



3.4.

Plan d'action montréalais en itinérance

Service de la diversité et de l'inclusion sociale

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2021 ANNUAL REPORT

Auditor General of the Ville de Montréal

3.4. Plan d'action montréalais en itinérance

Plan d'action montréalais en itinérance

Background

Homelessness is a complex phenomenon and a major social issue. To be able to reduce or prevent it, it is imperative that various services be made available and accessible, including food and financial assistance, emergency shelter, support and referral, mental health and addiction treatment and follow-up as well as social housing with community support. In this sense, efforts have been made in recent years by the Ville de Montréal (the City) to adopt and implement various policies and action plans to address homelessness.

In June 2017, the City adopted¹ its first *Politique de développement social* « Montréal de tous les possibles » (the Policy), which focuses on people in vulnerable situations and at risk of social, economic and cultural exclusion. One of this policy's orientations concerns the fight against poverty, including homelessness, in neighbourhoods. As a result of the Policy, the 3rd *Plan d'action montréalais en itinérance (PAMI) 2018–2020* was adopted in March 2018. The goal of the PAMI is to promote the maintenance and development of the full services needed to improve living conditions and prevent homelessness.²

Purpose of the Audit

To ensure that the management associated with the implementation of the *Plan d'action montréalais en itinérance* is effective and achieves the expected benefits.

Results

There is no doubt that the City's efforts with respect to homelessness are commendable. However, given the measurement tools proposed in the PAMI, the lack of comparative data on met and unmet needs as well as the limited number of impact indicators identified in the PAMI for which we could have measured progress and indicators used in the reporting process, it is not possible to assess the extent to which the expected benefits were achieved.

Furthermore, our analysis could not confirm that the PAMI was implemented using an impartial and fair project selection process as well as structured and documented monitoring mechanisms.

¹ Resolution CG17 0279 of the agglomeration council. It should be noted that the fight against poverty is an agglomeration power.

² This is the latest plan approved at the time of our audit.

Main Findings

Indicators of Success and Impact of Actions to Combat Homelessness

- The needs that must be addressed to reduce homelessness are not explicitly presented in the indicators of success or elsewhere in the PAMI. An assessment of the ambition of the targets and the extent to which their achievement addresses the problem of homelessness as seen in the field is therefore not possible.
- It is not possible, using the indicators of success, to adequately demonstrate progress or setbacks with respect to what was initially observed or measure desired changes.

Impartiality of the Process Used to Select Projects for Financial Support

- It was not possible to demonstrate the impartiality and fairness of the process established to assess and select projects for support due to the lack of documented guidelines and analysis.

Mechanisms to Monitor the Implementation of the *Plan d'action montréalais en itinérance*

- No minutes were kept of the meetings of the follow-up committee.³ We are therefore not able to corroborate the monitoring that was done and the extent to which it controlled the situation.
- The Service de la diversité et de l'inclusion sociale, as the designated department responsible for monitoring the implementation and follow-up of the PAMI, did not develop structured and documented mechanisms to validate the actions carried out by the business units.
- There is no evidence that the final activity reports of the organizations that are financially supported were analyzed and approved.

Accountability

- The "Highlights" are the only pieces of information that are communicated annually to the authorities.
- The results presented do not always allow for an easy, or even accurate, assessment of whether or not the targets of the PAMI were met, let alone an assessment of the impact on homelessness.

In addition to these results, we made various recommendations to the business units, which are presented in the following pages. The business units concerned have had the opportunity to agree to these recommendations.

³ An internal administrative body responsible for monitoring the implementation of the PAMI, composed of representatives from participating City business units and boroughs.

Comment from Management and the Audited Department

The Service de la diversité et de l'inclusion sociale (SDIS) welcomes the findings of the audit report on the implementation of the *Plan d'action montréalais en itinérance, 2018–2020*. This opinion serves as a preliminary note prior to the development of the SDIS's detailed action plan related to the recommendations made in the audit report which covered the period from January 1, 2018, to April 30, 2021.

Over the past few years and to this day, the SDIS has been working diligently to increase its effectiveness in deploying its programs and ensuring that its processes are efficient, consistent and fair. The actions implemented to strengthen the operational capacity of the SDIS include the following:

- The implementation in 2019 of a new grant management and tracking system (the GSS). This integrated electronic platform optimizes the department's call for projects process and standardizes the procedures leading to the granting of financial support while ensuring the quality and integrity of the data. In addition, the platform provides a single place to centralize all of the documentation associated with the projects submitted by the organizations.
- The implementation by the SDIS of the *Politique montréalaise pour l'action communautaire*, adopted in 2021, in which the City commits to maintaining ethical partnership relationships with the community sector, including the dissemination of clear information on programs, eligibility and award criteria, the various forms of support, the parameters of eligible expenses, processes, calls for projects and their results, as well as the use of funds.
- The creation in 2021 of a new Division intelligence d'affaires sociales et optimisation (DIASO) for the purpose of acquiring and enhancing social data to anticipate social issues and measure the effects of municipal actions on their mitigation. The DIASO is also responsible for ensuring the optimization of the SDIS's processes, particularly at the monitoring and evaluation stages of projects and programs.

In addition to the improvements made to its activities on an ongoing basis, the SDIS is also taking steps to train all of its personnel on administrative rules and frameworks, particularly those concerning the composition of committees that analyze the calls for projects.

The SDIS is firmly committed to carrying out its organizational priorities and measuring their impact on a periodic basis. Several of the recommendations raised are already well on the way to being implemented, and all actions taken and planned will be documented in the action plan expected in response to the audit report.

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List of Acronyms

City	Ville de Montréal
CIUSSS	Centre intégré universitaire de santé et de services sociaux
Committee	evaluation committee
court	municipal court of the Ville de Montréal
EC	executive committee of the Ville de Montréal
HPS	Homelessness Partnering Strategy
PAMI	<i>Plan d'action montréalais en itinérance</i>
PDQ	poste de quartier
Policy	<i>Politique de développement social "Montréal de tous les possibles"</i>
RAPSIM	Réseau d'aide aux personnes seules et itinérantes de Montréal
SDIS	Service de la diversité et de l'inclusion sociale
SH	Service de l'habitation
SPVM	Service de police de la Ville de Montréal
STM	Société de transport de Montréal

