



August 2019 Performance Report- CEO's Business Plan Update

Item 3A

October 24, 2019

Board of Directors

Report: TCHC:2019-31

To: Board of Directors (the "Board")

From: President and Chief Executive Officer

Date: September 27, 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 August 2019.

RECOMMENDATION:

It is recommended that this report be received for information.

OVERVIEW:

2019 Business Plan project updates

For this reporting period, 12 of the 16 projects are meeting or exceeding their milestones.

In July, *2.2 TCHC Business Transformation* was identified as "at risk" and has since changed to "on track" in August. The change in status is due to a dedicated Change Management Lead being hired who will be in place as of early September. The Business Transformation project (HoMES, formerly IHMS) continues to move ahead as planned on all other work streams.

Of the projects that were not on track in July, 4 continue to be at risk as of August:



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

A status update on each of the business plan projects is included in Attachment 1.

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. August Project Status Update

















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Attachment 1: August Project Status Update


August 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>Meetings took place in August with the leadership teams of the Interim Seniors Housing Unit (“SHU”) and Tenant and Community Services Division to present the communications protocol and discuss how to apply it. The next step is to meet with the new Chief Operating Officer to discuss how to apply the protocol’s principles and strategies in the new decentralized service delivery model.</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 August, 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 (“ISM”) in collaboration with the City of Toronto</p>	<p>To better serve tenants’ needs in the SHU, the 83 senior designated buildings are to be divided into five clusters: Central, Downtown, West, North East, and South East. The five clusters are divided based on geographic location, number of units and the needs of tenants. The South East Portfolio (with 18 buildings) has been proposed as the site for implementation of phase one of the ISM. The selection of the phase one</p>

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2019 Actions	Current Status
	<p>buildings has been presented to and approved by the CEO.</p> <p>The SHU has been working with the Tenants First Team at the City to develop an ISM implementation and evaluation work plan. Meetings were held with the Toronto Central Local Health Integration Network to discuss collaboration on the ISM.</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><u>Engagement survey action plan:</u></p> <p>The job shadowing and cross divisional training program is scheduled to launch in September. Business areas have begun development of program content in areas where training is not currently available.</p> <p><u>TCHC Leaders Program:</u></p> <p>The contract with Humber College was executed for the delivery of the Leadership Development program. Curriculum is currently being developed with the first cohort commencing October 15, 2019.</p>
<p>TCHC Business Transformation</p> <p>2.2 Implement Phase one of the TCHC Business Transformation Plan</p>	<p>The Business Transformation project (“HoMES”) continues to move ahead as planned on all work streams. As of early September, a dedicated Change Management Lead was in place. Data conversion continues and the delivery of data to Yardi is on track. Three more value stream mapping sessions were held during August. The Project Management Office (PMO)</p>

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2019 Actions	Current Status
	worked with PwC to refine the value stream mapping sessions so that the session outputs will meet TCHC requirements. Delivery of the first outputs will happen in early September.
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>	Both electricity usage and waste management continue to be on track to meet 2019 targets. An additional 12 buildings have been added to the water retrofits. Ten buildings will also be added to the operational improvement program to meet the natural gas target.
<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>	Implementation of the deep cleaning model and staff training have been postponed until September when staff vacations are substantially lower.
<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.

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
<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>The Business Analyst role, which will support the development of the Vendor Compliance Program was posted and is anticipated to be filled by the end of September. Development of the scorecards for contract performance evaluation for construction management vendors and demand maintenance contractor performance evaluation continued in August.</p>
<p>Commercial revenue growth</p> <p>4.2 Identify new revenue generating opportunities within TCHC properties and new partnerships for expanding commercial businesses</p>	<p>The review of parking lots was completed and identified 12 potential lots that might be added to the Pay and Display program in 2020, pending approval. Planning is taking place for a request for proposal for a vendor to manage the commercial parking lots.</p>
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>To date, 29 CCTV upgrades have been completed, with another 25 projects currently in progress. Batch four of the CCTV upgrades, which covers 16 locations, was tendered in August and will be closing in September. Batch five, which covers the final 11 locations, will be put out to tender in September 2019.</p>
<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</p>	<p>Phase one of the VRP roll out continues to be on track to deploy 20 Special Constables beginning in September and October at three of the ten priority communities. Hiring of the remaining 40 Special Constables is ongoing. As Special Constables are on-boarded and trained, they will be deployed in phases to the rest of the high needs communities. In addition to</p>

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2019 Actions	Current Status
<p>Services, community supports and intelligence gathering.</p>	<p>the enhanced security deployment, the Community Safety Unit has also been conducting safety audits and delivering its summer safety strategy program at the VRP sites, which include community activities, engagement, tenant safety education and information sharing.</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>An expression of interest has been developed for the tenant Fire Safety Ambassador program, which has been included in the SHU newsletter. Tenants will have until October 4, 2019 to submit their application.</p> <p>In August, staff and tenant education continued to be delivered, including pop-up fire life safety education events at 20 West Lodge and 52-54 Jones, which included distribution of tenant handouts and giveaway materials with fire safety messages.</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 rebound prevention strategy is being developed for households that are identified as having excessive unit clutter during the annual unit inspection. At 10 Glen Everest, an integrated team has been put in place to develop and pilot the strategy. The Canadian Mental Health Association (“CMHA”) has also secured funding from the Local Health Integration Network to provide additional support for this initiative. The development of a memorandum of understanding with CMHA is underway.</p>

2019 Actions	Current Status
<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>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 August, eight non-exclusive use of space agreements with no dollar impact were renegotiated, for a total of 189 agreements renegotiated to-date.</p>
<p>Tenant engagement system refresh</p> <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>A total of 43 tenants expressed an interest in joining the Interim Funding Tables. A diverse group of 18 tenants representing various TCHC communities were selected. The first meeting of the Interim Funding Table will take place in September.</p> <p>To guide tenants on how to access Tenant Action Funds, a toolkit was developed that includes information tenants need to know about applying for funds, including the application form and the monthly deadlines for the applications.</p> <p>The awareness campaign to provide tenants with information on the voting process and local engagement options is also underway. Multiple communication channels have been used to ensure that consistent and timely messaging is reaching tenants.</p>