

CHH OPERATIONAL REVIEW REPORT/SHS CONSULTING/REFACT CONSULTING
SUMMARY OF <i>DIRECTIVES/ RECOMMENDATIONS FOR CONTINUOUS IMPROVEMENT/MANAGEMENT RESPONSE</i>

#	Section from Report	<i>Directives</i>	<i>Management Response</i>
2.0 CORPORATE REQUIREMENTS			
2.1	MEMBERS, OFFICERS & DIRECTORS	<p><i>Directive</i></p> <p>To meet the requirements of the Corporations Information Act, CityHousing Hamilton is directed to file a “Notice of Change” with the Ministry of Consumer and Business Service to update their current directors and positions. CityHousing Hamilton to complete filings on a regular basis with the Ministry of Consumer and Business Services to update the required information to reflect current directors and positions, within 15 days of the change.</p>	<p>Lead: Chief Executive Officer, Tom Hunter</p> <p>This item is complete.</p> <p>The CEO’s Executive Assistant assist with this item, where future changes will be made within the 15 days.</p>
6.0 FINANCIAL REVIEW			
6.3	ANNUAL INFORMATION RETURN (A.I.R.) MANAGEMENT REPRESENTATION REPORT	<p><i>Directive</i></p> <p>SEE IN SECTION 6.14.</p>	<p>Lead: Management Team</p> <p>See 6.14 response.</p>

#	Section from Report	<i>Directives</i>	<i>Management Response</i>
6.14	FINANCIAL POSITION	<p>Directive</p> <p>That CHH provide a detailed deficit reduction plan detailing how it will eliminate the in-year deficit and progressively reduce the accumulated deficit.</p>	<p>Lead: CFO, Rochelle Desouza and the Management Team</p> <p>This item is compliant. A detailed deficit reduction plan will not be needed as in 2014 CHH had a \$1.8M deficit that decreased to \$400,000 in 2016. CHH will be receiving energy rebated for 2014/2015 which will be used to off-set this deficit. CHH is ensuring that for future years that budgets are managed in fiscal responsible manner.</p>
6.15	CORPORATE RECORDS – ACCESS, CONFIDENTIALITY, RETENTION Housing Services Act, s. 79(1) and s. 169.	<p>Directive</p> <p>Institute a policy around file retention and confidentiality, including storage and disposal of all financial, legal, project data, resident and other files as per MFIPPA.</p>	<p>Lead: Business Services Manager, Kathy McInnes</p> <p>There are existing policies and procedures for both Managing Recorded Information and MFIPPA. These policies and procedures are currently being reviewed and revised as needed. A final draft for Board approval will be available by end of Q2 2018.</p>

#	Section from Report	<i>Directives</i>	<i>Management Response</i>
8.0 BUILDING SAFETY, MAINTENANCE AND RENEWAL			
8.2	ELEVATOR SAFETY	<p><i>Directive</i></p> <p>That the Incident Reporting Policy (1.4.5) be updated, finalized and approved by the Board to incorporate TSSA obligations and procedures.</p>	<p>Lead: Manager of Asset Renewal, Bernice Lilley</p> <p>Staff are currently working with the Policy and Planning Coordinator to review and revise this policy. Completion and update of this policy will be in Q3 2017.</p>