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1. Background

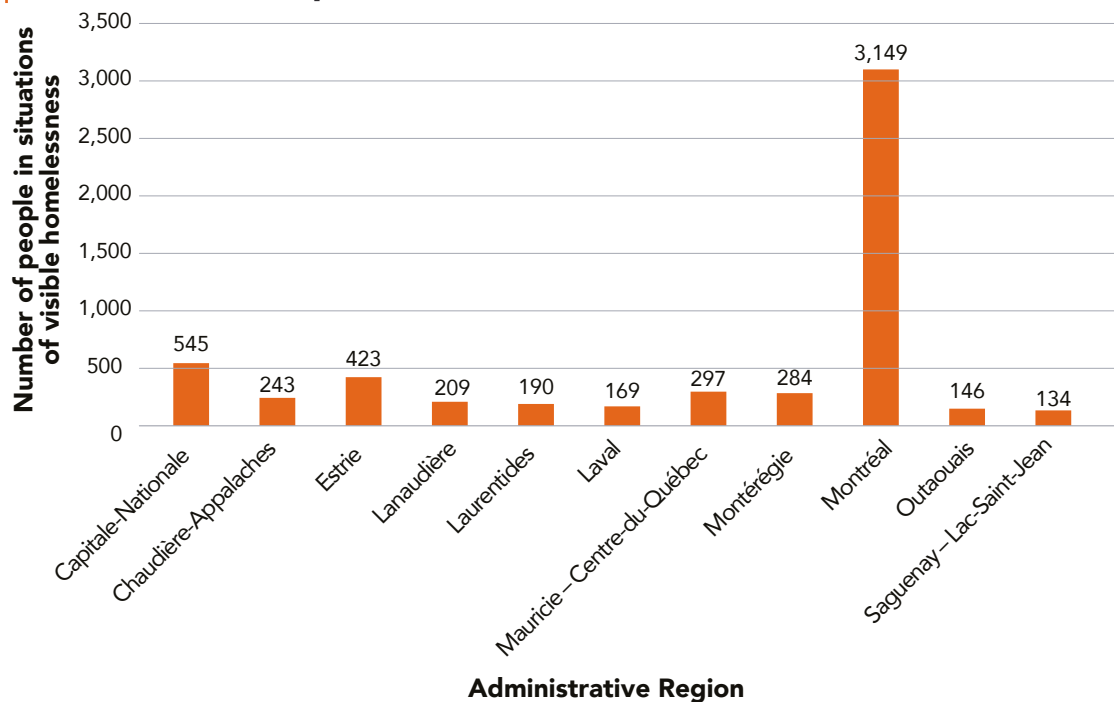
Homelessness covers a variety of realities and has many faces. It can be experienced episodically, cyclically or chronically, and the pathways that lead a person to homelessness are also very varied. They are the result of complex difficulties that sometimes begin in childhood but also reveal themselves at different stages of life. In many cases, homelessness is accompanied by mental health problems or addiction to alcohol, drugs or gambling. People may have difficulty accessing affordable housing and may be forced to stay in substandard or unsafe housing to avoid the street. They may also be forced to stay temporarily with acquaintances.⁴ In addition to men, homelessness is increasingly affecting women, the Indigenous population, immigrants, youth and seniors.

Montréal is the region with the highest number of homeless people in Québec.

In the latest count conducted in the 11 regions of Québec on April 24, 2018,⁵ the number of people in a situation of visible homelessness who live in Montréal was estimated at 3,149 out of 5,789 people, or 54% (see Figure 1).

FIGURE 1

Number of People in Situations of Visible Homelessness in Québec as of April 24, 2018



⁴ Source: Réseau d'aide aux personnes seules et itinérantes de Montréal (RAPSIM) – "L'itinérance à Montréal" and Santé et Services sociaux, Québec "L'itinérance au Québec – Cadre de référence", September 2008.

⁵ Report titled "Dénombrement des personnes en situation d'itinérance sur l'île de Montréal le 24 avril 2018", Government of Québec, Ministère de la Santé et des Services sociaux, 2019.

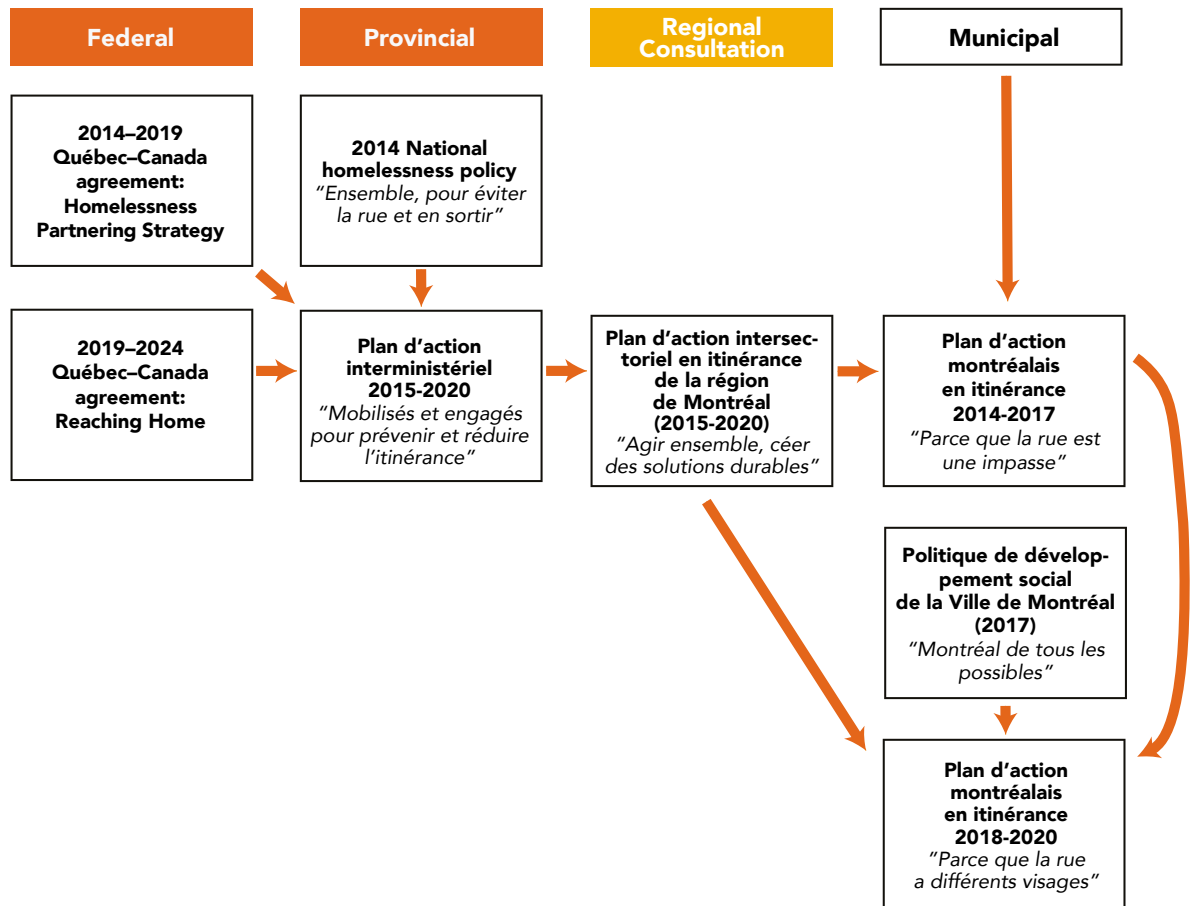
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Of these, 74% were men, 23% were women, and 3% were of other gender identities. The results of the count also show the over-representation of Indigenous people and immigrants, who represented 12% and 20%, respectively, of this population.

To be able to reduce or prevent homelessness, it is imperative that a variety of services be available and accessible, including:

- food and financial aid;
- emergency accommodations;
- support and referral;
- mental health and addiction treatment and follow-up;
- social housing with community support.

Homelessness is a complex phenomenon and a major social issue. Several government agencies as well as community and institutional partners are involved in reducing homelessness. This represents an additional challenge in terms of taking into account everyone's competencies and the resulting distribution of roles and responsibilities. In such a situation, there is a need for regional consultation between the various stakeholders, who must coordinate their efforts and work in partnership in order to better respond to the issues experienced by these people in situations of homelessness or at risk of becoming homeless. In this sense, efforts have been made in recent years to adopt and implement various policies and action plans to reduce homelessness (see Figure 2).

FIGURE 2**Policies and Action Plans Developed by the Authorities Involved in the Fight Against Homelessness^[a]**

^[a] Prior to the 2014–2017 plan, the Plan d'action ciblé en itinérance 2010-2013 « Agir résolument pour contrer l'itinérance » was implemented.

Source: Figure produced by the Office of the Auditor General using information collected as part of the audit.

