

CHH OPERATIONAL REVIEW REPORT/SHS CONSULTING/REFACT CONSULTING
Summary Table of Recommendations for Improving Operational Effectiveness

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GOVERNANCE	
TO ENHANCE ITS GOVERNANCE CAPACITY AND EFFECTIVENESS, IT IS RECOMMENDED THAT CHH:	
1. Expand Board orientation around roles, responsibilities, accountabilities and funding by: <ul style="list-style-type: none"> (a) Providing a more fulsome orientation package on the full span of CHH obligations and the environment in which it operates (b) Developing a specific primer on key facets of CHH’s accountability/funding mechanisms 	Lead: CEO, Tom Hunter Completion of a more comprehensive orientation package will be done in Q2 2108.
2. Clarify the role of CHH committees in transacting business of the Board by: <ul style="list-style-type: none"> (a) Reviewing/evaluating the Terms of Reference for all committees of the Board (b) Defining formal committee accountabilities with regards to decision making and managing Board agenda’s within the context of this accountability framework (c) Ensuring that committee minutes are provided to the Board for information and in the case of recommendations/decisions, that these are ratified by the Board 	Lead: CEO, Tom Hunter Review of the Board structure will be completed by Q4 2017.
3. Enhance reporting on maintenance and Resident issues by: <ul style="list-style-type: none"> (a) Adding maintenance and Resident issues as standard agenda items for Board reporting at regular frequencies 	Lead : Manager of Maintenance, Brian Kinaschuk and Manager of Business Services, Kathy McInnes Currently assessing the process for reporting maintenance and Resident

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		<p>issues to the Board including what criteria should be used to identify what information is to be reported.</p> <p>Once the KPIs for maintenance are determined reporting to the Board will begin in Q4 2017.</p> <p>Resident issues will be handled in the form of a Complaints Policy to work towards greater resident satisfaction.</p>
4.	<p>Working with City staff in the Housing Services Division, clarify accountability roles with regards to City oversight by:</p> <ul style="list-style-type: none"> (a) Refining shareholder versus Service Manager accountabilities and the associated compliance monitoring process to be used (b) Adjusting City/Shareholder agreements where necessary to clarify accountabilities while maintaining CHH autonomy 	<p>Lead: CEO, Tom Hunter</p> <p>CHH will work with the Housing Services Department to refine and align these documents by Q4 2017.</p>
ORGANIZATIONAL EFFECTIVENESS		
To enhance its organizational effectiveness, it is recommended that CHH:		
5.	<p>Refine its strategic planning framework to align and guide efforts at the business level by:</p> <ul style="list-style-type: none"> (a) Enhancing the existing framework and its strategic planning layers (b) Linking strategic directions with operational work planning and staff performance 	<p>Lead: CEO, Tom Hunter</p> <p>The Strategic Plan will be updated and completed in</p>

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	plans	Q2 2017. Operational work plans for each department will be developed and implemented by Q1 2018. Staff performance plans were in place for 2016 PADs.
6.	<p>Improve the effectiveness/alignment of maintenance management by:</p> <p style="padding-left: 40px;">(a) Clarifying the division of labour for maintenance and property management functions</p> <p style="padding-left: 40px;">(b) Re-evaluating the effectiveness of the superintendent/building attendant model</p>	<p>Lead : Manager of Maintenance, Brian Kinaschuk and Manager of Operations Matt Bowen</p> <p>The Maintenance Manager and Manager of Operations are working together to identify responsibilities for the Maintenance department and Property Management team.</p> <p>Lead : Manager of Operations, Matt Bowen and Manager of Maintenance, Brian Kinaschuk</p> <p>New site staffing model approved by the Board in Q2 2016, where Superintendent positions will</p>

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		be replaced by Maintenance Servicer positions. The new model will be fully implemented by Q4 2017.
7.	<p>Avoid a silo approach to service delivery and improve internal communication by:</p> <p style="padding-left: 40px;">(a) Expanding the use of cross-functional work teams to better coordinate business efforts, where appropriate</p> <p style="padding-left: 40px;">(b) Establishing standard operating procedures for property managers</p> <p style="padding-left: 40px;">(c) Updating job descriptions where needed and communicating staff responsibilities across the organization</p>	<p>Lead: Management Team</p> <p>This item is compliant. Monthly Portfolio Team meeting structure has been put in place to facilitate better communication among team members from various departments.</p> <p>Lead: Management Team</p> <p>This item is compliant. Standard Operating Procedures for Property Managers created in October 2016 and distributed to all Property Managers.</p> <p>Lead: CEO, Tom Hunter Job Descriptions will be written (as required), reviewed and updated by Q2 2018.</p>

