable affected programs</p> <p>g. conduct appropriate community consultations of any planned actions.</p>	<p>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).</p> <p>d. In progress. The Facilities Master Plan is developed to help guide further decision-making. See Item 001.</p> <p>e. As above.</p> <p>f. As above.</p> <p>g. As above.</p>
09	<p>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.</p>	<p>The Enterprise Work Management System (EWMS) is a multi-divisional program (includes Parks, Forestry and Recreation, Transportation Services, Toronto Water, and Solid Waste Management) and is broken out into three work packages: A, B and C.</p> <p>Work Package A (WPA) is currently underway and includes Requirements Validation, Functional Design and Implementation Planning (Road Map). It is anticipated to be completed in June 2018. Work Package B is expected to commence June 2018 to August 2018 and includes IT Foundations and development of integrations with SAP, 311 WMS, and Asset Management. The completion date will be established during the road map planning which is being done in WPA. Work Package C is anticipated to start in 2018 until 2019 and will include the implementation for Urban Forestry.</p>

Division: Shelter, Support & Housing Administration

Report Date: 06/02/2014

Report Title: Strengthening the City's Oversight of Social Housing Programs

Rec. No.	Recommendation	Management Comments
13	<p>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.</p>	<p>SSHA has completed an analysis of the financial implications of granting a property tax exemption to all social housing providers. At this time a report to City Council has been deferred until more details are known about the Federal Government's proposed National Housing Strategy, anticipated for release in November 2017, and the Ontario Government's proposed Social Housing Modernization Framework, anticipated for release in 2018. These initiatives may impact the feasibility of offering property tax exemptions to social housing providers.</p>

Division: Social Development, Finance & Administration

Report Date: 01/21/2013

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

Rec. No.	Recommendation	Management Comments
04	City Council request the City Manager to ensure City staff overseeing grant programs document explanations for unusual financial information.	<p>SSHA: SSHA documents and explains unusual financial information by completing an Expenditure Checklist which is signed off by SSHA lead/management staff for each project.</p> <p>EDC: EDC staff administering grants programs do document unusual financial information. As anything unusual is almost always brought up by our peer advisors as questions, we do follow up with organizations and ask them to explain substantial operating surpluses or deficits, and conditions attached to special project funding (for example Canada150 funds).</p> <p>SDFA: This recommendation is approximately 50% complete. Staff have been documenting usual financial information in their 2017 review of the CSP summary sheets but it is not a consistent practice across all grants. This will be addressed through the introduction of a comprehensive monitoring framework that incorporates financial monitoring and organizational health. The financial monitoring and organizational health framework is complete. Staff are being trained on Jan 12, assessments are underway and site visits booked. Currently unusual financial information is documented by AROs on summary sheets or in agency files</p> <p>TPH Student Nutrition Program: 1. Grant application review form includes section related to financial information of the agency applicant. Unusual financial information and follow-up is documented on the Student Nutrition Program Grant Application Review form, as part of the grant application and review process, where applicable.</p> <p>2. Financial analysis of the service providers which administer the municipal student nutrition program grant are conducted, using audit checklist and reserve analysis forms. Unusual financial information and follow-up is documented as needed.</p> <p>Procedures for application review and a service provider review are in place to guide these processes.</p> <p>Timeline: annually, each grant cycle</p>

Rec. No.	Recommendation	Management Comments
05	<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>	<p>SSHA: A Supervisory Review Checklist document has been created and will be used to audit a sample of ten percent of funded agencies under SSHA's administration. The audit fieldwork is complete; the results are being analysed and recommendations will be made in early 2018. Going forward, this plan will be replicated for future audits.</p> <p>EDC: EDC grants programs all have checklists for applicants which are also used by City staff to ensure complete applications.</p> <p>SDFA: SDFA uses the Supervisory Checklist approved by the Toronto Grants Co-ordinating Committee in 2013 and shared with the AG. Supervisory reviews were scheduled in 2017 and 75% completed to date for CSP grants. The goal is to complete 100% of CSP, before end of year. We will set up a system for Supervisory Reviews of CIF after each grant is done beginning early in 2018.</p> <p>TPH Student Nutrition Program: A formal supervisory review of the Student Nutrition Program grant allocations are conducted of grant application files and are documented using the following form: Grant Manager's File Review Checklist. A proportion of individual student nutrition programs are visited by a Registered Dietitian as part of a program review and support. Procedures for visiting/monitoring individual programs as well as a supervisory review is in place to guide these processes. Timeline: annually each grant cycle, and as needed</p>
06	<p>City Council request the City Manager to ensure all grant assessment forms are relevant, practical and clear.</p>	<p>SSHA completed Housing Support Services (HSS) Assessment Forms for Project Renewal in the fall/winter of 2015. SSHA Assessment forms include information related to key areas of project monitoring. Staff consultation and incorporating feedback is consistently done to ensure relevance, practicality and clarity of the forms. The results of the assessment forms were incorporated in the Housing Help projects funding process for the funding cycle from April 1, 2017 to March 31, 2019.</p> <p>EDC: Assessment criteria is published for each grant program. Assessment forms will be revised in Q1 of 2018 to ensure they match revised assessment criteria for the Major Cultural Organizations and Grants to Specialized Collections Museums in 2018 to ensure the forms are relevant, practical and clear.</p> <p>SDFA: All of the grant assessment forms have been updated for the new and existing Community Investment Fund Programs. These forms were</p>