The federal government has developed programs over time to support projects designed to prevent and reduce homelessness at the local community level, in this case, the 2014–2019 Homelessness Partnering Strategy (HPS), followed by the program titled 2019–2024 Reaching Home: Canada's Homelessness Strategy.

The same is true for the Québec government, which has a comprehensive strategy to prevent and reduce homelessness specified in its *Politique nationale de lutte à l'itinérance* adopted in 2014 as well as a "Plan d'action interministériel 2015-2020".⁶

The City also has an important role to play in addressing homelessness—in fact, a growing role, given the powers that have been transferred to the City in recent years. With the signing of the *Réflexe Montréal* framework agreement

⁶ A new *Plan d'action interministériel 2021-2026—S'allier devant l'itinérance* was launched by the provincial government in the fall of 2021.

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in 2016, the Québec government gave the City, as the metropolis of Québec, new powers and responsibilities, particularly in the areas of housing, homelessness and immigration. With respect to the fight against homelessness, the agreement concerns the Bureau de gouvernance en itinérance,⁷ which was created and whose mandate is to guide the work of the strategic committee in light of the progress of the *Plan d'action montréalais en itinérance*.

Thus, in June 2017, the City adopted⁸ its first *Politique de développement social « Montréal de tous les possibles »* (the Policy), which focuses on people in vulnerable situations and at risk of social, economic and cultural exclusion. One of this policy's orientations concerns the fight against poverty, including homelessness, in neighbourhoods.

As a result of the Policy, in March 2018, the City also adopted the *Plan d'action montréalais en itinérance* (PAMI) for 2018–2020, which followed on from the two previous plans, 2010–2013 and 2014–2017. The goal of the PAMI is to promote the maintenance and development of the full services needed to improve living conditions and prevent homelessness. Its structure is shown in Figure 3. From these 4 axes and 10 objectives, 58⁹ expected results and 80 indicators of success were derived.

⁷ Composed of the Ministère de la Santé et des Services sociaux and the mayor of Montréal.

⁸ Resolution CG17 0279 of the agglomeration council. It should be noted that the fight against poverty is an agglomeration power.

⁹ Two additional expected results were added to the PAMI, bringing the total to 60, after it was approved by the executive committee (EC) of the Ville de Montréal.

FIGURE 3**Structure of the *Plan d'action montréalais en itinérance***

Source: Service de la diversité et de l'inclusion sociale (SDIS).

In terms of monitoring bodies, both the Policy and the PAMI stipulate that the SDIS¹⁰ is the City's business unit responsible for implementing the PAMI and monitoring its implementation, in collaboration with the other City business units involved, namely the Service de l'habitation (SH), the Service de police de la Ville de Montréal (SPVM), the municipal court of the Ville de Montréal (the court),¹¹ the boroughs and its partners of the Montréal agglomeration.

¹⁰ Formerly known as the "Service de la diversité sociale et des sports".

¹¹ The court comes under the jurisdiction of the City's Service des affaires juridiques.

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The follow-up committee is responsible for monitoring the implementation of the actions of the PAMI by the different business units. It is composed of representatives from the SDIS, the SH, the SPVM, the Société de transport de Montréal (STM), the court and the participating boroughs.

The SDIS disposes of a budget of close \$3 million per year to fight against homelessness. Two sources provide funding for the PAMI: an operating budget of the SDIS dedicated specifically to homelessness (approximately \$2 million per year) and a budget from the Ministère du Travail, de l'Emploi et de la Solidarité sociale (nearly \$1 million per year). 2020 was the last year of the three-year PAMI. At the end of the PAMI, the SDIS confirms that it will have injected \$8.7 million into the fight against homelessness.¹²

Homelessness is growing and transforming with social changes. According to the 2018 census, the number of people in situations of visible homelessness in Montréal is estimated to be 8% to 12% higher than it was in 2015.

The pandemic has highlighted the day-to-day survival strategies of people in situations of homelessness and has likely contributed to increases in the use of drop-in centres, soup kitchens and emergency shelters and, consequently, to the increased visibility of people in situations of homelessness. It is in this context that we felt it was appropriate to evaluate how the City had managed its third PAMI.

2. Purpose and Scope of the Audit

Under the provisions of the *Cities and Towns Act (CTA)*, we completed a performance audit mission on the *Plan d'action montréalais en itinérance*. We performed this mission in accordance with the *Canadian Standard on Assurance Engagement (CSAE) 3001*, described in the *CPA Canada Handbook – Certification*.

The objective of this audit was to ensure that the implementation of the 2018–2020 PAMI is managed effectively to achieve the expected benefits.

The role of the Auditor General of the Ville de Montréal is to provide a conclusion regarding the objectives of the audit. To do so, we collected a sufficient amount of relevant evidence on which to base our conclusion and to obtain a reasonable level of assurance. Our assessment is based on criteria we have deemed valid for the purposes of this audit. They are presented in Appendix 5.1.

The Auditor General of the Ville de Montréal applies *Canadian Standard on Quality Control (CSQC) 1* from the *CPA Canada Handbook – Certification* and, accordingly, maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements,

¹² These amounts are in addition to the budgets also deployed as part of the programs of the SH and the court dedicated to people in situations of homelessness as well as those of the SPVM and the boroughs. In the context of this audit, we did not seek to corroborate these budgets other than those of the SDIS.

professional standards and applicable legal and regulatory requirements. In addition, it complies with the independence and other ethical requirements of the *Code of ethics of chartered professional accountants*, which are founded on fundamental principles of integrity, professional competence and due diligence, confidentiality and professional conduct.

Our audit work covered the period from October 1, 2018, to April 30, 2021. However, for certain aspects, data from before and after this period was also taken into consideration. Our work consisted of conducting interviews with employees, reviewing various documents and conducting surveys that we deemed appropriate to gather the necessary evidence. Our work was mainly carried out between September and December 2021, but we also took into account information that was sent to us up to March 2022.

Most of the work was carried out with the SDIS.

At the end of our work, a draft audit report was presented for discussion purposes to the relevant managers of the SDIS. The final report was then sent to the management of this department for the purpose of obtaining an action plan and a timetable for the implementation of the recommendations. A copy of the final report was also sent to the Direction générale and the Direction générale adjointe – Qualité de vie, for their information.

3. Audit Results

3.1. An Action Plan That Makes it Difficult to Assess its Impact on the Homelessness Situation

The evaluation of the PAMI's results should support investment decisions and make it possible to verify the actual impacts. The indicators used to evaluate these results must make it possible to measure the difference between the situation at the time of the evaluation and the situation at the beginning of the action. For example, an indicator for a given action might seek to observe a decrease in the number of people in shelters over a given period of time. And a targeted 25% reduction could be set for this indicator.

In order to carry out this evaluation, the SDIS applied the SMART method,¹³ during the development of the PAMI, to measure the objectives through the expected results by means of 80 indicators of success. Each action was associated with one or more indicators of "success" as well as a timeline. An excerpt from the PAMI showing the actions planned for objective 7, as well as the expected results, their indicators of success and timelines, is presented in Appendix 5.2.

¹³ **SMART** is an acronym used to refer to the attributes that a goal should have. A SMART objective is one that is **specific, measurable, achievable (the SDIS uses "audacious"), realistic, time-bound** (so it has a deadline).

As part of our audit, our review of the PAMI included assessing:

- the extent to which the indicators are based on an understanding of the real needs of the homeless population and make it possible to assess the impact of actions on the situation of homelessness in Montréal;
- the adequacy of the indicators of success in relation to the expected results and actions.

Our analysis of the PAMI in relation to the 80 indicators (see Table 1, details of these findings are provided below) reveals problems in the design of the plan for a vast majority of the indicators. This will have implications for the City's ability to demonstrate real benefits from the implementation of the PAMI, as will be discussed later.

