



## **President & CEO's Report — June 2018**

Item 3A

July 31, 2018

Board of Directors

**Report:** TCHC:2018-38

**To:** Board of Directors

**From:** Kathy Milsom, President and Chief Executive Officer

**Date:** July 20, 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 June 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, clear 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 is anticipated to be submitted to the Board of Directors for consideration at the October meeting.



It is important to note that the financial performance data for June is not included in this report. This is a result of limitations on how quickly after month-end we can extract the data from our systems, combined with the reporting deadline for the Board meeting. The financial performance data for June will be shared with the Board and posted on the external website in early August.

### **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:**

*“Kathy Milsom”*

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Kathy Milsom  
President and Chief Executive Officer

### **ATTACHMENT:**

1. June Project Status Update
2. June Performance Measures
3. Fire Life Safety: Program Implementation Plan

### **STAFF CONTACT:**

Hugh Lawson  
Director, Strategic Planning & Stakeholder Relations  
Hugh.Lawson@torontohousing.ca

## **Quality Homes**

### **Pools**

Our two indoor and ten outdoor swimming pools were opened and became available for use by tenants and their families across the city in June. These pools are operated in partnership with PPL Aquatic, Fitness & Spa Group Inc. and provide swimming lessons and an escape from the summer heat. When the City of Toronto issues a heat warning, in addition to other measures we take to seek to ensure the comfort of our tenants, the operating hours for the swimming pools might also be extended based on needs.

## **Vibrant Communities**

### **Tenant Safety**

Safety in our communities is top priority. We have been and are continuing to introduce new strategies and actions to deter crime; however, curtailing such activity is mostly beyond our control as a social housing provider. Yet, when a violent incident happens on one of our properties, its impacts are felt throughout the community by tenants, the broader community and our employees alike.

We cannot solve the problem on our own and have been cooperating fully with Toronto Police Service, City officials and others who have a role to play in keeping our communities safe. We are directing additional resources to address safety in our communities and are implementing a number of strategies this summer, including:

- We are conducting two community safety pilots, one downtown for the broader Dan Harrison community and the other in the community where Greenwood Towers, a seniors-designated building, is located in the east end.

**Attachment 1. June Project Status Update**

- We are launching a summer safety program that will deploy afternoon bicycle patrols in priority communities as well as joint patrols with Toronto Police.
- Through assignments to specific communities, foot and bike patrols, safety audits and other measures, our special constables will be more visible in the communities. This is enabling our special constables to build relationships, engage tenants on safety matters, and be able to respond quicker when incidents happen.
- Our community safety advisors are working with tenants, building managers, external agencies and community partners to address safety concerns and implement preventative strategies.
- We continue to encourage tenants to be vigilant about safety and report any suspicious behaviours that could compromise safety to the Community Safety Unit, Toronto Police Service or Crime Stoppers, as appropriate.
- And we are again partnering with businesses and community agencies to deliver a range of programs for children and youth over the summer to keep them actively engaged.

We have and continue to add more special constables and supervisors to the Community Safety Unit, improve lighting in our communities and expand our network of security cameras. Some of the additional funding for the Community Safety Unit has come from redirecting savings we have realized through operating efficiencies in other areas (such as streamlining our executive structure), and we will continue to redirect such savings into additional safety initiatives and frontline resources.

In the immediate aftermath of a violent incident, we provide supports proactively on site through our Resident and Community Services team. When warranted by the seriousness of an incident, we will call on the City's Crisis Response Team to provide additional supports. In the days following a major incident, we convene a team to develop a community safety plan in consultation with tenants.

**Attachment 1. June Project Status Update**

From a fire life safety perspective, we completed a risk-based review of our fire life safety program using the enterprise risk management framework. A two-year risk-based strategic and operational plan is being developed to continue to improve the program based on the findings of the review. The status update on the implementation of the fire life safety program is included as Attachment 3.

**Priority Transfer Process**

In June the team members who administer the Crisis Priority Transfer Process were hired and trained. This allowed us to successfully launch the new process on July 1st, meeting our commitment to the Toronto Ombudsman. The new Crisis Priority Transfer Process will enable us to act in a timely manner when there is a direct, immediate, elevated and acute risk to the health or safety of a tenant that can only be addressed by a transfer to another unit.

To address the needs of households on the existing waiting list for Medical and Safety at Risk transfers we are developing a one-time process to "match" available vacant units against the needs of households on the waiting list. Once the process has been finalized it will be communicated to all households on the waiting list, planned for the first week of August.

**Tenant Engagement System Refresh**

In order to ensure that the refreshed engagement system is accessible, we have been consulting with the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee to identify accessible community spaces for community meetings across the city. In June, R-PATH also presented a guide to frontline teams on how to consider accessibility when setting up space for community meetings.