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	<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 Manager - Residency Administration Representative <p>positions have been created to streamline the positions of Tenant Placement and Property Management Assistant for rent calculations and maintenance positions.</p>

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<p>8. Enhance staff training and succession planning by:</p> <p style="padding-left: 40px;">(a) Reinforcing a customer service focus in training for front line staff</p> <p style="padding-left: 40px;">(b) Expanding succession planning efforts that foster a more stable work force (e.g. job shadow, etc.)</p> <p style="padding-left: 40px;">(c) Developing a corporate training plan that reflects training requirements as defined in job descriptions and supplemented by individual employee performance plans</p>	<p>Lead: Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. Customer service training for staff will be incorporated into their development plan as part of their PAD.</p> <p>Lead: Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. Leadership and cross training opportunities are provided to interested staff to ensure competencies are broadened. In addition, Lean Six Sigma training, mentorship and other opportunities are provided.</p> <p>Lead: Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. Succession Planning and Corporate Training Plans are led by the HR Department with</p>

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		the City and CHH staff, as City employees, are captured within this plan.
9.	<p>Working with City staff in the Housing Services Division, develop a more formal shareholder/Service Manager reporting framework by:</p> <p style="padding-left: 40px;">(a) Establishing a formal reporting template for shareholder/Service Manager metrics</p> <p style="padding-left: 40px;">(b) Establishing formal policies governing shareholder/Service Manager approvals</p>	<p>Lead: CEO, Tom Hunter</p> <p>CHH will work with Housing Services to put in place a more formal reporting framework by Q4 2017.</p> <p>Lead: Manager of Business Services, Kathy McInnes</p> <p>Formal governance policies relating to Service Manager and Shareholder relationships with CHH will be completed in Q2 2018.</p>
10.	<p>Expand monitoring & measuring against external benchmarks by:</p> <p style="padding-left: 40px;">(a) Regularly seeking out comparisons of KPI's with comparable external organization to better evaluate CHH performance</p>	<p>Lead: Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. Continual work is being undertaken to refine, development and monitor KPIs. This has been a focus with the Board and work will continue throughout 2017. The</p>

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<p style="text-align: center;">(b) Expanding efforts to identify/implement best practice approaches as part of annual business planning</p>	<p>establishment of targets for each KPI is a result of external benchmarking.</p> <p>Lead: Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. Best practices have been implemented with the collection of arrears during 2016 and the focus for 2017 will be decreasing unit turnover times.</p>
<p>FINANCIAL STABILITY</p>	
<p>To enhance its overall financial sustainability, it is recommended that CHH:</p>	
<p>11. Address its accumulated operating deficit by: (a) Developing and implementing a formal deficit reduction plan, as directed by the Service Manager per the 2014 AIR reconciliation process</p>	<p>Lead: CFO, Rochelle Desouza</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</p>

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<p>(b) Re-examining the 'new' funding model under which it operates and ensuring understanding and awareness of the model's dynamics with regards to CHH sufficiency</p>	<p>budgets are managed in fiscal responsible manner.</p> <p>Lead: CFO, Rochelle Desouza</p> <p>There is currently no in-year deficit. A Business Plan is being developed with the Service Manager, where the anticipated timeline for review will be in Q1 2018.</p>
<p>12 Reduce lost revenue from Resident rents and non-shelter leases by: (a) Defining and implementing a short term plan for capturing lost revenue due to Resident vacancies, especially in terms of market units, and monitoring progress through active tracking/reporting</p>	<p>Lead: CFO, Rochelle Desouza</p> <p>In 2017, the process for "unit turnovers" will be reviewed with the goal to maximize market rental revenues.</p> <p>Currently, CHH is working with the City of Hamilton's Real Estate Department to help rent out vacant commercial units as per SLA. Review will be completed in Q3 2018</p> <p>Lead: CFO, Rochelle Desouza</p>