TABLE 1

Overall Picture of the Findings

General findings	Number of indicators for which the finding applies
The indicators of success are output indicators, i.e., indicators referring to the progress of operations with respect to the action such as the production of a report, or the number of people who have taken training, rather than outcome indicators measuring the actual benefit or change in the homelessness situation.	75 indicators (94%)
The needs to be met to reduce homelessness are not presented explicitly for the indicators of success.	80 indicators (100%)
The indicators of success do not make it possible to demonstrate progress or setbacks with respect to what was initially observed or to measure desired changes.	80 indicators (100%)
The link between the action to be taken and the indicator for measuring its achievement is difficult to establish.	7 indicators (9%)

While important for tracking operations, output indicators do not necessarily indicate whether or not progress is being made towards achieving outcomes. Thus, the vast majority (94%) of the indicators focus on the progress of the work (output indicator) and not on the actual benefits expected (impact indicator). For example, the indicator of success for action 2.9 is that “...*quatre projets sont réalisés pour implanter des toilettes*”. This is an output-based indicator, i.e., the operational achievement of the action, not the impact of the action on the homelessness situation in Montréal. For this action, the outcome of the PAMI was for “...*des toilettes publiques et des points d'accès à l'eau sont accessibles*”

aux personnes en situation d'itinérance dans les arrondissements où le besoin est identifié". An impact approach would have looked for improvements in the cleanliness of public spaces, for example. In addition, there is no information in the PAMI on the scope of the target, i.e., whether these 4 projects represent 5%, 10%, 50% or 90% of the identified need for public restrooms to improve the current situation. Thus, the achievement of the expected result does not indicate whether or not this contributes significantly to improving the situation.

Another example of an indicator that measures only the completion (output) of the action and not the impact (outcome) of the action is action 4.2, which is to assist with emergency planning for the homeless during the winter months. The indicators of success for this action in the PAMI include establishing a regional mobilization plan and producing an occupancy report. However, the production of the occupancy report cannot in itself be an indicator of the success of the action. In the event that the report mentions a deterioration in shelter occupancy, could the SDIS nevertheless have said that the action had been achieved as the indicator to produce a report would have been achieved? An indicator capturing the number of people who could not be accommodated in these emergency shelters would have provided a more accurate picture of the needs to be met. If the expected result had been a decrease in this number, year over year, this would have provided a better indication of the impact of the measures taken to this effect.

A third example of these shortcomings in the development of the PAMI's indicators is action 5.1, whose indicator is to develop 950 units of social and community housing for people experiencing or at risk of homelessness. While the mere fact of developing these housing units is an improvement in itself, the indicator here again focuses on the operationalization of the action from the City's perspective and not an outcome from the perspective of the homelessness situation in Montréal. Thus, an outcome indicator that focused on the decrease in the number of people waiting for housing would have been a better indicator of whether or not the situation has improved. Moreover, this indicator, in its current form, does not relate to the actual needs on the ground. What does a supply of 950 additional housing units represent? Is this enough, or even significant, considering that in 2018 the number of people in situations of visible homelessness was estimated to be approximately 3,149?

Another instance where the SDIS used an output indicator that does not assess the magnitude of the action and its impact involves action 3.3, which was to provide homelessness training to municipal and paramunicipal employees. Four indicators of success were associated with it, namely:

- *"120 employés reçoivent une formation";*
- *"150 inspecteurs de la STM reçoivent une formation";*
- *"6 activités de sensibilisation sont réalisées";* and
- *"Tous les agents des postes de quartier (PDQ) du SPVM effectuent une mise à jour de leurs connaissances sur l'itinérance".*

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With the exception of the last indicator, where it is understood that this is 100% of the SPVM's neighbourhood police station officers, the other three indicators do not provide a measure of the magnitude of what it means to train 120 employees out of the total pool of all municipal employees. In addition, no link is established with the duties of these employees. Does training 120 employees who have no business dealings with the homeless really improve the situation? Yet the indicator of success would say that the action had reached the target, whereas the actual expected result for this action in the PAMI is that:

"...les employés sont mieux outillés pour répondre aux enjeux et besoins des personnes en situation d'itinérance, notamment les femmes, les travailleuses du sexe et les membres des Premières nations et Inuit".

In this case as well, the addition of an outcome indicator related to the original issues observed would have provided a better measure of the expected improvement for the targeted employees in the execution of their duties.

Finally, our analysis revealed that some indicators are not in line with the actions they seek to measure. Indeed, seven success indicators (9%) refer to the production of reports, which is not a direct assessment of the success of the actions concerned.

One example is action 3.2, which is to *"...réaliser des activités de rapprochement entre les policiers, les partenaires et les personnes en situation d'itinérance"*. Its success indicator is *"...un rapport annuel indique le nombre d'activités ou d'événements auxquels le SPVM a participé avec les partenaires en itinérance et dans lesquels il y avait la participation de personnes en situation d'itinérance"*. The indicator suggests that the target is to draft a report. However, a report may well indicate a decrease in the number of activities or events, for example, compared with the previous year, and the indicator, taken literally, will capture the success of the action, i.e., the publication of a report. If the indicator had instead measured the achievement of *"X number or an increase in the number of activities or events in which the SPVM participated"*, then it would have effectively measured the success of the action.

The same is true for action 2.5, which is *"...améliorer la référence vers les ressources d'aide"*, whereas one of the indicators of success is *"...un rapport annuel [qui] indique le nombre de références effectuées par le service de la ligne 211"*. An increase in the number of referrals made, for example, would have allowed an assessment of the impact of the action, but the fact that a report indicates the number of referrals does not indicate that the action was a success.

With so many indicators of success that focus more on the operationalization of the action than the assessment of an improvement in the homelessness situation, and with so many indicators that do not put the expected result in perspective with respect to the need, it is difficult to see how the evaluation of the implementation of the PAMI allows the City to affirm whether or not it has contributed to improving the homelessness situation in Montréal over the period covered by this plan.

3.1.A. Recommendation

We recommend that the Service de la diversité et de l'inclusion sociale develop specific and measurable indicators that are in line with the actions taken and that relate to the needs of the homeless, in order to assess the impact (outcome) of the actions taken and thus help improve homelessness in Montréal.

3.2. A Project Selection Process for the Allocation of Financial Contributions That Does not Provide Assurance of Impartiality and Fairness

Several actions of the PAMI involve supporting the projects of external organizations. For example, in 2018, the SDIS conducted a call for proposals from agencies serving people experiencing homelessness.

It should be noted that, at that time, there was no administrative framework from the City that defined the rules for the composition of the analysis committees and the process for evaluating projects to grant financial contributions. Such administrative guidance became effective in March 2020. It is titled, "*Composition du comité d'analyse et du processus d'évaluation des appels de propositions ou de projets visant à attribuer des contributions financières à des organismes à but non lucratif*".¹⁴ However, this administrative framework only applies to contributions over \$25,000.

Although the call for proposals and the establishment of an evaluation committee (the Committee) by the SDIS took place in 2018, i.e., before the administrative framework came into force in 2020, our audit work examined it from the perspective of good practices to be followed in this area, including:

- the composition of the Committee;
- the certification of the absence of conflicts or of the appearance of conflicts of interest involving committee members;
- the existence of an approved analysis grid;
- the documentation of the analysis of the proposals as well as the amounts awarded by the committee.

