



CEO's Report — August 2018

Item 3A

September 27, 2018

Board of Directors

Report: TCHC:2018-XX

To: Board of Directors

From: Kathy Milsom, President and Chief Executive Officer

Date: September 11, 2018

PURPOSE:

This report provides an update on the implementation of corporate goals and objectives against the 2018 plan, and other relevant matters that occurred during August 2018.

RECOMMENDATION:

It is recommended that this report be received for information.

OVERVIEW:

For this reporting period, 20 of the 21 project statuses are meeting or exceeding their milestone targets.

Action 1.7, Implement the Integrated Housing Management System (IHMS), was previously identified as 'at risk' and remains as such. We have developed a project work plan which establishes, on a preliminary basis, parameters of scope, budget, and schedule, and will allow for regular monitoring of tasks against these parameters. The work plan and recommendation for award of the vendor contract will be submitted to the Board of Directors for consideration before the end of the year.



The financial performance data and several of the performance measures for August are not included in this report. This is a result of the reporting deadline for the Board meeting. The financial performance data and performance measures for August will be shared with the Board and posted on the external website in accordance with the normal reporting timelines.

IMPLICATIONS AND RISKS:

Ongoing monitoring and reporting against established performance measures ensures we are delivering on our challenging corporate goals and objectives and allows us to continue our journey to become more tenant centric and responsive.

SIGNATURE:

“Kathy Milsom”

Kathy Milsom
President and Chief Executive Officer

ATTACHMENT:

1. August Project Status Update
2. August Corporate Objectives Scorecard

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Quality Homes

Procurement and Vendor Management

We have identified software solutions that will provide efficiencies throughout the procurement process by making the end-to-end process more intuitive for both staff and vendors. A software platform has also been identified to support the vendor management program, including allowing for online evaluations and more robust reporting. We are moving forward with in-depth testing of the programs to ensure they fully support the requirements of the procurement process and vendor management program.

Affordable Rental Housing

The application process for 75 new affordable rental housing units at Regent Park opened at the beginning of September. The one-, two-, and three-bedroom units located at 110 River Street are a part of a mixed-income, mixed-use community. Affordable units differ from rent-geared-to-income (RGI) units and, as a result, TCHC has a separate application process. Rents for affordable units are set at or below the average market rent as determined by the Canada Mortgage and Housing Corporation. To be eligible, a household's annual gross income cannot exceed four times the annual rent of the unit. The units will be ready for occupancy in early 2019.

Vibrant Communities

Tenant Safety

Our top priority is ensuring the safety of our tenants, employees and communities across our portfolio. To better understand the current safety needs and inform future safety activities in our communities, the Community Safety Unit and Fire Life Safety & Risk Management partnered to implement a community safety pilot program within the Seniors Housing

Attachment 1. August Project Status Update

Unit. The pilot program was conducted at Greenwood Towers from July 16 to August 20, 2018, with a focus on community safety and fire life safety.

As part of the pilot, community safety and fire safety audits were conducted for the building. Hazards identified through the audits were addressed and all individual tenant concerns received follow-up. Our team also provided in-person safety education sessions and hard copy educational resources to tenants. We surveyed tenants to identify safety issues affecting their building and potential opportunities for safety improvements. At the end of the pilot, tenants were invited to take part in a debriefing session to review the feedback we received from the survey and gather input on their overall thoughts on the pilot program.

In total, 460 tenants took part in the pilot. We received considerable positive feedback, including having provided tenants with valuable information and an additional channel to address their safety concerns. The feedback gathered from tenants and the lessons learned from the pilot will be used to inform future community safety and education initiatives across the portfolio.

Youth Services Pilot

In August, twenty-one youth leaders attended a retreat to celebrate the completion of the community priority setting process and engage in networking between neighborhoods. Over the past several months, the youth leaders identified priorities from their neighborhood by hosting creative events such as a basketball tournament, BBQ, movie night and paint night, and engaged participants in priority setting. Subsequently, the youth leaders met to review the priorities that were identified and develop an action plan for each of the neighborhoods. These action plans will be taken back to their communities to further define and identify the community resources required for implementation. The youth leaders also received training and were provided with tools to help them reflect on the impact the pilot has had on their lives and their community. This training also allowed some of the youth leaders to participate in the City's

development of the evaluation framework for the pilot. This pilot is a part of implementing the Tenants First recommendations.