#	Section from Report	<i>Directives</i>	<i>Management Response</i>
8.4	ROOF ANCHORS	<p>Directive</p> <p>That regular inspections of all roof anchors be undertaken on a rotating basis for all buildings four stories or higher, as per the Occupational Safety and Health Act 1910.66.</p>	<p>Lead: Manager of Asset Renewal, Bernice Lilley and Manager of Maintenance, Brian Kinaschuk</p> <p>A Request for Quotes for roof anchor inspections will be advertised and awarded by the end of Q3 2017.</p>
8.12	ACCESSIBLE NEEDS AND SPECIAL UNITS	<p>Directive</p> <p>CityHousing Hamilton shall ensure that it provides a minimum of 152 modified units to meet its service level obligation. This number of modified units is not to decrease without the City's prior written permission. CityHousing Hamilton to confirm the total number of modified units in their portfolio and advise the Service Manager if the number is less than 152 units.</p>	<p>Lead: Manager of Residency Administration, Donna Kirchknopf</p> <p>This item is compliant. A comprehensive review of modified units within the CHH housing portfolio has been completed and it has been determined that CHH currently has 162 modified units. This exceeds the current service level obligation.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
2.0 CORPORATE REQUIREMENTS			
2.1	MEMBERS, OFFICERS & DIRECTORS	<p><i>Recommendation</i></p> <p>Institute a more formal policy on Board orientation either by revising current policy or creating a new one.</p>	<p>Lead: Management of Business Services, Kathy McInnes</p> <p>A Board orientation policy will be created and/or revised and will be available in Q2 2018.</p>
2.2	MINUTES AND MEETINGS	<p><i>Recommendation</i></p> <p>That a review of committees of the board be undertaken to re-confirm their role in Board oversight, clarify lines of accountability and ensure suitable reporting mechanisms are in place to maintain Board oversight for the business of the corporation.</p>	<p>Lead: CEO, Tom Hunter</p> <p>A review of the Board structure will be complete by the end of Q4 2017.</p>
2.5	<p>HOUSING SERVICES ACT, 2011 and Regulations, and O. Regs 298/01 and 339/01 REGULATIONS / MANUALS / DIRECTIVES</p>	<p><i>Recommendation</i></p> <p>That the Policy and Procedure Manual be completed on a priority basis given that this was a recommendation of the 2010 operational review and remains outstanding.</p>	<p>Lead: Management of Business Services, Kathy McInnes</p> <p>CHH recently hired a Policy and Planning Co-ordinator to assist with the continued development of organizational policies and procedures. At this time, 40% of policies have been developed with resulting procedures and documentation. Continued work over 2017/2018 with an anticipation completion by end of Q4 2018.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
2.5	<p>HOUSING SERVICES ACT, 2011 and Regulations, and O. Regs 298/01 and 339/01</p> <p>REGULATIONS / MANUALS / DIRECTIVES</p>	<p>Recommendation</p> <p>That in the process of completing the Policy and Procedure manual, key HSA policy areas be addressed on a first-priority basis as follows:</p> <p>(a) The Access to Housing (ATH) Policy be updated, finalized, approved by the Board, provided to the Service Manager, and made accessible to public.</p> <p>(b) The Internal Review policy/procedures be updated, finalized, approved by the Board, provided to the Service Manager, and made accessible to the public.</p>	<p>Lead: Management of Business Services, Kathy McInnes</p> <p>This Item is compliant.</p> <p>(a)The Access to Housing (ATH) Policy is one that would fall to the responsibility of the Service Manager.</p> <p>Lead: Management of Business Services, Kathy McInnes</p> <p>(b) The Internal Review Policy/Procedures has been reviewed and revisions have been made. The Policy will be provided to the Board at its September 2017 meeting. A copy of the policy will be provided to the Service Manager by the end of Q3 2017.</p>

#	Section from Report	Recommendation	Management Response
2.5	HOUSING SERVICES ACT, 2011 and Regulations, and O. Regs 298/01 and 339/01 REGULATIONS / MANUALS / DIRECTIVES	<p>(c) The policy (ies) on resident transfers be clearly communicated and accessible to all CHH households including new residents.</p> <p>(d) The Absence Rule be approved by the Board, and be clearly communicated and accessible to all CHH households including new residents.</p> <p>(e) The Guest Policy be updated, finalized, approved by the Board, provided to the Service Manager, and made accessible to public.</p>	<p>Lead: Management of Business Services, Kathy McInnes</p> <p>This item is complete. (c) The Resident Transfer Policies will be communicated and made accessible to all CHH households by December 2016.</p> <p>Lead: Management of Business Services, Kathy McInnes</p> <p>(d) The Absence Rule is determined by the Service Manager under the Housing Services Act, 2011. The Absence Rule will be communicated to all residents in Q2 2018.</p> <p>Lead: Management of Business Services, Kathy McInnes</p> <p>(f) CHH has always had a Guest Policy which is accessible to the public and identified in every resident lease. However, a reviewed version will be brought to the Board at its September 2017 regular meeting in Q3 2017.</p>

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4.0 SUCCESSION PLANNING			
4.0	SUCCESSION PLANNING	<p><i>Recommendation</i></p> <p>Create and implement a succession plan for upcoming job vacancies due to retirements or resignations in non-management positions. The following items to be addressed in current job descriptions:</p> <ol style="list-style-type: none"> 1. Review the Job Title on each job description to ensure it reflects the job titles in the current organizational chart. 2. Ensure any references to other positions within job descriptions reflect the job titles in the current organizational chart. 3. Ensure that any relevant legislation (i.e. Housing Services Act, Residential Tenancies Act) is correctly identified in job descriptions. 4. Ensure that adherence to the Customer Service Performance Standards is reflected in each job description. 5. Ensure that any current operating software noted in job descriptions is correctly identified (i.e. Northgate). 6. Finalize job descriptions for Manager of Operations, Manager of Maintenance and Manager Residency Administration including addressing any concerns around overlap of roles. 	<p>Lead: CEO, Tom Hunter, Management Team and HR Specialist</p> <p>Succession Planning is led by the HR Department with the City and CHH staff, as City employees, are captured within this plan.</p> <p>Job Descriptions will be written (as required), reviewed and updated by the end of Q2 2018.</p> <p>Significant and ongoing work has taken place to ensure that positions are updated and new roles created to best meet the operational needs of CHH:</p> <ul style="list-style-type: none"> - Changes to roles and responsibilities of site staff - Newly created positions such as Policy and Planning Coordinator and Senior Development Project Manage - Residency Administration Representative positions have been created to streamline the positions of