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	(b) In collaboration with City Real Estate services, defining and implementing a short term plan for capturing lost revenue due to non-residential leased space, and monitoring progress using active tracking/reporting	A Service Level Agreement has been put in place with the City's Real Estate Department and they are working on maximizing commercial rents. Review with City Real Estate services in 2018 as per SLAs will be completed in Q3 2018.
13	Substantially reduce significant and sustained vacancies by: (a) Developing and implementing a formal business plan for getting all units that are not in circulation into rentable condition and leased	Lead : Manager of Operations, Brian Kinaschuk and Manager of Business Services, Kathy McInnes This item is compliant. In Q3 2016 a plan was created to significantly reduce the number of vacant units that have been on long term hold through the use of \$1.2M in the SHIP funding that was awarded specifically for this purpose. The plan would see these units repaired and leased throughout 2017.

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	(b) Tracking monthly progress against the plan and reporting this at each CHH Board meeting	<p>Lead: Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. Tracking of this work and other vacancy information is reported to the Board through the dashboard report presented by the Manager of Business Services</p>
14	<p>Substantially reduce Resident arrears and bad debt by:</p> <p>(a) Reviewing and refining CHH processes for avoiding and managing arrears</p>	<p>Lead: Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. New processes have been implemented for the collection of arrears. The arrears have been decreasing month over month and as of October 2016 are at 11.74%. This includes monthly process reviews, refined software processes, and staff development with successful portfolios.</p> <p>Lead: Manager of Business</p>

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	(b) Reviewing and refining CHH practice for pursuing collections and writing off accounts	<p>Services, Kathy McInnes</p> <p>In addition to the work done on rent arrears, further strategies will be identified and implemented in Q3 2017 to prioritize collecting former Resident arrears. Some work has been initiated in Legal Services, but a more comprehensive strategy is required.</p>
15	<p>Address depleted capital reserves by:</p> <p>(a) Continuing to prioritize capital spending on high priority/high return elements which help to reduce operating costs</p> <p>(b) Ensuring PH&N reserves are maintained at prescribed levels</p>	<p>Lead: Manager of Asset Renewal, Bernice Lilley and CFO, Rochelle Desouza</p> <p>This item is compliant. As appropriate, CHH has prioritized capital projects that result in more energy efficient buildings.</p> <p>Lead: Manager of Asset Renewal, Bernice Lilley and CFO, Rochelle Desouza</p>

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	<p>(c) Exploring asset leveraging opportunities within the context of a Strategic Asset Management Plan to offset capital need shortfalls</p>	<p>In 2018, 1% of the Replacement Fund and the Reserve Fund will be deposited to PH&N to build up reserves, however, CHH will ensure and maintain that Capital project are completed especially projects related to Health & Safety.</p> <p>Lead: Manager of Asset Renewal, Bernice Lilley</p> <p>This item is compliant. Project funding is continuously sought out to reduce capital need shortfalls. For example, CHH received SHARP funding for energy retrofits, where implementation began early 2017.</p>
16	<p>Establishing a long term financial strategy for the organization by: (a) Developing a formal long range financial plan to help guide decision making and support CHH sustainability</p>	<p>Lead: CFO, Rochelle Desouza</p> <p>CHH staff is assessing long rang strategies to improve the housing stock, while ensuring</p>

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		that all targets are met. Most recently, CHH took out a \$1M loan from the City to implement measure to decrease water consumption. Development of a long range financial plan is being worked on with the Service Manager. Review anticipated to be completed in Q4 2018.
OPERATIONS		
To improve its overall operational performance, it is recommended that CHH:		
17	<p>Promote a more responsive approach to maintenance and property management functions by:</p> <p style="margin-left: 40px;">(a) Increasing maintenance monitoring and follow-up to ensure completion of planned work</p> <p style="margin-left: 40px;">(b) Providing regular dashboard reporting to the Board on maintenance activity</p>	<p>Lead: Manager of Maintenance, Brian Kinaschuk</p> <p>CHH has Maintenance Administrators who inspect the work. This work will be more closely monitored and reported to the Management Team starting Q4 2017. A Supervisor of Maintenance will be hired to assist with the monitoring and completion of work.</p> <p>Lead: Manager of Maintenance, Brian Kinaschuk and Manager of Business</p>