Project Evaluation

As a result of the single call for projects issued in early 2018 as part of the implementation of the PAMI, 60 projects were submitted by organizations. The financial assistance requested for these 60 projects totalled \$4.4 million while the budget available to the SDIS to support organizations totalled just over \$2.5 million.¹⁵ According to the operating mode described to us during

¹⁴ Administrative framework number: C-OG-DG-D-20-001, March 5, 2020.

¹⁵ This amount was not dedicated exclusively to calls for proposals.

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our interviews, projects would be selected on the basis of the best score awarded following an evaluation by a committee, until the available budgets were exhausted.

The committee formed by the SDIS was composed of five people, including two professionals working within the SDIS, one person representing the SPVM and two professionals from the Centre intégré universitaire de santé et de services sociaux (CIUSSS) of the Centre-Sud de l'Île-de-Montréal.

Prior to this process, an evaluation of some projects was also conducted by borough community development advisors or a court representative. Although they were not part of the committee, their evaluations were taken into consideration.

An Excel spreadsheet was completed on site during the Committee meetings¹⁶ to record the scores given by each member as well as the scores received by the boroughs and the court. An average was then calculated for each project to determine their ranking in terms of scoring.

In this context, our audit work consisted of examining the following aspects in particular:

- the impartiality of the Committee;
- the compilation of evaluation results;
- the documentation of evaluations.

We did not obtain any evidence that the members of the Committee had signed a certification of independence. Although not required, the impartiality of a committee is important to ensure that members can carry out their responsibilities independently and objectively to ensure a fair and non-partisan evaluation of projects.

A table compiling the results was produced by the SDIS following the evaluations conducted for each project. It was confirmed to us that all of the projects were discussed during the Committee meetings. All the committee members' analyses (conducted using an evaluation grid), including those conducted by borough community development advisors or a court advisor, were shared in the form of discussions. Although there was no obligation of confidentiality in the assessments of each member, good committee practice generally suggests that the process be impartial and independent. However, it seems clear that, the way it was done, the purpose of the exercise was not to preserve the independence of each individual.

A review of the table in which the results were compiled reveals that projects classified under the PAMI's fourth axis had a score for only three of the five members of the Committee. The scores attributed by both of the SDIS representatives were missing although they confirmed their presence, without being able to corroborate it.

¹⁶ According to the information obtained, the Committee met twice, on April 18 and 19, 2018.

As part of our audit, we sought assurance that the scores assigned to the projects by the Committee members were consistent with the results reported in the results compilation table. However, as the evaluation grids filled out by the Committee members were not tracked by the SDIS, it was impossible for us to make this reconciliation.

In the same vein, we also sought to corroborate the assessments made by the community development advisors of the boroughs concerned, as well as those made by the court before those of the selection committee. First of all, we wanted to make sure that the evaluation criteria of the projects were the same as those in the evaluation grid developed by the SDIS and provided to the Committee members. Our second objective was to compare the scores given by the Committee with those entered in the results compilation table. However, we were unable to conduct a complete comparative analysis, since the SDIS was unable to provide us with all the evaluation grids completed by these representatives for the projects submitted to them for evaluation. For the grids that could be tracked and that were transmitted to us, we noted that they were not always scored.

Overall, our review of the evaluation grids reveals the following:

- Of the 15 evaluation grids completed by the boroughs or by the court that we obtained from the SDIS:
 - all corresponded to the one developed by the SDIS for the evaluation of projects by the members of the Committee;
 - the grids of 10 projects contained scores, while the other 5 only had comments, without any score being assigned;
- According to the results compilation table, for 27 of the 60 projects submitted, the name of a borough councillor or court representative for the project evaluation is indicated;
 - for 17 of these 27 projects, the compilation table shows a score in the “rounding” column, while for the other 10, no score is listed.
- For 4 other projects for which a score is assigned in the “rounding” column, however, the name of the evaluator is not indicated.

Under these circumstances, it was difficult, if not impossible, to corroborate the accuracy of the assessments made by the borough or court officials. In this respect, we feel that the process lacked structure and rigour.

Project Selection

Of the 60 projects submitted by organizations in the call for projects, 45 were finally selected for financial support by the SDIS. Based on the evaluation process, the committee assigned a score to the evaluated projects and also recommended the amount of financial support for the selected projects.

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The selection of projects was to be made starting with the highest rated projects based on the committee's evaluation and so on, until the available budgets had been depleted. An analysis¹⁷ of the projects carried out by the Bureau du vérificateur général reveals that the acceptance of projects by the Committee did not respect this rule, since the 45 projects for which amounts were recommended are not those that obtained the highest scores.¹⁸ For example, for axis 1 projects, 1 project with a score of 81% was not selected, while 2 projects with scores of 78% and 69% were selected. In the case of axis 2 projects, 2 projects with scores of 82% and 79% were not selected, while 2 other projects with scores of 66% and 60% were selected. Finally, one axis 4 project was selected although it was not assigned a score.

Given the results of our analysis, we question the reasons that led to making these choices rather than respecting the selection methodology initially established. Although a grid to assist in the analysis of projects may have been provided to the members of the Committee, including the borough and court representatives, it does not contain any guidelines as to the method used to select projects. Moreover, no other documentary evidence in this sense was presented to us by the SDIS.

In our review of the successful projects, we found that in almost all cases (42 out of 45), the amounts of financial support recommended by the Committee were reduced compared with the amounts requested by the organizations. In fact, the amount of support requested by the organizations for these 45 projects totalled \$3.67 million, while the amount of support recommended for these same projects totalled \$1.63 million.¹⁹ For the 42 projects whose recommended amount of financial support was reduced by the Committee, the decrease ranged from 4% to 92%. With respect to the 92% variance, the organization requested \$400,000, and the Committee recommended \$30,000. Although the SDIS told us that the goal of the call for proposals was to support as many projects as possible within the City's budget, the comments in the evaluation table are not explicit in terms of justifying the difference between the amounts requested and the amounts recommended. Considering that the percentage decrease in recommended amounts was not the same from one project to another, these explanations would have been all the more relevant in demonstrating the transparency and impartiality of the process.

In our opinion, the operating mode surrounding the project selection process, including the certification of the independence of the Committee members, the evaluation of the projects and the determination of the amounts of support by the members of the Committee, would have benefited from being documented, according to specific parameters established before the Committee met in order to ensure the impartiality, transparency and fairness of the process put in place.

In addition to the above, we noted that the indicators of success for actions 2.4, 2.6 and 7.2 of the PAMI name specific organizations for carrying out activities. These organizations participated in the call for projects to support projects

¹⁷ Axis 3 (housing) was not targeted by the SDIS's call for projects.

¹⁸ This observation remains true whether the projects are ranked for all of the intervention axes or within individual axes.

¹⁹ The SDIS could not use all of its \$3 million yearly allocation for these projects, as a portion of this amount was also being used to complete other PAMI actions that are not related to this call for projects.