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4.0	SUCCESSION PLANNING	<ol style="list-style-type: none"> 7. Provide additional job descriptions for Collections Officer, Manager Housing Tech Services, and Receptionist (in Tenancy Administration). 8. Property Management Assistant covers two distinct areas: maintenance, where the PMA reports to Manager Maintenance, and tenancy, where the PMA reports to Manager Tenancy Administration. The duties of these two areas are diverse and may require different skills and expertise. Consider splitting this job title for these two roles to reflect the main area of duties performed by staff in that division. 9. Ensure Customer Service Standard set out in AODA is specified or referenced in job descriptions for all staff. 	<p>Tenant Placement and Property Management Assistant for rent calculations and maintenance positions.</p>

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6.0 FINANCIL REVIEW			
6.1b	AUDITED FINANCIAL STATEMENTS	<p><i>Recommendation</i></p> <p>That future audited statements provide segregated financial reporting on prescribed versus non-prescribed parts of the CHH portfolio.</p>	<p>Lead: CFO, Rochelle Desouza</p> <p>This item is compliant.</p> <p>Future audited statements that will provide segregated financial reporting on prescribed versus non-prescribed parts of the CHH portfolio will be implemented for year end by CHH finance staff from 2017.</p>

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6.3	ANNUAL INFORMATION RETURN (A.I.R.) MANAGEMENT REPRESENTATION REPORT	<p><i>Recommendation</i></p> <p>SEE IN SECTION 6.14.</p>	<p>Lead: Management Team</p> <p>This Item is compliant.</p> <p>This is currently represented in the Annual Management Letter from its auditors representing deficiencies in internal controls or operations.</p>
6.4	FINANCIAL REPORTS	<p><i>Recommendation</i></p> <p>That a balance sheet, including a profit and loss statement, be prepared quarterly for review by the Finance & Audit Committee and the Board of Directors.</p>	<p>Lead: CFO, Rochelle Desouza</p> <p>This item will be targeted to begin in Q3 2017.</p>

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6.5	REVENUES	<p><i>Recommendation</i></p> <p>That CHH continue to reduce current resident arrears and that this be an integral part of the required deficit reduction plan for eliminating the in-year deficit and for progressively reducing the accumulated deficit (as recommended in Section 6.14).</p> <p>That CHH prioritize collecting the more than \$730,000 in former resident arrears remaining on the books as of December 31, 2015. This collection process should including an emphasis on establishing and monitoring repayment agreements in order to reduce write-offs of uncollectable amounts and should also clarify the practice of reclassifying former resident households with previous payment arrangements in place.</p>	<p>Lead: Management Team</p> <p>This item is compliant. Since the implementation of the new Lean Six Sigma Program for rent arrears, outstanding revenue has decreased to 10% as of August 31, 2017.</p> <p>Lead: CFO, Rochelle Desouza</p> <p>In addition to the work done on rent arrears, further strategies will be identified and implemented by the end of Q3 2017 to prioritize collecting former resident arrears. Some work has been initiated in Legal Services, but a more comprehensive strategy is required. CHH has only one Collections Officer for the entire housing portfolio. Arrears process should help with the reduction.</p>
6.6	VACANCY LOSS MANAGEMENT	<p><i>Recommendation</i></p> <p>Ensure tracking and regular reporting to the Board of Directors (i.e. Key Performance Indicator Report) on the following vacancy details:</p>	<p>Lead: Management of Business Services, Kathy McInnes</p> <p>This Item is compliant. Vacancy information is already</p>