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	<p>(c) Including preventive measures as part of regularly schedule maintenance to help reduce the frequency of ad hoc responses</p>	<p>Services, Kathy McInnes</p> <p>KPIs will be determined for maintenance and reported quarterly to the Board in Q1 2018.</p> <p>Lead: Manager of Maintenance, Brian Kinaschuk</p> <p>This item is compliant. There are yearly inspections of all the units that help to determine what repairs need to be done.</p>
18	<p>Reduce delays in unit turnover by:</p> <p>(a) Reviewing and evaluating CHH processes/procedures for turnover of available Units</p>	<p>Lead : Manager of Operations, Matt Bowen</p> <p>This item is compliant. Unit Turnover policy has been reviewed and signed off on by the PM team. It is a standing agenda item at monthly Portfolio team and Property Manager Meetings. Lean Six Sigma training has been applied for process</p>

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	(b) Modifying standard operating procedures as necessary to reduce unit turnover times and maximize revenues	<p>efficiencies.</p> <p>Lead : Manager of Operations, Matt Bowen</p> <p>Standard Operating Procedures for unit turn overs are current and up to date.</p> <p>Improving on the turn over time for units will be a key focus for staff in 2017. To date, work has been undertaken to collect CHH specific data on unit turnovers. Staff have also been looking at best practices with other housing providers. Revised standards for vacancy turn over times will be implemented in Q1 2018.</p>
19	<p>Enhance performance measurement of key functions by:</p> <p style="text-align: center;">(a) Refining/expanding current Key Performance Indicators (KPI's) to more effectively measure performance across all operational areas</p>	<p>Lead: Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. Staff continue to refine the reporting of key performance indicators to the Board and will</p>

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	<p>(b) Developing an operational business dashboard to track key metrics and reporting on it at each Board meeting</p> <p>(c) Utilizing existing integrated systems (i.e. Northgate) to support tracking and reporting efforts, expanding system content as necessary to accommodate these efforts</p>	<p>ensure these are reflective of industry best practices.</p> <p>Lead: Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. A dashboard with key operating metrics was presented to the Board in Q2, 2016.</p> <p>Manager of Business Services, Kathy McInnes</p> <p>Northgate currently provides multi-level reports which are provided to all levels of staff on a regular basis. Upgrade to reporting tool completed in early 2017. Dashboard will be implemented in 2018.</p>
20	Improve preventative maintenance by:	Lead: Manager of Maintenance, Brian Kinaschuk

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	<p>(a) Adopting innovative preventive maintenance practices that target high value maintenance activities which reduce component failure and minimize operating costs over time</p> <p>(b) Integrating preventive maintenance practices into existing maintenance plans and inspection procedures to support a more proactive approach for regularly scheduled activities</p>	<p>CHH has a planned maintenance program with Asset Renewal Department that will be completed in Q3 2018.</p> <p>Lead: Manager of Maintenance, Brian Kinaschuk</p> <p>CHH ties preventative maintenance with daily operations with the implementation of the new Site Staff Model by the end of Q3 2017 and more focused work will take place on the Preventative Maintenance Program (ongoing).</p>
21	<p>Establish a complete suite of corporate policies and procedures by:</p> <p>(a) Completing the current procedures and policy manual update on a priority basis</p>	<p>Lead: Manager of Business Services, Kathy McInnes</p> <p>Policies and procedures have been updated, created and implemented on a regular basis over 2015 and 2016. Continued work over 2017/2018 will be completed in</p>

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	(b) Establishing operating procedures and standards to promote consistency in service delivery across the organization	<p>Q4 2018.</p> <p>Lead: Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. CHH recently hired a Policy and Planning Co-coordinator to assist with the continued development of organizational policies and procedures.</p>
22	<p>Enhance coordination of City departments/resources by:</p> <p>(a) Clarifying the scope of existing partnership arrangements with City departments to ensure they formally reflect current service arrangements</p> <p>(b) Expanding opportunities to capitalize on available City resources while maintaining autonomy</p>	<p>Lead: CEO, Tom Hunter</p> <p>SLAs have been put in place with two City departments and three other SLAs are in the process of being written. Anticipated timeline is by the end of Q3 2018.</p> <p>Lead: CEO, Tom Hunter</p> <p>This item is compliant.</p> <p>Relationships and work has been expanding with the City in areas such as Planning, Real Estate, Economic</p>