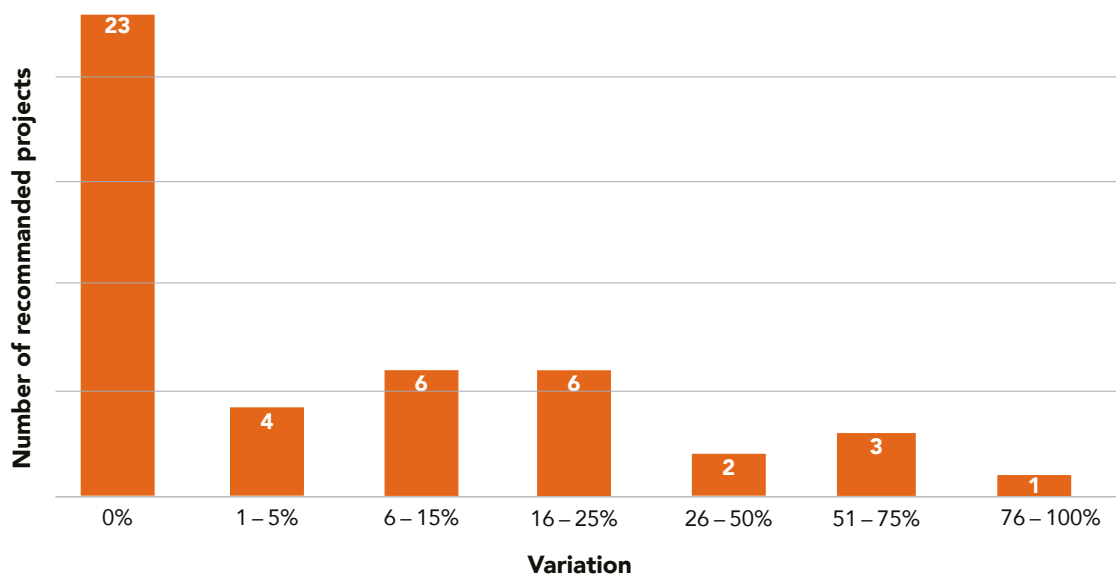
related to the objectives of the PAMI, issued by the SDIS in 2018, and their proposal was selected for support. However, the fact that these organizations are explicitly mentioned in the PAMI's targets suggests that the service required cannot be provided by other non-profit organizations. This also contributes to discrediting any subsequent call for proposals process in terms of its impartiality, since, from the outset, the PAMI, through the wording of some of the indicators, targets the organizations that will be granted financial support, regardless of the establishment of a committee of submitted projects.

Analysis by the Service de la diversité et de l'inclusion sociale of the Recommended Amounts of Support

According to the SDIS, the Committee's recommendations, including with respect to the amount to be awarded, are for information purposes only. In response to this recommendation, the SDIS conducts additional validations and analyses, such as verifying the calculation of employee salaries in agencies, ensuring a clear understanding of the nature of the requests, validating the proportion of City funding in relation to other funders and validating the SDIS's budget availability. The amounts awarded by the SDIS may therefore vary from what is requested by the organization and recommended by the Committee. As a result, the SDIS's support to organizations totals \$1.79 million rather than the total amount of \$1.63 million recommended by the Committee.²⁰ Of the 45 projects and amounts recommended by the Committee, the SDIS increased the support offered for 22 of these projects (see Figure 4). Variations between what the Committee had recommended and what the SDIS granted can range from a few percentage points to increases of more than 25% for six of the 22 revised projects (representing 27% of these projects).

FIGURE 4

Variation Between the Amount of Support Recommended by the Evaluation Committee and the Support Provided



²⁰ However, no organization was awarded more than it requested.

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While the change in the amount awarded to the organization may be justified, the SDIS was unable to provide us with documentation supporting the analyses it had performed to determine the amount of the financial contribution to be submitted for approval by the EC.

Given the lack of documentation and the fact that the SDIS's direction was to support as many projects as possible and that, in the end, an additional \$160,000 was available, we question why this money was not used to support additional projects rather than increasing support for some of the projects. We also question why support was not indexed equally for all of the 45 projects recommended by the Committee.

This situation diminishes the transparency and impartiality that should be present in an evaluation process of projects submitted involving the establishment of a committee.

3.2.A. Recommendation

We recommend that the Service de la diversité et de l'inclusion sociale follow any administrative framework in effect for the granting of financial contributions, regardless of the amount of the contribution requested, by ensuring, among other things, the independence of the selection committee and the documentation of the evaluation process, including the recommendation process, in order to ensure and demonstrate the impartiality and fairness of the process established for the selection of projects for financial support.

3.2.B. Recommendation

We recommend that the Service de la diversité et de l'inclusion sociale no longer name the organizations that can carry out the actions of the *Plan d'action montréalais en itinérance* in its indicators of success, in order to avoid compromising the impartiality and fairness of any future project evaluation and selection process.

3.2.C. Recommendation

We recommend that the Service de la diversité et de l'inclusion sociale develop clear project evaluation parameters and document the decisions and analyses of the process to select projects financially supported as part of the fight against homelessness to ensure the transparency of the process.

3.3. Mechanisms to Monitor the Implementation of the *Plan d'action montréalais en itinérance* Requiring Improvement

Follow-up of the Implementation of the *Plan d'action montréalais en itinérance*

With respect to the follow-up of the implementation of the PAMI, there is confusion as to how this responsibility is assigned. The PAMI states both that “...le SDIS assumera la mise en œuvre et le suivi de l’implantation du [PAMI]” and that “...le comité des porteurs est une instance administrative interne chargée de suivre la mise en œuvre du [PAMI]”.

In fact, it was the members of the follow-up committee, which is not composed solely of representatives of the SDIS, who monitored the implementation of the actions. Meetings of the follow-up committee were infrequent (one meeting per year from 2018 to 2020), but members also met outside of these meetings to quickly identify obstacles to implementing the PAMI actions, without the need to increase the frequency of more formal meetings with all of the members. However, no minutes of the formal meetings were taken. We are therefore not able to corroborate the monitoring that was done and the extent to which the follow-up committee controlled the situation.

With respect to the SDIS, follow-up consisted essentially in obtaining information on the actions implemented by the business units and the partners involved in the PAMI in order to compile them and report on them annually. To ensure that they adequately reflect the achievements, we wanted to examine the process established by the SDIS for this purpose. No corroboration of the information entered by the business units in the PAMI implementation tracking form is formally done by the SDIS. Only verbal exchanges between the SDIS and the business units concerned would make it possible to validate certain information and examine it more closely. For partner organizations that received funding, the SDIS requires a written report each year.

The SDIS, as the designated department responsible for monitoring the implementation and follow-up of the PAMI, has not developed structured and documented mechanisms to validate the actions carried out by the business units. In addition, there are no specific requirements and no instructions have been given to ensure that the SDIS systematically obtains the evidence to support the actions listed in the completed table. There is therefore a risk that balance sheets that do not accurately reflect the situation will be forwarded to the SDIS, which will use them to produce the accountability report provided to the authorities.

Monitoring of Projects Supported by the Service de la diversité et de l'inclusion sociale

The projects supported by the SDIS are monitored by the advisors assigned to the files of the organizations concerned. Following the acceptance of applications for financial support, a funding agreement is signed by the City and the organization for each project. These agreements set out the requirements to be met by the organizations.

When the project is completed, the SDIS advisor assigned to the file must analyze and approve the final activity report produced by the organization, prior to the payment of the last instalment of the financial support, taking into account the expected deliverables and the amounts spent.

In order to assess the project monitoring mechanisms implemented by the SDIS, we examined a sample of five projects selected as a result of the call for projects issued in 2018.

Our review consisted of substantiating the following:

- Evidence of funding agreements signed by the parties;
- Evidence of documentation of the advisor's analysis and approval of the activity report produced by the organization prior to the final payment of the financial contribution.

We noted that the organizations' funding agreements had been adequately approved (signed by the parties) and that all final activity reports produced by the organizations had been forwarded to the SDIS within the required timeframes.

With respect to the analysis of the final activity reports prepared by the organizations, it should be noted that the purpose of this exercise is to demonstrate not only that the activities were carried out, but also that the funds provided by the City were used for the intended purposes. Furthermore, in the funding agreement signed by the organizations, clause 5.3 titled "*Ajustement de la contribution financière*" states the following:

"Le responsable peut exiger la remise par l'Organisme de toute somme n'ayant pas servi à la réalisation du Projet. De plus, le Responsable pourra réduire le montant de la contribution financière si la réalisation du Projet ne requiert plus la somme maximale".