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6.6	VACANCY LOSS MANAGEMENT	<ul style="list-style-type: none"> • Average time from date of vacancy until new occupancy date • Total vacancy loss in current fiscal year and previous fiscal year • Additional information around plans for ‘on hold’ units including location, reason for placing unit on hold, length of time unit has been on hold, cost to maintain unit while on hold • Additional information around plans for carrying out extensive renovations for units currently not available for rental including estimated average cost/unit for repairs and timeframe for bringing units back to market. • In support of the deficit reduction plan, that CHH ensure regular reporting to the Services Manager about ‘on hold’ units including location, reason for placing unit on hold, length of time unit has been on hold, cost to maintain unit while on hold, and timeframe for bring units back to market. This should include vacant units that require significant repairs in order to bring the units to a state where they are fit for occupancy, but where the required funds are not currently available. 	<p>being provided to the Board at its regular meetings.</p> <p>This Item is compliant. Vacancy information is already being provided to the Board at its regular meetings.</p> <p>This Item is compliant. Staff continue to refine the reporting of key performance indicators to the Board and will ensure these are reflective of industry best practices.</p> <p>This Item is compliant. A representative from the Service Manager attends CHH Board meetings so they are aware of the vacancy status of CHH units.</p> <p>Lead: CEO, Tom Hunter</p> <p>This item is compliant. Information relating to the “on hold” units will be reported to the Service Manager on a quarterly basis.</p>

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6.7	INSURANCE	<p><i>Recommendation</i></p> <p>Report to the Board of Directors on incidents at least once every 6 months or more frequently where the number of occurrences notably increases.</p>	<p>Lead: CFO, Rochelle Desouza and CEO, Tom Hunter</p> <p>This item is complete. Reporting for incidents related to insurance will be completed in Q1 2017, annually in April at year end.</p>
6.7a	JOINT HEALTH AND SAFETY	<p><i>Recommendation</i></p> <p>The minutes of the Joint Health and Safety Committee are to record the number of incidents of each type on a monthly basis, and report on action taken to report the incident as appropriate.</p>	<p>Lead: CFO, Rochelle Desouza and CEO, Tom Hunter</p> <p>Reporting for incidents related to Joint Health and Safety will be completed in Q3 2017, starting annually in September at year end.</p>

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6.9	USE OF CREDIT CARDS	<p><i>Recommendation</i></p> <p>Institute a Board approved corporate credit card policy including signing authority, spending limits, controls to ensure appropriate use of credit cards, and procedures for reconciliation of expenses.</p>	<p>Lead: CFO, Rochelle Desouza</p> <p>This item is compliant. CHH adheres to the City policy regarding corporate credit cards.</p>
6.10	DISBURSEMENTS	<p><i>Recommendation</i></p> <p>That bid documents include a specific minimum level for commercial general liability insurance coverage.</p> <p>That certificates of insurance for major projects to include CityHousing Hamilton as an additional insured.</p>	<p>Lead: CFO, Rochelle Desouza</p> <p>This item is complete Bid documents currently have a minimum amount of \$2M for commercial general liability insurance coverage.</p> <p>Lead: Manager of Asset Renewal, Bernice Lilley</p> <p>This item is complete Within all bid documents the City of Hamilton is currently noted as the insurer, which would include CHH. However, moving forward to ensure clarity CHH will be explicitly stated on all bids documents.</p>

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6.10	DISBURSEMENTS	<p>Recommendation</p> <p>That where applicable, an Architect's Certificate of Payment be obtained, including the Certificate of Contract Completion and Certificate of Substantial Performance.</p> <p>Documentation confirming publication of the Certificate of Substantial Performance to also be provided by the contractor or architect.</p> <p>That a policy around automatic renewal of contracts be established which sets out a limitation on the number of years a contract can be renewed without the formal bidding process being utilized.</p>	<p>Lead: Manager of Asset Renewal, Bernice Lilley</p> <p>This item is complete Where applicable, CHH currently obtains an Architect's Certificate of Payment, including the Certificate of Contract Completion and Certificate of Substantial Performance.</p> <p>Lead: Manager of Asset Renewal, Bernice Lilley</p> <p>This item is complete Certificate of Substantial Performance is only available on MOL notices and where projects are required</p> <p>Lead: Business Services Manager, Kathy McInnes</p> <p>CHH is currently reviewing its procurement policies which will be completed by the end of Q4 2018, however, procurement policies will periodically be brought to the Board for review and approval.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
6.10	DISBURSEMENTS	<p><i>Recommendation</i></p> <p>That an invoice tracking sheet for capital purchases be retained in the capital projects file. Ideally the tracking sheet would be generated by a tracking tool (e.g. Northgate, Excel spreadsheet, etc.) which identifies total amounts invoiced and remaining amounts to be invoiced, as well as invoice dates, invoice numbers, net cost, HST and total cost</p>	<p>Lead: Business Services Manager, Kathy McInnes</p> <p>A Business Objects Report to identify capital projects and track process will be developed in 2017</p>
6.11	NON-SHELTER AGREEMENTS	<p><i>Recommendation</i></p> <p>To actively pursue and secure paid occupancy agreements for all leasable non-shelter space, preferably in partnership with the City of Hamilton. Where such partnership is established, a formal service agreement to be established between CHH and the City of Hamilton which clearly sets out roles and obligations.</p> <p>Create and maintain a master inventory file for all non-shelter spaces that would include up-to-date status, size of space, type of lease (i.e. space lease vs cell phone towers, etc.), and ensure consistency in terms of the content of the associated</p>	<p>Lead: CFO, Rochelle Desouza</p> <p>Service Level Agreements are being put in place (e.g. HR and Real Estate). Continued work will be undertaken in this area and a complete set of SLAs and Commercial Agreements will be in place by the end of Q2 2018.</p> <p>Lead: Business Services Manager, Kathy McInnes</p> <p>This item is compliant. Non shelter agreements will be maintained in a master inventory file and staff will ensure that Northgate maintains lease information within its database.</p>

