



July 2019 Performance Report- CEO's Business Plan Update

Item 3A

September 12, 2019

Board of Directors

Report: TCHC:2019-27

To: Board of Directors (the "Board")

From: President and Chief Executive Officer

Date: September 12, 2019

PURPOSE:

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

RECOMMENDATION:

It is recommended that this report be received for information.

OVERVIEW:

2019 Business Plan project updates

For this reporting period, 11 of the 16 projects are meeting or exceeding their milestones.

In June 7.1 tenant engagement system refresh was identified as at risk and has since been identified as on track in July. The change in status is due to the Board of Director's approval on July 19, 2019 of the refreshed tenant engagement system and implementation plan. Moving forward the project's status will be measured against new milestones which align with the approved implementation plan.

Of the projects that were not on track in June, three continue to be at risk as of July:



- 1.2 Contract Property Management (CPM) companies – Service Improvement;
- 3.3 Demand maintenance service improvements;
- 6.2 Revise Use of Space agreements with partners; and

Two additional projects have been identified as at risk as of July:

2.2 TCHC Business Transformation

- Overall the Business Transformation project (HoMES) is on track against the plan with the exception of the change management work stream that includes communication and training. Attempts to engage a Change Management Lead have not been successful. Options are being explored with the goal of having the lead engaged before the end of August.

3.2 Clean buildings

- The deep cleaning model has been recruited for, but will not be fully implemented until September when staff vacations are substantially lower. Training activities have also been postponed until the fall and will coincide with planned training on unit turnover scoping.

IMPLICATIONS AND RISKS:

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

SIGNATURE:

Kevin Marshman

President and Chief Executive Officer

ATTACHMENT:

1. July Project Status Update



















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Attachment 1: July Project Status Update


July 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>Preparation continued for the manager outreach meetings to begin in August. Progress was also made on developing the specific tools, including the managers’ tool kit, the clear writing and accessibility checklists, the “meeting in a box” guide, corporate communications planning calendar, and website and inHouse content refresh.</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>Service levels have remained steady in July, with two of the three portfolios at or above 80%. The third portfolio has made gains, but remains below target. We are continuing to take an active approach with the contract property management companies to address performance on maintenance service levels.</p>
<p>Seniors Housing Unit</p> <p>1.3 Develop and implement integrated service delivery model in collaboration with the City of Toronto</p>	<p>The Tenants First report EX7.1 was approved by City Council in July. This report included recommendations for the creation of the new Seniors Housing Corporation and implementation of the Integrated Service Model (ISM). Identification of buildings, which cover 2,800 units, is underway for the first phase of ISM. Phase one is scheduled to be rolled out in 2020 in partnership with the City and the Toronto Central Local Health Integration Network.</p>

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2019 Actions	Current Status
<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><u>Engagement survey action plan:</u> The employee engagement committee approved proposals for the Corporate Job Shadowing and Cross Divisional training programs and draft end-to-end workflows have been developed. Information was also gathered on the type of training each division would be able to offer and training they would like to receive from other subject matter experts, which will inform the development of cross-divisional training programs.</p> <p><u>TCHC Leaders Program:</u> The RFP for an academic institution to deliver the leadership development program for the organization was awarded in July. The final contract is being negotiated with the successful proponent and is targeted to be signed at the end of August.</p>
<p>TCHC Business Transformation</p> <p>2.2 Implement Phase one of the TCHC Business Transformation Plan</p>	<p>While the change management work stream is behind track several key deliverables were completed in July, including:</p> <ul style="list-style-type: none"> • establishing the project name (HoMES for Housing Management Enterprise System); • the first three Value Stream Mapping sessions to create future state business processes were held; • the Chart of Accounts was finalized and loaded it into the system; • the next data releases were completed; and