For the five projects sampled, we did not track any evidence of a documented analysis of the organization's final activity report and its approval by a SDIS advisor. In addition, there is no consistent and structured methodology surrounding the analyses performed by the various SDIS advisors of the final activity reports prepared by the organizations. Instead, each of the advisors uses their own method and do not document their analyses. The advisor's approval

is communicated by email to the organizations concerned. The final payment of the contribution is, in effect, considered to be an implicit approval by the advisor, seeing as it is the advisor who recommends payment to the organization.²¹

For the application of clause 5.3 of the funding agreement signed by the organizations, we tried to compare the balance sheet of the activities carried out that appeared in the final activity report with the activities planned according to the request for support sent to the SDIS. Moreover, we also tried to compare the estimated budget submitted to justify the amount of support requested with the actual expenses incurred to hold the activities. In the absence of a documented analysis of the final activity report by the SDIS advisors, it was not possible for us to determine on what basis the SDIS advisors approved the final activity reports for the purposes of applying clause 5.3 of the funding agreement.

In order to ensure the transparency, uniformity and fairness of the monitoring process for financially supported projects and to be able to demonstrate the analyses supporting the validations surrounding the application of clause 5.3, we would have expected the SDIS to have a formal analysis and documentation process that is then applied by its representatives. We would also have expected that the organizations' activity reports bear evidence of approval by the advisor assigned to the file in order to recommend the final financial support payment.

Furthermore, when we attempted the comparison exercise ourselves, we were able to see that the amount requested by the organization in its initial application for support versus the amount actually granted had been revised downward by the SDIS in four of the five projects making up our sample. The differences for these four projects ranged from 8% to 56%. However, the SDIS did not ask the organizations, as a result of obtaining funding, to revise the scope of deliverables expected given the new budget. Thus, it could become difficult for the SDIS at the end of the project to determine whether the City should require the reimbursement of a portion of the support without first obtaining the details of an adjusted deliverable. According to the information obtained from the SDIS, a provisional budget and an adjusted deliverable are not requested from the organization, nor have decision support guidelines been established beforehand by the SDIS.

In our opinion, this approach does not allow the SDIS advisor to make an informed decision, given the lack of adjusted comparative data (e.g., the number of hours of service or the number of activities planned and modified in the project). Furthermore, in the absence of documentation by the SDIS advisor regarding the monitoring of the activities carried out by the organization in return for the funding granted by the City, it becomes difficult to justify the adequacy and impartiality of the decisions made. In addition, since the consultant's comparison exercise is based on a budget that is not adjusted according to the amount determined by the City, it becomes very difficult to justify that

²¹ Note that the disbursement to the City's accounting system requires the approval of the department manager.

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the money was not spent as planned and then demand reimbursement. This exercise is made all the more difficult by the fact that most projects submitted by organizations have more than one source of funding.²²

We nevertheless believe that the requirement to obtain an adjusted provisional budget from the organizations, for comparison with actual expenditures and activities carried out, as well as the introduction of guidelines by the SDIS for the evaluation of the project by the advisor, would make it possible to standardize the methods used internally and to better guide and support decision-making in the event that the budgeted amounts were not all spent or that the planned actions were not all carried out.

3.3.A. Recommendation

We recommend that the Service de la diversité et de l'inclusion sociale validate the concordance of information from other business units involved in the implementation of the actions, by adopting structured and documented mechanisms to ensure the production of a balance sheet that adequately reflects achievements in relation to the actions provided for in the plan.

3.3.B. Recommendation

We recommend that, in order to ensure that a record is kept of the analyses carried out, to ensure uniformity of procedures and to better guide and support decision-making with regard to the payment of financial contributions, the Service de la diversité et de l'inclusion sociale:

- improve its process for analyzing final reports produced by the organizations by implementing documented evaluation and approval procedures;
- require them to submit an adjusted provisional budget based on the support provided if it differs from the amount requested by the organization.

²² For example, budgets from the federal government through the Homelessness Partnering Strategy (HPS), now known as Canada's Homelessness Strategy.

3.4. Reporting That Does not Fully Reflect the Results Achieved Against the Indicators of Success Provided for in the Plan

Different forms of accountability related to the implementation of the PAMI were identified (see Table 2).

TABLE 2

Forms of Accountability for the *Plan d'action montréalais en itinérance*

Form	Frequency	Recipients
Highlights	Annual ^[b]	<ul style="list-style-type: none"> • Direction générale • Elected official in charge • Mayor
Summaries	Annual ^[b]	<ul style="list-style-type: none"> • Follow-up committee • Partners^[d]
PowerPoint presentation	Annual ^[b]	
2018–2020 three-year review ^[a]	At the end of the PAMI	<ul style="list-style-type: none"> • Follow-up committee • Partners • Direction générale adjointe – Qualité de vie^[e]
Press release	April 2019 ^[c]	<ul style="list-style-type: none"> • General public

^[a] At the time of our audit, the three-year review had not yet been released. The communication strategy was to be determined.

^[b] Excluding the year 2020 due to the pandemic.

^[c] The only one at the time of our audit.

^[d] These partners are: the RAPSIM, the Mouvement pour mettre fin à l'itinérance à Montréal and the CIUSSS.

^[e] The review presented to the deputy director-general of Qualité de vie is slightly different from the three-year review. In particular, the indicators of success are presented and no score (in percentage) is awarded for the success of the actions.

In light of this information, the “Highlights” are, as of the date this report was drafted, the only information communicated annually²³ to the higher authorities at the SDIS, since the reports and presentations are for internal use with the partners and the follow-up committee. However, the information disclosed in these “Highlights” is brief and does not report on the results of all of the PAMI's indicators of success. Moreover, in these “Highlights”, the actions are not explicitly mentioned and their realization is not compared with the target that had been set (with the exception of axis 3 concerning social and community housing, where it is mentioned in 2019 that more than 60% of the target is being achieved).

²³ “Highlights” were produced for the 2018, 2019 and 2021 reviews (nothing was published in 2020 due to the pandemic).

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For example, the 2019 “Highlights” present the achievements in the following very succinct manner and provide only partial information, stating, for example, that in terms of all the training to be completed under the PAMI:

“...neuf formations ont été offertes aux employés municipaux et paramunicipaux afin de mieux les outiller pour répondre aux besoins et aux enjeux des personnes en situation d’itinérance”.

For their part, the annual reviews produced and the 2018–2020 three-year review present detailed descriptions of results for each of the actions. In addition to the description of the results, the three-year report also presents a percentage representing an evaluation of the achievement of the different actions. However, the indicators of success are not presented. Our analysis of the reviews revealed that, while the results generally document the indicators of success (whether or not the specified targets were met), this is not systematically the case.

In fact, according to the evaluation carried out on the 40 actions provided for in the three-year review, we observed that in four cases (2.4, 3.1, 4.1 and 10.1), the information disclosed did not allow us to corroborate the achievement of any of the targets (indicators of success) associated with them, and in three cases (3.1, 3.3 and 9.2), a score of 100% was awarded even though not all the targets were achieved.