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6.11	NON-SHELTER AGREEMENTS	<p><i>Recommendation</i></p> <p>Ensure lease provisions regarding financial terms/rent escalators are clear and unequivocal, particularly for active leases with longer terms/multiple renewal options</p> <p>To regularly report to the Board on leasehold occupancy and any vacancy loss as part of KPI reporting.</p>	<p>Lead: Management Team</p> <p>Service Level Agreements related to commercial agreements (e.g. Real Estate) and Human Resources are completed. In addition, Service Level Agreements for IT are also completed. However, Service Level Agreements related to Communications, Head Leases and Partnerships and Tower Leases are underway. This will be an ongoing item for 2017.</p> <p>Lead: CFO, Rochelle Desouza and Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. This information is provided to the Board at its regular meetings as of January 2017.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
6.12	CAPITAL ASSET MANAGEMENT	<p><i>Recommendation</i></p> <p>That the Board, through the work of the Portfolio Management Committee, define asset leveraging and alternate resourcing strategies which can augment current capital funding in order to address the unmet capital needs of the existing CHH portfolio</p>	<p>Lead: Senior Development Project Manager, Sean Botham</p> <p>CHH will be creating an Asset Management Strategy that will demonstrate how CHH plans on leveraging alternate resourcing strategies which can augment current capital funding in order to address the unmet capital needs of the existing CHH portfolio. Completion for this item will be in Q4 2018.</p>
6.13	CAPITAL RESERVE FUND (O. Reg. 367/11, s. 98)	<p><i>Recommendation</i></p> <p>That as part of Capital Reserve monitoring process, required contribution limits for PH&N-affiliated projects be confirmed and tracked versus annual contributions and performance.</p>	<p>Lead: CFO, Rochelle Desouza</p> <p>This item is compliant. Currently, a report is sent to the Service Manager to demonstrate that at year end all contributions were completed in accordance with the <i>Housing Services Act</i>, 2011. Also, from 2016 a new process began to track expenditures.</p>

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6.13	CAPITAL RESERVE FUND (O. Reg. 367/11, s. 98)	<p><i>Recommendation</i></p> <p>That the CityHousing Hamilton Investment Policy be reviewed at least annually to confirm that reserve investment objectives are being met.</p> <p>That as part of capital budget approvals, reporting on the status of each Capital Reserve and anticipated in-year drawdowns be included.</p>	<p>Lead: Business Services Manager, Kathy McInnes</p> <p>The CHH Investment Policy will be updated to include an annual monitoring requirement by the end in Q3 2017.</p> <p>Lead: CFO, Rochelle Desouza</p> <p>This item is compliant. This information is collected and monitored, and will be reported to the Board as part of the KPIs.</p>
6.14	FINANCIAL POSITION	<p><i>Recommendation</i></p> <p>That a review of administration costs be undertaken to seek out available cost-savings as a way to temper recent substantial increases in expense.</p>	<p>Lead: CFO, Rochelle Desouza</p> <p>This item is compliant. This review was undertaken as part of the budget for 2016 and will be undertaken in completing the budget for 2017. Administrative costs are within budget.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
6.14	FINANCIAL POSITION	<p><i>Recommendation</i></p> <p>That a formal plan be developed to reduce rent receivables and bad debt which continue to escalate.</p>	<p>Lead: Management Team</p> <p>This item is compliant. In 2016 CHH participated in a Lean Six Sigma project to streamline processes related to rental arrears. The project engaged staff at all levels. Rent collection best practices and standardized rent collection procedures were identified for which staff training has been provided and clearly communicated.</p> <p>Arrears have decreased however CHH will continue to “tweak” these processes and practices to ensure a clear and continued focus on collection of all revenue.</p> <p>Ongoing item. The following has been completed to support the reduction of rent receivables and bad debt which continue to escalate: -Arrears Committee review on a monthly basis the outstanding balances</p>