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2019 Actions	Current Status
	<ul style="list-style-type: none"> the Communication Strategy and short-term Communication Plan were created. <p>Business reviews, data conversion work and Value Stream Mapping sessions will continue through September and October.</p>
Quality Homes	
<p>Energy Conservation</p> <p>3.1 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>Both electricity usage and waste management are on track to meet targets. Water conservation will require 12 additional buildings to be upgraded in 2019 to meet targets. A water retrofit program will be implemented to reduce consumption at these buildings before year-end. 10 buildings will also be added to the operational improvement program to meet the natural gas target. The Enbridge gas program pays for small capital improvements to a building as well as rigorous monitoring to ensure the building is meeting its performance objective.</p>
<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>Implementation of the deep cleaning model and staff training have been postponed until September when staff vacations are substantially lower.</p> <p>In July, an analysis of staffing levels required to deliver on clean building standards was completed. The results of this analysis are being used to develop a</p>

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

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2019 Actions	Current Status
	strategy to deliver seven day a week cleaning in high needs buildings.
<p>Demand maintenance service improvements</p> <p>3.3 Develop the people, process and systems to monitor and manage vendor performance in a proactive (real-time) manner with standard reporting and vendor performance management protocols.</p>	The demand maintenance contracts are being re-tendered, and are anticipated to be published in August and close in September. Re-engineering of service level reporting was completed and will be rolled out in conjunction with the refresh of the demand maintenance vendor roster.
<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>	Budget approval was received for the Business Analyst role, which will support the development of the Vendor Compliance Program. Work is now underway to post the position to the TCHC job board.
<p>Commercial revenue growth</p> <p>4.2 Identify new revenue generating opportunities within TCHC properties and new partnerships for expanding commercial businesses</p>	One new license agreement for wireless installation was completed in July. A review of TCHC’s parking lot inventory was also completed to assess opportunities to expand the Pay and Display parking to additional locations. A report on the results of the assessment is targeted to be completed by the end of August.
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>	Batch 3 of the CCTV upgrades, which covers 16 locations, was tendered in July and has since been awarded. Batch 4, which covers 15 locations, will be put out to tender in August 2019.

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2019 Actions	Current Status
<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>A phased roll-out plan was developed to deploy Special Constables and remove non-essential third party security in the ten priority communities. Phase one will deploy 20 Special Constables in September and October at three of the ten priority communities.</p>
<p>Fire Life Safety</p> <p>5.3 Develop and implement the Fire Life Safety (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>TCHC and Toronto Fire Services partnered to develop a distribution plan for the “Turn Off Your Stove” stickers across all the units within the Seniors Housing Unit.</p> <p>A standardized “In Case of Fire” sticker was also developed to be affixed to unit doors within all buildings. The stickers now contain streamlined information, along with pictographs. We are moving forward to obtain quotes from vendors, as per the Procurement Policy.</p> <p>In July, staff and tenant education continued to be delivered, including pop-up FLS education events at 50 Regent Park and 5 Needle Firway.</p>
<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>A pilot was initiated in Operating Unit B and E to refer all new tenants who have experienced homelessness to Access and Support. At lease signing, Community Services Coordinators will meet with tenants to review their support needs, make referrals to community</p>

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2019 Actions	Current Status
	<p>supports and provide ongoing follow up, with the goal of supporting successful tenancies. Based on the results of the pilot, the goal is to roll out this proactive strategy across the portfolio.</p>
<p>Revise space agreements with partners 6.2 Implement standardized procedures to review and redraft agreements with existing and new partners</p>	<p>The review of exclusive use of space agreements where rent is being increased beyond the Consumer Price Index continues to be on hold as a result of the motion made to the Executive Committee of City Council on April 9, 2019.</p> <p>In July, 10 non-exclusive use of space agreements with no dollar impact were renegotiated, for a total of 181 agreements renegotiated to date.</p>
<p>Tenant engagement system refresh 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 refreshed tenant engagement system and implementation plan were approved by the Board of Directors on July 19, 2019. The milestones set out in the Tenant and Community Services divisional work plan has been revised to align with the new implementation plan and is awaiting approval by the CEO.</p> <p>An information package with an overview of the new tenant engagement refresh process and the process for tenants to select the local model of their preference was developed and will be distributed to tenants.</p>