For example:

- The results reported in the 2020 review and three-year review for action 2.4, which is to *“Bonifier la médiation sociale par le biais du Pôle de services en itinérance (PSI) dans le métro”*, do not confirm whether the target of doubling the number of social mediation hours (one of the indicators of success) has been achieved;
- For action 3.1, *“Embaucher un conseiller en concertation à la STM pour coordonner les efforts en matière d’intervention sociale dans le métro”*, the results of the 2020 review and the three-year review do not provide information on hiring an advisor, producing an annual report or using a survey to determine employee satisfaction. Consequently, they do not allow us to conclude that the targets specified by the indicators of success have been met. In addition, we cannot confirm the criteria used to justify a 100% success rating;
- For action 3.3, *“Offrir de la formation sur l’itinérance aux employés municipaux et paramunicipaux qui travaillent auprès des personnes en situation d’itinérance”*, the results confirm that the indicator of success *“150 inspecteurs de la STM reçoivent une formation”* could not be achieved, whereas a success rate of 100% is assigned to the action.

Although the results are not always perfectly aligned with the indicators of success, these indicators are nevertheless consistent with the expected results of the actions as described in the PAMI. In this regard, it should be noted that the PAMI specifies that the indicators of success were developed to “...fixer des objectifs atteignables qui pourront être mesurés dans un exercice de bilan annuel”. We would have expected a correspondence between accountability and the indicators of success.

Finally, we found that the PAMI reviews were not submitted to the EC, even though this decision-making body had initially approved the content. In fact, this was not originally planned. Instead, the reviews produced were presented to the follow-up committee, whose representatives are the same as those who participate in producing these same reviews. As stated in the PAMI, while the purpose of the outcome evaluation is to support investment decisions and verify actual impacts, we cannot be certain that the PAMI and accountability in its current form will have achieved this objective.

3.4.A. Recommendation

We recommend that the Service de la diversité et de l’inclusion sociale ensure that accountability reporting is based on data that allows the real impacts of the actions implemented to be evaluated according to a clear and consistent methodology, so that the reports produced accurately reflect the situation and can guide decision-making, if necessary.

3.4.B. Recommendation

We recommend that the Service de la diversité et de l’inclusion sociale improve its practices by providing full accountability for the progress of initiatives on the fight against homelessness to the authorities, so that they can take note of the results achieved through the reports produced in a timely manner.

4. Conclusion

The Ville de Montréal (the City) is the region of Québec with the largest number of people in situations of visible homelessness. Homelessness is a complex phenomenon and a challenging social issue, and it must be recognized that in order to combat it and implement appropriate assistance measures, the City's efforts must be part of the mobilization and collaboration of all the various governmental and institutional partners as well as community organizations.

In this context, in March 2018, the City adopted the *Plan d'action montréalais en itinérance* (PAMI) for 2018–2020, which followed the two previous plans, 2010–2013 and 2014–2017.

The PAMI was developed using the SMART method²⁴ to set achievable and measurable goals to assess the achievement of operational targets.

However, our review of this report provides little or no information on the needs that must be addressed to assess the impact of the actions and the effects on the reduction of homelessness in Montréal. We were not able to obtain the assurance that the implementation of the PAMI for 2018–2020 benefited from an impartial and fair project selection process and structured and documented monitoring mechanisms.

Thus, the tools used to measure the implementation of the PAMI and those used for reporting purposes do not allow us to confirm that the expected benefits were obtained.

More specifically, the major findings that we draw in relation to the evaluation criteria are as follows:

Indicators of Success and Impact of Actions to Combat Homelessness

- The needs that must be addressed to reduce homelessness are not explicitly presented, which makes it difficult to measure the effects of actions taken to reduce homelessness.

Impartiality of the Process Used to Select Projects for Financial Support

- The lack of documentation regarding the evaluation process for projects to be funded—including, among other things, the certification of the independence of the members of the evaluation committee (the Committee), the evaluation of projects and the determination of the amounts of support by the members of the Committee—does not demonstrate the impartiality, transparency and fairness of the process put in place;

²⁴ **SMART** is an acronym used to refer to the attributes that a goal should have. A SMART objective is one that is **specific, measurable, achievable (the SDIS uses "audacious"), realistic, time-bound** (so it has a deadline).

- Some of the PAMI's indicators of success specifically mention the names of organizations for the completion of activities. This contributes to discrediting any subsequent call-for-proposals process in terms of its impartiality when it is these same organizations that have been selected, following the call for projects, to continue the activities and thus respond to certain actions of the PAMI;
- While the amounts awarded to the organizations can be explained, there is no documentation at the Service de la diversité et de l'inclusion sociale (SDIS) to support the analyses carried out to determine the financial contribution awarded to each project or to support a decision to revise the scope of the amounts recommended by the selection committee.

Mechanisms to Monitor the Implementation of the Actions of the *Plan d'action montréalais en itinérance*

- There are no minutes of the formal meetings of the follow-up committee that is responsible for the implementation of the PAMI. It is therefore not possible to assess the follow-up committee's monitoring of the progress of achievement of the PAMI;
- The SDIS receives information on the progress of actions for which other business units are responsible, but it does not corroborate or validate this information;
- There is no evidence of a documented analysis of the organizations' final activity reports, nor is there evidence of approval of these by an SDIS advisor.

Accountability

- There are no annual progress reports on the implementation of the PAMI submitted to the executive committee of the Ville de Montréal (EC), even though it is the EC that approved the PAMI in the first place;
- The "Highlights" are the only information on the implementation of the PAMI that is reported annually to the jurisdictions, and they provide only a brief overview of the achievements of the four axes of the PAMI. There is no specific information related to the actions of the PAMI and the achievement of the expected results. Decision makers cannot know whether the targets set for the PAMI's actions have been met;
- The annual reviews do not explicitly state whether the indicators of success are being met according to the planned timelines.

5. Appendices

5.1. Objective and Evaluation Criteria

Objective

Ensure that the management associated with the implementation of the 2018–2020 *Plan d'action montréalais en itinérance* (PAMI) is effective and achieves the expected benefits.

Evaluation Criteria

- The indicators of success associated with the actions planned in the PAMI make it possible to measure their impact on the situation of homelessness in Montréal.
- The selection of projects to be funded follows an impartial evaluation process and is based on selection criteria that meet the objectives of the PAMI.
- Follow-up mechanisms have been planned, are being applied and are adequate to ensure the implementation of all the actions planned by the Ville de Montréal in the PAMI.
- Accountability mechanisms are in place to inform authorities of the achievement of expected benefits.

5.2. Action, Expected Result, Indicator of Success

Axe d'intervention 4

Agir ensemble pour l'inclusion sociale

OBJECTIF 7 Prévenir la judiciarisation et favoriser l'accès à la justice			
ACTIONS	RÉSULTATS ATTENDUS	INDICATEURS DE RÉUSSITE	ÉCHÉANCIER
7.1 Mettre en œuvre les décisions du comité exécutif de la Ville relativement à la judiciarisation et le profilage social et racial des personnes en situation d'itinérance dans l'espace public.	Une analyse de la réglementation actuelle à potentiel discriminatoire et l'examen des pratiques d'émission des constats d'infraction sont réalisés par les services concernés;	Le rapport de résultats l'analyse est déposé;	2018 et en continu
7.2 Renforcer les programmes de déjudiciarisation des personnes en situation d'itinérance à la Cour municipale.	Le Programme d'accompagnement justice – itinérance à la Cour (PAJIC) est intensifié afin d'y intégrer plus de personnes annuellement;	300 personnes sont intégrées annuellement selon les résultats de la Clinique Droits devant; 30 personnes sont intégrées annuellement dans le volet Autochtones selon les résultats du Centre de justice des Premiers Peuples de Montréal;	2018 et en continu
	Le Programme d'accompagnement justice – Toxicomanie (PAJTO) est consolidé par l'augmentation des partenariats avec des organismes spécialisés.	Un premier rapport indique le nombre de partenariats réalisés pour le PAJTO.	2018 et en continu

Source: 2018–2020 PAMI.