#	Section from Report	Recommendation	Management Response
6.14	FINANCIAL POSITION	<p>Recommendation</p> <p>That a formal plan be developed to reduce rent receivables and bad debt which continue to escalate (Continued).</p> <p>That a strategy be developed to maximize residential and commercial rent potential (i.e. market rents) in order to increase revenues.</p>	<p>-Daily, weekly and monthly arrears are run and distributed to staff</p> <p>-Staff have monthly portfolio meetings, where arrears is a standing agenda item</p> <p>-Subsidy removal reports are run to capture residents who are being charged market rent and who maybe entered into subsidy</p> <p>-Training needs are identified as reviews are occurring</p> <p>-Software redesign occurs during the assessment of existing procedures where updates are completed, and where efficiencies can be determined as required.</p> <p>Lead: Management Team</p> <p>A Service Level Agreement has been put in place with the City's Real Estate Department and where work is being done to maximize commercial rents.</p> <p>In 2017, the process for "unit turnovers" will be reviewed with the goal to maximize market rental revenues.</p>

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6.16	BUSINESS CONTINUITY PLANNING	<p><i>Recommendation</i></p> <p>The Business Continuity Plan be reviewed and updated to ensure the all necessary contact information is provided</p>	<p>Lead: Business Services Manager, Kathy McInnes</p> <p>This item is complete. The Business Continuity Plan was updated in November 2016.</p>

7.0 RESIDENT/RESIDENT RELATIONS			
7.2	TARGETING	<p><i>Recommendation</i></p> <p>Ensure that households have been correctly classified by way of regularly reviewing the subsidy report (e.g. CHH subsidy tracking tool for household), including review of the rent roll to identify households listed as RGI that are paying rent at market levels for 12 months (for buildings that have a target).</p>	<p>Lead: CFO Rochelle Desouza and Manager, Tenancy Administration Donna Kirchknopf</p> <p>This item is compliant. Tenancy tenure type (market, subsidy, and rent supplement) is updated on a daily basis. During annual reviews, when it is determined that a resident's subsidy is removed due to payment market rent for 12 consecutive months, or for other reasons allowed through the Housing Services Act, subsidy is removed with a 90 day notice. To ensure that CHH is meeting its mandate, the resident's tenure is updated immediately.</p>

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7.2	TARGETING	<p><i>Recommendation</i></p> <p>Ensure reconciliation between the statistics reported in the monthly Targeting Plan Report and the Market to RGI Statistics reported in the Key Performance Indicators (KPI) report to the Board.</p>	<p>Lead: Business Services Manager, Kathy McInnes</p> <p>This item is compliant. The monthly Targeting Plan Report is regularly reviewed to confirm reconciliation between statistics reports in the Plan and the KPI reported to the Board.</p>
7.3	RENT SUPPLEMENT	<p><i>Recommendation</i></p> <p>The new Rent Supplement Agreement for First Place is executed by the Board of Directors.</p> <p>For all Rent Supplement agreements, ensure that information on the source funding program(s) and identification of the units funded by the agreements is included within the agreement.</p>	<p>Lead: Business Services Manager, Kathy McInnes</p> <p>This Item is compliant. This agreement is provided by the Service Manager. Currently all rent supplement agreements are up-to-date. The Service Manager did not include actual identification of units and has given CHH the latitude to move the rent supplement funding to appropriate residents within each portfolio governed within the agreement.</p>

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7.5	INTERNAL TRANSFER WAIT LIST	<p><i>Recommendation</i></p> <p>See relevant recommendation on resident transfers in Section 2.5.</p>	<p>Lead: Business Services Manager, Kathy McInnes</p> <p>This item is compliant. See Section 2.5 for response</p>
7.7	RESIDENT / MEMBER FILE REVIEW	<p><i>Recommendation</i></p> <p>Regular random checks of rent calculation should be completed to ensure rent calculations are correct, with follow-up corrections and learning/training opportunities as required</p>	<p>Lead: Manager of Residency Administration, Donna Kirchknopf</p> <p>This item is compliant. When a resident is housed with CHH through Resident Placement there is a 'double check' process and form that is filled out. Each Resident Placement Representative is partnered and each file is reviewed by the partner to ensure that eligibility of RGI assistance is correct, which includes verification documentation. Also, the rent calculation is reviewed. When the file is passed to the Property Management Assistant, a third rent calculation will be completed and the lease agreement will be double checked for errors, etc.</p>