Rec. No.	Recommendation	Management Comments
		<p>developed based on feedback both from staff and applicants to be clear, practical and relevant. The CSP review forms were also reviewed and updated by staff in August 2017.</p> <p>TPH Student Nutrition Program: Grant review forms are updated each grant cycle to ensure they remain current, clear, and incorporate feedback from previous grant cycle re use, applicability, and current policies. Procedure for application review is in place to guide this processes. Timeline: annually, each grant cycle</p>
07	<p>City Council request the City Manager to train grants staff on the use of updated assessment forms.</p>	<p>SSHA lead staff received financial training as part of the Housing Support Services (HSS) Assessment review process which took place in fall/winter 2015. The recommendations from item #5 will inform the type of training required; training will be provided in early 2018.</p> <p>EDC In 2018, assessment criteria on all our City grant programs are likely to be tweaked over the next year to make public benefit more explicit and measurable. Therefore, the assessment forms will have to be updated to reflect those criteria changes and then we will have to train both our staff and our peer advisors on using the new assessment tools.</p> <p>SDFA staff and review panel members for the Neighbourhood Grants have been trained on the updated assessment forms for both CSP and CIF.</p> <p>TPH Student Nutrition Program: Prior to the launch of each grant cycle, all city staff and partner agency staff involved in the grant application review are trained on the process, changes from previous year, and use of review forms. Procedure for application review is in place to guide this processes. Timeline: annually, each grant cycle</p>
08	<p>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.</p>	<p>SSHA: Standard documents related to grants application and assessment are in use within SSHA. Based on SSHA identified community needs, SSHA will also consider one-time funding requests from agencies. All requests are made in writing with a documented approval process in place.</p> <p>EDC: EDC has revised the Majors eligibility and assessment criteria, is waiting for Council to approve a new grants program for specialized collections museums in order to have specific application forms and assessment criteria for funding, and all four culture grants programs (excluding Toronto Arts Council) 1) Major Cultural Organizations; 2) Local Arts Service Organizations; 3) Specialized Collections Museums; and 4) Culture Build have specific forms,</p>

Rec. No.	Recommendation	Management Comments
		<p>guidelines, and assessment criteria.</p> <p>SDFA: This recommendation will be addressed both in the implementation of the comprehensive monitoring framework that incorporates financial monitoring and organizational health which will be fully implemented before the end of the year and in the Supervisor Reviews. Additionally, we have begun the development of a CSP Handbook which includes policies and procedures for Monitoring Grants, Annual Report Review and Annual Audit- Supervisor Checklist. This work has been delayed due to the vacancy in the Supervisor position.</p> <p>TPH Student Nutrition Program: Standard grant application and assessment forms are used for each grant application and are completed in full each grant cycle. See 04 above. A unique file exists for each grant application containing all the relevant information pertaining to the grant application by year. Grant application review procedures are reviewed and updated annually to guide the application and appeals review process. Procedure for application review is in place to guide this processes. Timeline: annually, each grant cycle.</p>

**CITY DIVISIONS IN CLUSTER A AND THE CITY MANAGER’S OFFICE
PUBLIC RECOMMENDATIONS – NO LONGER APPLICABLE**

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

Rec. No.	Recommendation	Management Comments
03	City Council request the City Manager to update City training costs and cost per employee to reflect actual City costs.	Without a system to track direct and indirect learning costs for the organization (including wages and salaries of all internal staff involved in learning and development), we cannot provide an accurate cost of training or cost per employee at the City. Even the Conference Board of Canada advises organizations attempting to calculate training costs to simply estimate the total direct and indirect expenditures if they cannot provide a break-down of the overall budget associated with learning. As a result, the City will no longer be comparing training costs per employee with the Conference Board of Canada.