We are developing a tenant survey to identify the preferred engagement model and determine the best methods to operationalize the new system. The survey will be launched in the next month and will be administered by staff in person through the use of tablets, in addition to being made

available to tenants in paper form and online through the Toronto Community Housing website.

## **Youth Pilot**

In June, a second youth facilitation orientation training took place, which was attended by 20 youth leaders. During this training, youth analyzed their community profile and demographics to establish strategies to identify priorities and were provided with tool kits that will help them facilitate priority-setting activities in their communities. So far youth leaders have held eleven neighbourhood meetings where they developed work plans for their communities. Youth leaders from five of the neighbourhoods also attended their local tenant council meeting and were able to obtain funds to hold additional events to engage youth in the community priority setting process.

Through the youth pilot, we have been engaging with employment service providers to establish a network of resources to support youth living in the pilot communities to access jobs, educational pathways, mentorship and career development opportunities. An employment database has been set up to help connect youth with employment opportunities and provide case management support. Youth participants receive weekly communications on available opportunities and can also participate in one-on-one job coaching sessions and job-readiness education sessions.

## **Service Excellence**

### **Change Management**

As part of the change management initiative, a leadership development workshop was piloted with employees representing all divisions. The workshop introduces principles of change leadership into everyday thinking and the organization's culture.

The training module for the Tenant Charter was finalized and is rolling out company-wide, starting with front-line staff in Q3. Through this training,

Item 3A- CEO's Report- June 2018














TCHC July 31, 2018 Board Meeting

Report #: TCHC: 2018 - 38

**Attachment 1. June Project Status Update**

every employee will understand how to deliver on and demonstrate the values of the Charter in their day-to-day work, and ensure we are meeting tenant expectations in a clear, fair and equitable way. All staff will receive training on the Tenant Charter by the end of 2018.









## June Project Status

2018 Actions	Status	% of 2018 Achievement
1.1 Deliver on clean building standards		N/A
1.2 Deliver the \$300 million 2018 capital renewal program		50.0%
1.3 Improve vendor management program, including roster refresh		N/A
1.4 Seek out new revitalization and renewal initiatives, including moving ahead on securing private investment in revitalization and renewal projects		N/A
1.5 Implement corporate standard operating procedures for work done by Toronto Community Housing in all divisions		N/A
1.6 Develop and implement a new service request process and a holistic refresh of complaints management at Toronto Community Housing		N/A
1.7 Implement the Integrated Housing Management System (IHMS)		N/A
1.8 Implement the decentralization pilot and assess outcomes		N/A
2.1 Implement the enhanced fire life safety program		N/A
2.2 Develop and implement an enhanced Community Safety Program in partnership with Toronto Police Service		N/A
3.1 Implement the Tenant Transfer Policy action plan		N/A
3.2 Develop a proactive tenant needs identification process		N/A
4.1 Develop and implement the youth services and local engagement strategies pilots and assess outcomes		N/A

 Not Meeting Target     At risk     Meeting/Exceeding Target









Item 3A- CEO's Report- June 2018  
TCHC July 31, 2018 Board Meeting  
Report #: TCHC: 2018 - 38  
**Attachment 1. June Project Status Update**

2018 Actions	Status	% of 2018 Achievement
4.2 Develop the collaboration strategy for TCHC's work with agencies, governments, donors and the private sector		N/A
5.1 Implement a proactive tenant communications protocol		N/A
5.2 Complete implementation of the tenant engagement system refresh		N/A
6.1 Implement the employee engagement action plan		N/A
6.2 Implement corporate change management program		N/A
6.3 Implement improvements to the recruitment process		N/A
7.1 Complete implementation of recommended best practices in procurement		N/A
7.2 Complete the corporate policy framework refresh and implement a review of the policies planned for 2018		N/A

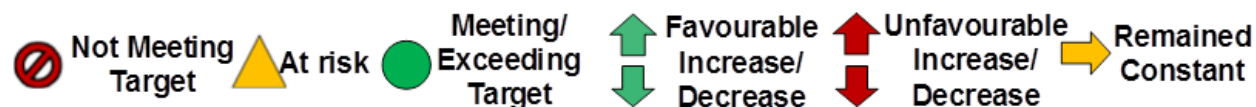
 Not Meeting Target     At risk     Meeting/Exceeding Target

## June Performance Measures

Key Indicators	Target	June 2018	May 2018	% Variance From Previous Month	June 2017	% Variance From Previous Year
<b>Quality homes</b>						
Service level for routine maintenance requests completed within established timelines (5 days)	72%	 71.79%	72.25%	 -0.64%	N/A	N/A
Number of tenants participating in decision-making	3,234 (annual)	1,827	840	 117.5%	292	 525.7%
<b>Service excellence</b>						
Voluntary staff turnover (%)	N/A	0.48%	0.95%	 -0.47% <sup>1</sup>	N/A	N/A
Involuntary staff turnover (%)	N/A	0.30%	0.36%	 -0.06% <sup>2</sup>	N/A	N/A







<sup>1</sup> This number is the difference rather than the variance between the May 2018 and June 2018 results for voluntary staff turnover as it more accurately reflects the scale of change between months.