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7.7	RESIDENT / MEMBER FILE REVIEW	<p><i>Recommendation</i></p> <p>Ensure resident files include sufficient documentation to confirm that eligibility requirements were met at the time of initial occupancy, and are currently being met.</p> <p>Ensure over-housed notices are given and followed up appropriately, and that there is documentation on file to demonstrate this. As part of the annual income and household composition review, tracking should be made of any over-housed resident households to ensure the correct notification has been provided, the household has been added to the internal transfer list, and, where applicable, the household has been added to the centralized waiting list.</p>	<p>Lead: Manager of Residency Administration, Donna Kirchknopf</p> <p>This item is compliant. CHH, Senior Managers, meet on a monthly basis to review resident files to ensure rent calculation is correct and the appropriate action is taken on collection of information, and arrears.</p> <p>Lead: Manager of Residency Administration, Donna Kirchknopf</p> <p>This item is compliant. Approximately 25 – 30 files are reviewed during these sessions. Resident Placement and Property Management Assistant staff meet on a monthly basis, and it is during these meetings that learning/training opportunities are identified and managed.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
7.7	RESIDENT / MEMBER FILE REVIEW	<p><i>Recommendation</i></p> <p>The Over-housed Resident List to be updated on a quarterly basis or more frequently if deemed necessary.</p>	<p>Lead: Manager of Residency Administration, Donna Kirchknopf</p> <p>This item is compliant. When a household is deemed to be overhoused, most often during annual reviews, the Property Management Assistant will send the household a letter to advise that they are overhoused. A master list of overhoused households is maintained and monitored by CHH's Operational Administrative Assistant to ensure that households are in compliance with the <i>Housing Services Act, 2011</i>. The Master List is reviewed on a weekly basis.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
7.7	RESIDENT / MEMBER FILE REVIEW	<p>Include lease updates are part of the annual review process, including ensuring signing as required and that the names of all current occupants are included.</p> <p>Undertake an analysis of the outcomes of applications filed with the Landlord and Tenant Board to determine the number of applications settled with mediation and the success rate of that approach</p>	<p>Lead: Donna Kirchknopf</p> <p>This item is compliant Overhoused households are required to apply for a transfer internally as well as with Access To Housing. Lease agreements are updated when there is a change of household composition, most often during annual reviews. Names of current household members will be updated in this document.</p> <p>Lead: Business Services Manager, Kathy McInnes</p> <p>Application outcomes have been identified and reported in monthly Board KPI. As well, through the Lean Six Sigma project success rates of various means of mediation were evaluated. However, through regular reporting, continued analysis will be conducted. Full evaluation of targets and success rates will be reviewed through quantitative analysis once data is collected. Targeted timeline is Q2 2018.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
8.0	BUILDING SAFETY, MAINTENANCE AND RENEWAL		
8.3	FIRE SAFETY	<p><i>Recommendation</i></p> <p>That Fire Code Policy (1.3.5) be updated to ensure consistency with current standards.</p>	<p>Lead: Manager of Operations, Matt Bowen</p> <p>The Fire Code Policy is currently being reviewed and updated. Completion for this policy will be in Q3 2017.</p>
8.4	ROOF ANCHORS	<p><i>Recommendation</i></p> <p>That load testing of all roof anchors be undertaken on a priority rotating basis for all buildings four stories or higher.</p> <p>That roof anchor inspection log books are available and up to date at all buildings four stories or higher.</p>	<p>Lead: Manager of Maintenance, Brian Kinaschuk and Manager of Asset Renewal, Bernice Lilley</p> <p>RFQ for this service to be put out and awarded by the end of Q4 2017.</p> <p>Lead: Manager of Asset Renewal, Bernice Lilley and Manager of Maintenance, Brian Kinaschuk</p> <p>Roof anchors are inspected as per compliance requirements and will be completed in Q2 2018. Inspection certificates are available on site. A copy of the inspection certificate will be available in the Maintenance Department. Annual roof inspections will be completed by the Manager of Maintenance.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
8.6	WHMIS - WORKPLACE HAZARDOUS MATERIAL INFORMATION SYSTEM	<p><i>Recommendation</i></p> <p>WHMIS training protocol to be reviewed to ensure that WHMIS training is available to all staff as required, including security residents.</p>	<p>Lead: Business Services Manager, Kathy McInnes</p> <p>Protocol is being reviewed and requirements for training will be determined on an annual basis by end of Q3 3017.</p>
8.7	EMERGENCY MAINTENANCE PLAN	<p><i>Recommendation</i></p> <p>The Contingency Plan Procedures and Details Template should be finalized and implemented for each property.</p>	<p>Lead: Manager of Operations, Matt Bowen</p> <p>The Contingency Plan Procedures and Details Template will be updated and available at each CHH property and to each Property Manager by the end of Q4 2018 as composition of Property Management portfolios will be changing in late 2017.</p>
8.8	MAINTENANCE RECORDS	<p><i>Recommendation</i></p> <p>That regular reporting to the Board on operational maintenance activities (i.e. non-capital) be undertaken using key indicators/statistics.</p>	<p>Lead: Manager of Maintenance, Brian Kinaschuk and Business Services Manager, Kathy McInnes</p> <p>This will be reported to the Board as part of the KPI. Staff will need to determine the maintenance activities that will be reported. Target completion end of Q2 2018.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
8.9	PREVENTATIVE MAINTENANCE	<p><i>Recommendation</i></p> <p>Daily and/or weekly inspections of playground equipment on CHH properties be conducted as per CSA Standard, with the inspection results recorded.</p> <p>Establish a corporate standard that all units be inspected once annually. If any units are not inspected within the calendar year, they shall be inspected on a priority basis as early as possible in the following year.</p>	<p>Lead: Manager of Maintenance, Brian Kinaschuk</p> <p>This Item is compliant. Regular inspections of Playground equipment is currently being conducted by Maintenance staff</p> <p>Lead: Manager of Operations, Matt Bowen and Manager of Asset Renewal, Bernice Lilley</p> <p>CHH staff are currently conducting annual inspections of all CHH units. These inspections are broken into three sessions of inspections; spring, summer and fall. If for any reason a unit does not get inspected within the calendar year it is set as a priority and added to the spring inspection list for the following year.</p> <p>The process is under review to be completed in Q4 2017. Implementation of a new process will be completed in Q2 2018.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
8.9	PREVENTATIVE MAINTENANCE	The preventive maintenance plan be enhanced by integrating proactive maintenance strategies/standards which are proven to extend component lifecycle or reduce operating costs.	<p>Lead: Manager of Operations, Matt Bowen, Manager of Maintenance, Brian Kinaschuk</p> <p>This item is compliant. Most tenders are put out by Q3 for a span of three years, all with the intention of reducing operating costs. CHH reviews contracts annually and assess to ensure optimum efficiencies and what is required.</p> <p>CHH is proactively seeking opportunities to be proactive in maintenance strategies/standards to extend component lifecycle or reduce operating costs, through examples such as, but are not limited to:</p> <ol style="list-style-type: none"> 1. Entering into Service Agreements with contractors for HVAC to reduce operating costs; and 2. Re-pipping buildings due to pine hole leaks.