Collaboration Framework

The Collaboration Framework was finalized in August and was presented to the Tenant Services Committee and Board for information in September. Collaborations with government, community and private sector partners allow Toronto Community Housing to access supports and expertise that complement our core mandate. The Collaboration Framework will guide new strategic partnerships in support of tenants' needs, help us make better use of existing arrangements, and pursue linkages with government to ensure public services offer the strongest benefit to all tenants.







Service Excellence

Policies

We are continuing to revise our policies. The policies on *Non-Residential Use of Space Policy for Agencies* and the *Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups* were finalized in August and were accepted by Tenant Services Committee for information at the September meeting and are on the agenda for the Board of Directors meeting. The updated policies ensure that non-residential space is used in ways that first and foremost serves and benefits tenants by meeting a community need or priority, or supports Toronto Community Housing's strategic objectives. The policies have also updated monitoring and evaluation, eligibility criteria, fees and rental charges, insurance requirements, and vulnerable sector screening requirements.










Attachment 2. August Corporate Objectives Scorecard

August Project Status

2018 Actions	Targets	Status
1.1 Deliver on clean building standards	Tenant satisfaction with building cleanliness: 3% increase to 70%	
1.2 Deliver the \$300 million 2018 capital renewal program	Tenant satisfaction with building condition: 3% increase to 65% 100% of \$300M budget effectively delivered on time and on budget FCI target of 16.7% achieved	
1.3 Improve vendor management program, including roster refresh	Program implemented according to plan Increased number and quality of vendors on roster	
1.4 Seek out new revitalization and renewal initiatives, including moving ahead on securing private investment in revitalization and renewal projects	Target sites with greatest potential identified	
1.5 Implement corporate standard operating procedures for work done by Toronto Community Housing in all divisions	100% of planned SOPs are completed	
1.6 Develop and implement a new service request process and a holistic refresh of complaints management at Toronto Community Housing	Tenant satisfaction with repairs being done properly: 2% increase to 69% Service level for routine maintenance requests completed	





 Not Meeting Target  At risk  Meeting/Exceeding Target

Attachment 2. August Corporate Objectives Scorecard

2018 Actions	Targets	Status
	within established timelines: 2% increase to 68%	
1.7 Implement the Integrated Housing Management System (IHMS)	Project completed according to plan	
1.8 Implement the decentralization pilot and assess outcomes	Pilot project completed according to plan	
2.1 Implement the enhanced fire life safety program	Program implemented according to plan	
2.2 Develop and implement an enhanced Community Safety Program in partnership with Toronto Police Service	Tenant satisfaction with building safety and security: 2% increase to 60% Implemented according to plan	
3.1 Implement the Tenant Transfer Policy action plan	Implemented according to plan	
3.2 Develop a proactive tenant needs identification process	100% of tenants participating in the process are offered connection to supports to address their needs	
4.1 Develop and implement the youth services and local engagement strategies pilots and assess outcomes	Implemented according to plan	
4.2 Develop the collaboration strategy for TCHC's work with agencies, governments, donors and the private sector	Provide Board with strategy at September 27, 2018 Board meeting	
5.1 Implement a proactive tenant communications protocol	Tenant satisfaction with how TCHC informs tenants of changes	

 Not Meeting Target  At risk  Meeting/Exceeding Target

Attachment 2. August Corporate Objectives Scorecard

2018 Actions	Targets	Status
	that affect them: 2% increase to 75%	
5.2 Complete implementation of the tenant engagement system refresh	2% increase over 2017 results of 3,171 tenants engaged Implemented according to plan	
6.1 Implement the employee engagement action plan	Implemented according to plan and benchmarks identified	
6.2 Implement corporate change management program		
6.3 Implement improvements to the recruitment process	Average number of weeks from requisition to position filled: 10 weeks	
7.1 Complete implementation of recommended best practices in procurement	Implemented according to plan	
7.2 Complete the corporate policy framework refresh and implement a review of the policies planned for 2018	Completion of all planned policy reviews: 100% completion	