<sup>2</sup> This number is the difference rather than the variance between the May 2018 and June 2018 results for involuntary staff turnover as it more accurately reflects the scale of change between months.



**Attachment 2. June Performance Measures**

Key Indicators	Target	June 2018	May 2018	% Variance From Previous Month	June 2017	% Variance From Previous Year
Average number of weeks from requisition to position being filled (weeks)	10	● 7.29	7.37	↓ -1.2%	N/A	N/A
<b>Business foundations</b>						
Rent-Geared-to-Income vacancy rate (%)	2.00%	⊘ 2.22%	2.27%	↓ -2.40%	2.46%	↓ -9.62
RGI leasing ratio	1.00	● 1.09	1.05	↑ 3.81%	1.03	↑ 5.8%
Market vacancy rate (%)	2.00%	● 1.45%	1.55%	↓ -6.68%	1.95%	↓ -25.96%
Market leasing ratio	1.00	● 1.21	1.05	↑ 15.2%	1.10	↑ 10.0%
Rent and parking arrears (\$ in thousands)	-	\$8,425	\$8,219	↑ 2.51%	\$8,379	↑ 0.55%
Arrears under repayment (\$ in thousands)	-	\$3,299	\$3,365	↓ -1.96%	\$3,109	↑ 6.11%
Arrears under management (\$ in thousands)	-	\$7,379	\$7,277	↑ 1.40%	\$7,242	↑ 1.89%

 Not Meeting Target  
 At risk  
 Meeting/ Exceeding Target  
 Favourable Increase/ Decrease  
 Unfavourable Increase/ Decrease  
 Remained Constant



**Attachment 2. June Performance Measures**

**Closing the Loop- Wave 2 and 3 Results**


Closing the Loop surveys tenants who have recently requested a repair to assesses the consistency and quality of repair services with respect to tenant satisfaction. Wave 2 and 3 of Closing the Loop ran in May and June respectively. The results are summarized in the following table.

<b>% Tenant Satisfaction</b>	<b>Wave 1</b>	<b>Wave 2</b>	<b>Wave 3</b>	<b>YTD Results</b>
Keeping up cleanliness of the building	77%	80%	75%	77%
Keeping up the condition of the building	66%	70%	74%	69%
Quality of the repair	93%	87%	93%	91%
Keeping buildings safe and secure	69%	68%	74%	70%
Keeping tenants informed of changes	76%	74%	80%	76%

**Attachment 2. June Performance Measures**

<b>Deliverable</b>	<b>Scheduled Completion Date/Status</b>	<b>Comments (If Status is Yellow or Red, Reason and Remediation)</b>
Bi-annual risk-based fire safety inspection program initiated according to results of the risk assessment	February 1, 2018 	<p>Completed: In 2017, the initial risk-based fire inspections were completed, which included the inspections of rooming houses and shop houses. As a result of identified risk exposures, there are outstanding remedial work, which are more significant in scope and includes enclosing corridors and/or interior stairs. The implementation of the remedial work is being monitored centrally and is on track to be completed by December 2018.</p> <p>In 2019, the risk-based fire inspections will be delivered through the quality assurance inspections, which will be conducted by the TCHC fire prevention inspectors across the portfolio.</p>
2018 (annual) audit program completed	September 31, 2018 	Completed: In July 2018, a baseline risk-based review was completed of the TCHC Fire Life Safety program. The review aimed to get a better understanding of the current-state of the program and services through the application of the enterprise risk management (ERM) framework. It involved conducting a risk assessment of inherent and residual risks, identifying risk controls, and identifying residual risk exposures.
Address any findings of the annual audit,	November 30, 2018	Completed: As an output of the baseline risk-based review of the fire life safety program conducted in July 2018, a set of key

**Attachment 3. Fire Life Safety: Program Implementation Plan**

<b>Deliverable</b>	<b>Scheduled Completion Date/Status</b>	<b>Comments (If Status is Yellow or Red, Reason and Remediation)</b>
including updating fire safety		observations on risk exposures were advanced. To address key findings of the review, it was utilized as a key input into the development of the two-year risk-based strategic and operational plan, which outlines key deliverables and focus through a phased approach.