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		Development, and C&ES.
Resident Relations /Engagement		
To improve its overall performance with regards to Resident relations/engagement, it is recommended that CHH:		
23.	<p>Improve coordination of Resident communications on maintenance issues/follow-up by:</p> <p style="padding-left: 40px;">(a) Establishing a more client-centric approach to communicating on maintenance activity by providing a consistent/clear point of contact</p>	<p>Lead: Manager of Maintenance, Brian Kinaschuk</p> <p>This item is compliant.</p> <p>CHH has a call in service 24 hrs a day 7 days week. CHH has procedure how to report maintenance concerns which is explained at Resident meetings and lease signings and is also included in the Resident Handbook.</p>
24.	<p>Enhance the flow of information on Resident issues at the Board level by:</p> <p style="padding-left: 40px;">(a) Providing more regular reporting on the status of Resident initiatives that include customer service metrics</p>	<p>Lead: Manager of Partnership Development and Support Services, TBD</p> <p>This item is compliant.</p> <p>We will be creating and implementing area specific work plans that include resident participation and metrics that will enable us to report on Resident initiatives.</p>

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	(b) Establishing a vehicle for Residents to provide feedback directly to the Board	<p>We currently report on resident beautification initiatives annually to the CHH Board but we will add this work to provide outcomes.</p> <p>Lead: Manager of Partnership Development and Support Services, TBD.</p> <p>This item is compliant. CHH staff will utilize Step by Step our Resident / resident council and resident stakeholder committee to inform and attend year end TESS reporting to the CHH Board of Directors so that they can provide feedback directly.</p>
25.	<p>Increase awareness and access to CHH policies and practices by:</p> <p style="text-align: center;">(a) Developing a strategy for communicating established/updated policies that affect Residents and expanding Resident access to them</p>	<p>Lead: Manager of Partnership Development and Support Services, TBD and Manager of Business Services, Kathy McInnes.</p> <p>This item is compliant. Work with CHH Leadership</p>

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<p>(b) Increasing awareness of policy impacts (i.e. rights/obligations) to both Residents, applicants and stakeholders/advocates</p>	<p>team Step by Step and staff. Specifically our Policy Development Coordinator to collaborate with residents to assist us in developing appropriate resident centred policies where possible and ensuring they are accessible to residents through appropriate outlets.</p> <p>The strategy for communicating policies are completed through various avenues to include, but are not limited to, CHH website, Resident Newsletter, during lease signing, through CHH documentation, etc.</p> <p>Lead: Manager of Partnership Development and Support Services, TBD and Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. Facilitate and foster growth</p>

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		and building capacity in these areas by bring key stakeholders to educate and empower residents through workshops and information seminar including published resources. This would include the Public legal clinics, advocates ONPHA, and more importantly educators on resident requested topics achieved through Resident engagement strategies and practices.
26.	<p>Explore options for addressing the growing support needs of CHH clientele by:</p> <p style="padding-left: 40px;">(a) Developing a strategy for further leveraging City/community partnerships which better serve the identified needs of residents, especially vulnerable clients and seniors aging in place</p>	<p>Lead: Manager of Partnership Development and Support Services, TBD</p> <p>This item is compliant. The Resident Engagement Strategy is used to achieve partnerships with key community partners including residents so that housing programs are sustainable. CHH staff are actively cultivating meaningful,</p>

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		<p>impactful partnerships that are encapsulated in service level contracts and Memorandum of Understandings (MOU).</p>
27.	<p>Enhance the approach to community development by:</p> <p style="padding-left: 40px;">(a) Completing community development plans for each building in collaboration with residents, in order to identify and address specific needs and issues (including security)</p>	<p>Lead: Manager of Partnership Development and Support Services, TBD</p> <p>This item is compliant. Enhance current work planning to include resident participation is planning and to allow for ideas, suggestions and feedback to be shared. Plans will be shared Step-by-Step in order for residents to provide feedback on impacts through a resident lens.</p> <p>Procure feedback by engaging residents so that they are at the planning stages and that the programs are what residents would like, that they could participate in and ultimately then lead themselves so that they could</p>