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
8.10	CAPITAL RESERVE STUDY	<p><i>Recommendation</i></p> <p>Establish a formal 5 year rolling plan for capital works projects, to be integrated with the existing software program (e.g. Northgate) and reviewed annually as part of the capital budget approval process.</p>	<p>Lead: Senior Development Project Manager, Sean Botham</p> <p>CHH anticipates the use of an Asset Renewal Software (Asset Planner) will assist in describing a formal 5 year rolling plan for capital work projects. This item will be completed in Q1 2019.</p>
8.11	ASSET RENEWAL	<p><i>Recommendation</i></p> <p>That the Board, through its Portfolio Management Committee, develop a formal asset renewal strategy for the portfolio that leverages CHH assets and other resources to help address unmet capital needs.</p> <p>That CHH continue to prioritize capital works which promote operational savings through energy efficiency using external funding opportunities and resources.</p>	<p>CEO, Tom Hunter</p> <p>This item is compliant. 2017 capital budget have been allocated for an Asset Renewal Strategy.</p> <p>Lead: Manager of Asset Renewal, Bernice Lilley</p> <p>This item is compliant. CHH continues, wherever possible, to seek out incentives and/or funding sources (e.g. Union Gas, Horizon, SHIP, and SHARP) to promote operational savings through energy efficiencies.</p>

#	Section from Report	<i>Recommendation</i>	<i>Management Response</i>
8.12	Accessible and Special Needs Units	<p><i>Recommendation</i></p> <p>A detailed list of modified units is to be prepared which provides information on the type of modifications in place for each modified unit. The list would show the address, number of barrier free units by bedroom size, and the type of modifications included. This list would be helpful for persons to review that qualify to occupy a modified unit, and should be included in general information about the portfolio.</p>	<p>Lead: Manager of Residency Administration, Donna Kirchknopf and Manager of Business Services, Kathy McInnes</p> <p>Requires direction from the Service Manager.</p> <p>In 1991 the Hamilton-Wentworth Accessible Housing Resource Guide, was created through the Housing Help Centre. This guide was updated in 1994.</p> <p>This guide provided a resource to the community in identifying all modified units within the City of Hamilton's Social Housing Stock (this include CHH's housing portfolio).</p> <p>A classification scale for accessibility was used for all units, and this scale is currently under review by the Service Manager as it does not meet AODA guidelines.</p>