



April and May 2019 Performance Report- CEO's Business Plan Update

Item 3A

June 27, 2019

Board of Directors

Report: TCHC:2019-25
To: Board of Directors (the "Board")
From: President and Chief Executive Officer
Date: June 14, 2019

PURPOSE:

This report provides an update on the implementation of actions against corporate goals and objectives of the 2019 Business plan, and other relevant matters that happened in April and May 2019.

RECOMMENDATION:

It is recommended that this report be received for information.

OVERVIEW:

As noted in the "April and May 2019 Performance Report: CEO's Operational Performance Measures, moving forward, the monthly update on the business plan projects will be provided in a separate report from the operations performance measures and financial update.

2019 Business Plan project updates

For this reporting period, 13 of the 16 projects are meeting or exceeding their milestones. The projects which have been identified as at risk/behind track are:

1.2 Contract Property Management (CPM) companies - Service Improvement:

- We have been conducting audits of preventative maintenance



service delivery and analysis of capital component failure in contract managed buildings. Using the results of these audits we have been actively working with CPM to improve service provision in these areas. This project has been identified as behind track as the CPM companies continue to fall below service level targets.

5.2 Violence Reduction Program

- In response to direction from the Board and City Council we have been working with Social Development, Finance and Administration (SDFA) at the City to coordinate non-enforcement interventions and develop strategies for enhancing community programming that would contribute to improve safety in the high needs communities. A report is going to the June 27th Board Meeting with recommendations on how we can best utilize funds directed towards the VRP to implement an enhanced community programming. Approval of the new strategy would impact the current delivery timelines associated with the VRP.

6.2 Revise Use of Space agreements with partners

- At the Executive Committee on April 9, 2019 a motion was passed to “temporarily suspend the re-negotiations of current community leases that raise the current rent paid to TCHC, in excess of Consumer Price Index as the City works to develop a Permanent Funding Model for TCHC”. As a result we have put on hold the renewal of existing use of space agreements that are impacted by this motion. This hold will impact our ability to deliver on our 2019 Business Plan target, which was to have 100% of agreements redrafted by the end of the year. TCHC is working with the City to prepare a response to the motion.

IMPLICATIONS AND RISKS:

Not executing effectively against planned initiatives or established performance metrics could compromise efforts to become more tenant-centric and responsive, and provide tenants with clean, safe, well-maintained homes.



SIGNATURE:

Kevin Marshman

President and Chief Executive Officer

ATTACHMENT:

1. April and May Project Status Update

















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Attachment 1: April and May Project Status Update

April and May 2019 Business Plan Project Status Summary.

The table below is a summary of the current status of the actions on the 2019 corporate business plan.

Positive Tenant Experience	
	1.1 TCHC Communications protocol
	1.2 Contract Property Management companies - Service Improvement
	1.3 Seniors Housing Unit
	2.1 Employee engagement
	2.2 TCHC Business Transformation
Quality Homes	
	3.1 Capital renewal
	3.2 Clean buildings
	3.3 Demand maintenance service improvements
	4.1 Vendor Compliance Program
	4.2 Commercial revenue growth
Vibrant Communities	
	5.1 Physical infrastructure upgrades to security
	5.2 Violence Reduction Program
	5.3 Fire Life Safety
	6.1 Identification of vulnerable tenants
	6.2 Revise Use of Space agreements with partners
	7.1 Tenant Engagement system refresh

Project Status Legend:

-  On Track
-  Behind Track/At Risk / Under Target
-  Not on Track

2019 Actions	Current Status
Positive Tenant Experience	
<p>TCHC Communications protocol</p> <p>1.1 Develop and implement a protocol to guide employees in using proactive communication approaches and solutions to improve communication with tenants</p>	<p>April</p> <p>Based on input from the business units, Strategic Communications updated the draft tenant communications protocol, which was reviewed by the CEO in April.</p> <p>May</p> <p>The protocol document was streamlined to be more action-oriented and focused on practical solutions. The outreach to business units has been refocused on talking to management teams first. Strategic Communications will consult the business units on the tools that are being developed to assist staff to deliver proactive communications to their teams and tenants.</p>
<p>Contract Property Management companies - Service Improvement</p> <p>1.2 Focus compliance audit on areas of known risk, service level failure and value for dollar invested and implement service recovery plans focusing on persistently underachieving key performance indicators that most specifically relate to tenant experience</p>	<p>April/ May</p> <p>Management have increased focus on service level performance in the CM portfolio, specifically maintenance service levels. Management met with Del and Greenwin in April to set out expectations on delivering against metrics and time frame for recovery. Improvements were seen in April in the maintenance service levels across the CM portfolio, however the current target of 70% is not being met consistently. Service recovery plans have been put in place by the vendors and will be monitored on an ongoing basis.</p>

2019 Actions	Current Status
<p>Seniors Housing Unit</p> <p>1.3 Develop and implement integrated service delivery model in collaboration with the City of Toronto</p>	<p>April</p> <p>The development of the integrated service model continued to be fine-tuned, with the draft model going to Toronto City Council in July. The recommendation being proposed will decentralize tenancy management services and provide direct service to senior tenants by having support staff on site. Pending council approval, a staged implementation plan will begin in early 2020.</p> <p>May</p> <p>Met with the Tenants First Team, TCHC staff and CUPE Locals 416 and 79 to share information on draft integrated service model and gather feedback to inform the implementation of the integrated service model.</p>
<p>Employee engagement</p> <p>2.1 Implement engagement survey action plans and deliver follow up pulse survey; and Implement TCHC Leaders Program</p>	<p>April</p> <p><u>Engagement survey action plan:</u> 92% of divisions have prioritized the top 2-3 engagement action items and are continuing to develop and implement action plans.</p> <p><u>TCHC Leaders Program:</u> The request for proposal for an academic institution to deliver a leadership development program for the organization was issued on May 1st.</p> <p>May</p> <p><u>Engagement survey action plan:</u></p>

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2019 Actions	Current Status
	<p>HR continued to follow up with business units on the implementation of action plan items. Consultation was also completed with a staff advisory committee on a framework for job shadowing and cross divisional training.</p> <p><u>TCHC Leaders Program:</u> The request for proposal for an academic institution to deliver a leadership development program for the organization closed on May 31, 2019.</p>
<p>TCHC Business Transformation 2.2 Implement Phase one of the TCHC Business Transformation Plan</p>	<p>April The Business Lead on the Integrated Housing Management Solution (IHMS) project and five Business Function leads were hired and successfully on-boarded. This team will play a critical role in leading the organization through transformational change and re-engineering our business processes.</p> <p>May Recruitment continued for the IHMS project for information technology resources for data transformation, loading and subject matter experts who will provide expertise on business' data and support the reengineering of business processes in alignment with the development of IHMS.</p>
Quality Homes	
Capital renewal	<u>Capital renewal</u>

2019 Actions	Current Status
<p>3.1 Deliver \$313.1 M in capital work; and</p> <p>Energy Conservation</p> <p>Deliver energy conservation initiatives through (a) capital improvements, (b) operational commissioning and building maintenance, (c) monitoring, verification and targeting and (d) conservation through tenant engagement, education and communication¹</p>	<p>Moving forward, progress on the delivery of the capital work budget will be included in the CFO's Report.</p> <p><u>Energy Conservation</u></p> <p>April</p> <p>Energy Conservation: Continued to reduce waste in 17 sites as part of the illegal dumping program. The increased efficiency and reduced cost is a result of initiatives which included:</p> <ul style="list-style-type: none"> • Staff engagement & education with Operating Unit staff teams. • Weekly site inspections and follow-up <p>Delivery continued on a variety of capital work to improve utility usage. One example of this investment is the replacement of toilets, aerators and showerheads, to reduce water usage, which has been completed in five of six targeted buildings.</p> <p>May</p> <p>TCHC received a \$1.6 million rebate from Enbridge for energy efficiency projects completed in 2018. The projects involved a combination of boilers, ventilation and building controls upgrades at different locations in our portfolio.</p>

¹ FCI targets will only be achieved if \$300 million in 2019 and \$350 million in subsequent years are allocated for capital renewal.