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		be sustainable.
28.	<p>Expand community stakeholder engagement by:</p> <p style="padding-left: 40px;">(a) Enhancing CHH’s capacity to facilitate/coordinate partnerships with stakeholders</p>	<p>Lead: Manager of Partnership Development and Support Services, TBD</p> <p>This item is compliant. Capitalizing on CHH’s existing Resident Engagement Strategy (2011) moving in to Phase 4 we are actively working and will develop KPI’s that we can quantitate and qualitatively measure. All new partnerships are encapsulated through MOU’s service level agreements and legal contracts where necessary.</p>
Asset management		
To improve its overall performance with regards to asset management and to build on LHC practices used in other jurisdictions, it is recommended that CHH:		
29.	<p>Establish a strategy for long term capital planning by:</p> <p style="padding-left: 40px;">(a) Formalizing a rolling 5 year capital plan to accompany the annual capital budget request</p> <p style="padding-left: 40px;">(b) Developing a formal long range capital plan which informs the Strategic Asset</p>	<p>Lead: Manager of Asset Renewal, Bernice Lilley</p> <p>The propose budget for 2017</p>

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<p style="text-align: center;">Management plan and links requirements with the long range financial plan</p>	<p>for an RFP for a Strategic Asset Management Plan was approved. The RFP will be released by the end of Q4 2017. The plan will cover both a/b recommendations.</p> <p>Also reviewing Asset Planner as a software tool to assist in managing assets.</p>
<p>30. Address depleted/insufficient capital reserves by:</p> <p style="padding-left: 40px;">(a) Pursuing asset leveraging strategies and external resources to offset capital needs (public/private), provided these are done within the context of an approved Strategic Asset Management Plan</p> <p style="padding-left: 40px;">(b) Establishing a dialogue with the shareholder regarding capital funding adequacy, risks and strategies for addressing the growing capital gap</p>	<p>Lead: CEO, Tom Hunter</p> <p>Senior Development Project Manager was hired in November 2016 to move forward on development strategies. In 2017 CHH will be issuing an RFP for the Asset Management Strategy project. The implementation of the Strategy in being in 2018/2019.</p> <p>Lead: CEO, Tom Hunter</p> <p>The propose budget for 2017 for an RFP for a Strategic Asset Management Plan was approved. The RFP will be released by the end of</p>

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		Q4 2017.
31.	<p>Establish a more coordinated approach to asset leveraging by:</p> <p style="padding-left: 40px;">(a) Developing a comprehensive Strategic Asset Management Plan to help rationalize CHH asset priorities, guide decision-making and secure shareholder approvals</p> <p style="padding-left: 40px;">(b) Defining a short term leveraging strategy for shareholder approval which can support renewal efforts while the Strategic Asset Management Plan is being developed</p>	<p>Lead: Manager of Asset Renewal, Bernice Lilley</p> <p>The propose budget for 2017 for an RFP for a Strategic Asset Management Plan was approved. The RFP will be released by the end of Q4 2017.</p> <p>Lead: Manager of Asset Renewal, Bernice Lilley</p> <p>This item is complete. Interim work completed and approved before the Strategic Asset Management Plan is in place. This includes the approved 2017 capital budget, along with SHIP/SHARP funding. Additional reallocation funds were also approved for 2017 by CHH Board of Directors.</p>
32.	<p>Enhance coordination of energy efficiency efforts by:</p> <p style="padding-left: 40px;">(a) Articulating and integrating an overall portfolio energy strategy into the Strategic</p>	<p>Lead: Manager of Asset Renewal, Bernice Lilley</p>

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	Asset Management Plan	The energy component of Capital Works is being strengthened by including the energy strategy in the RFP for the Strategic Asset Management Plan. Timeline is for Q4 2017.
33.	<p>Expand asset management integration with core IMS tools by:</p> <p>(a) Continuing to seek ways to integrate asset planning information with Northgate to better enable corporate information integration and performance monitoring</p>	<p>Lead: Manager of Asset Renewal, Bernice Lilley and Manager of Business Services, Kathy McInnes</p> <p>This item is compliant. Integration of asset planning software and Northgate cannot be completed.</p>