Attachment 1: April and May Project Status Update

2019 Actions	Current Status
<p>Clean buildings</p> <p>3.2 Build on existing service standards by refining service frequency, cleaning scope and quality assurance to better meet the unique needs of specific buildings in the portfolio</p>	<p>April</p> <p>Clean building results have remained steady and above target at 93%. Recent investments in newly hired cleaners has improved Community Housing Supervisors' ability to respond to emerging demands and focus resources on communities which demonstrate enhanced needs.</p> <p>May</p> <p>30 cleaners were hired to fill vacancies as a results of retirement and regular attrition. These staff will receive 5 days of onsite training at three buildings in need of deep cleaning. This model allows us to show real time cleaning routines to the new hires so they better connect the work they will be doing to the clean building service standards. This model also takes advantage of the availability of new staff to direct additional cleaning resources to high needs buildings.</p>
<p>Demand maintenance service improvements</p> <p>3.3 Develop the people, process and systems to monitor and manage vendor performance in a pro-active (real-time) manner with standard reporting and vendor performance management protocols.</p>	<p>April/May</p> <p>Interdivisional stakeholders are working together and have been able to identify what measures will best support operations as they execute the maintenance business processes. Stakeholders will continue developing the report with appropriate data-sets and technical considerations with partners in IT-S and the Client Care Centre, and consider the appropriate internal distribution channels once the report is</p>

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2019 Actions	Current Status
	<p>approved and finalized. This reporting tool is being designed to ensure staff have a consistent view of procedure service levels and how divisions are performing against their unique accountabilities within the process.</p>
<p>Vendor Compliance Program</p> <p>4.1 Expand the Vendor Compliance Program (VCP) to better support program and project staff who manage vendors</p>	<p>April</p> <p>Implementation of the contract repository module of Bonfire progressed as planned. Training on the new software was deployed for the procurement and vendor compliance team. Effective April 29th TCHC began using Bonfire to post RFX documents.</p> <p>A job description was developed for a staff resource to support the development of the VCP and submitted to HR for review. The new position will develop the four deliverables of the VCP project plan including; standard operating procedures, vendor evaluation scorecards, tools for staff, and reports.</p> <p>May</p> <p>A cross divisional working group is developing vendor performance evaluation scorecards in five areas of business. One of the five, the Consultant Evaluation Form for design and engineering work was completed.</p>
<p>Commercial revenue growth</p>	<p>April</p> <p>To increase commercial revenue, staff:</p>

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2019 Actions	Current Status
<p>4.2 Identify new revenue generating opportunities within TCHC properties and new partnerships for expanding commercial businesses</p>	<ul style="list-style-type: none"> • began preparations to increase the base rate for paid visitor parking, which will be taking place June 1st in line with the Toronto Parking Authority rate increase. <p>May</p> <p>To increase commercial revenue staff:</p> <ul style="list-style-type: none"> • completed 4 new license agreements with existing wireless operator; • identified additional unoccupied parking spots, and made them available for leasing; and • began working with other parking operators to develop a small scale alternative pilot program for some visitor parking lots.
Vibrant Communities	
<p>Physical infrastructure upgrades to security</p> <p>5.1 Replace cameras, lighting and building access systems in 40 communities across the portfolio.</p>	<p>April</p> <p>In April Dan Harrison was added to the CCTV upgrade project, bringing the total number of site upgrades to 78.</p> <p>The delivery of the 78 upgrades will be divided up into batches of 15 sites at a time. The first batch was put out to tender in April.</p> <p>May</p> <p>The Dan Harrison upgrades have been scoped and are being prepared for the procurement process.</p>

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2019 Actions	Current Status
	The second batch of upgrades has been tendered with a submission deadline of June 17 th
<p>Violence Reduction Program</p> <p>5.2 Apply successful Dan Harrison strategies to the top ten priority communities as part of the Violence Reduction Program (VRP).</p> <p>Evaluate the success of the strategy in four key areas; enforcement, collaboration with Toronto Police Services, community supports and intelligence gathering.</p>	<p>April</p> <p>Eight successful special constable candidates were hired in April. Their training began in May and they will be deployed to the selected communities identified in the VRP in November 2019.</p> <p>\$900K in capital improvements have been planned at Dan Harrison to improve the physical security. These include increased camera placement, hardened entry points, and improved lighting. The deployment of sworn officers at Dan Harrison is also being increased from two special constables per shift to three special constables and a supervising Sergeant.</p> <p>May</p> <p>An additional nine candidates for special constable were made job offers in May.</p> <p>TCHC staff met with Social Development, Finance and Administration (SDFA) staff at the City to coordinate non-enforcement interventions and better align the VRP with City strategies. A report with recommendations to integrate the VRP with SDFA programs and services is going to the June 27th Board meeting for approval.</p>

2019 Actions	Current Status
<p>Fire Life Safety</p> <p>5.3 Develop and implement the FLS education plan for staff including standardized e-learning and on-site training curricula.</p> <p>Develop and implement a comprehensive tenant education plan.</p>	<p>April</p> <p>Toronto Fire Services (TFS) and TCHC entered into a public education partnership that will leverage data to inform the development and distribution of education materials to targeted TCHC communities. As part of TCHC's contribution to this project, on April 29th TCHC Board of Directors approved \$100,000 towards educating tenants in Fire Safety.</p> <p>May</p> <p>TCHC and TFS finalized the preparation for Safety Awareness Month, for June. This will involve door-to-door education and in-class presentations across 20 buildings in the Senior's housing portfolio.</p> <p>Between April and May we delivered the following staff and tenant education initiatives:</p> <ul style="list-style-type: none"> • 331 staff members completed the Fire Watch e-Learning module for a total of 639 staff trained to date. • 28 staff attended one fire safety session in OU-A. • 45 Superintendents attended 31 on-site training sessions • 4 fire safety session were conducted at staff orientations: 40 staff attended. • Tenant fire safety poster distributed to all Operating Units on cooking safety in April and

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2019 Actions	Current Status
	emergency preparedness May.
<p>Identification of vulnerable tenants</p> <p>6.1 Build staff capacity to identify and connect tenants to appropriate supports by developing standardized tools and delivering training for frontline staff</p>	<p>April Access and Support Managers reviewed and identified the main TCHC entry points to identify vulnerable tenants.</p> <p>May A questionnaire was developed which will be used by staff to identify vulnerable tenants using a housing stability lens. Data from the annual unit inspections was used to identify households with a history of recurring clutter issues. This data will be used to develop a cross divisional rebound prevention strategy and referral criteria.</p>
<p>Revise space agreements with partners</p> <p>6.2 Implement standardized procedures to review and redraft agreements with existing and new partners</p>	<p>April The review of exclusive use of space agreements where rent is being increased beyond the CPI, continues to be on hold as a result of the motion made to the Executive Committee of City Council on April 9, 2019. In April 5 use of space agreements were renegotiated.</p> <p>May In May 28 use of space agreements were renegotiated.</p>
<p>Tenant engagement system refresh</p>	<p>April</p>

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<p>7.1 Transition from tenant councils to the new system and hold tenant leader selection process, build tenant leaders capacity to develop and implement local action plans, and develop and implement local action plans</p>	<p>The Tenant-Staff Election Working Group (TSEWG) had its first meeting in April. The working group is made up of 15 tenants from various Toronto Community Housing communities. At the first meeting, tenants and staff worked on developing the terms of reference for the group. The working group will be meeting bi-weekly to develop a tenant elections work plan.</p> <p>May</p> <p>The TSEWG met twice in May and completed developing the group's terms of reference and the voting process that tenants will use to determine their preferred engagement model at the building/townhouse level.</p> <p>The refreshed tenant engagement system was approved by the Tenant Services Committee on May 31st and recommended for approval by the Board on June 27.</p>