



Date: September 23, 2017

Report to: Board of Directors
CityHousing Hamilton Corporation

Submitted by: Tom Hunter
Chief Executive
Officer/Secretary

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Coordinator

Subject: **Update on the Comprehensive Operational Review
(Report #17023)**

RECOMMENDATION:

1. That the CityHousing Hamilton (CHH) Board of Directors receive for information the Operational Review (Review) update. The attachments that are associated with this report include the following:
 - (i) Appendix A – Legislative Requirements
 - (ii) Appendix B – Non Legislative Requirements
 - (iii) Appendix C – CHH responses to comments on indicators and elements as part of the Review

A handwritten signature in blue ink that reads "Tom Hunter".

Tom Hunter
Chief Executive Officer/Secretary

EXECUTIVE SUMMARY:

CHH is proactive in addressing directives and recommendations outlined in the Review, where Managerial Responses in Appendices A and B have been updated. Appendix C has been developed by CHH to respond to comments provided in the evaluation of indicators and elements as part of the Review. As

requested by the Board, CHH has identified items where work with the Service Manager is required.

BACKGROUND:

The Review completed by SHS Consulting and Re/fact Consulting on behalf of the Service Manager was brought forward to the Board meeting in May 2016 (Report #16019). The Review identified a suite of directives and recommendations as well as associated indicators and elements that were reviewed. Comments were also provided in the Review with each corresponding indicator and element.

In November 2016, CHH provided Managerial Responses to the directives and recommendations identified in the Review to the Board. CHH organized the directives and recommendations in Appendices A and B (Report # 16038). Appendix A includes items that are legislated and Appendix B include items that are non-legislated. The Board requested an update be provided on items that require follow up and work to be completed with the Service Manager over the next few months.

DISCUSSION:

As part of the Review, CHH has updated the Managerial Responses to Appendices A and B that describe directives and recommendations in themed areas such governance, organizational effectiveness, financial sustainability, operations, tenant relations and engagement, and asset management. Appendix C has been developed to address comments provided through the evaluation of indicators and elements as part of the Review.

In response to the request made by the Board at its November 2016 meeting, CHH has compiled a list of items that require work with the Service Manager as described below:

- The recommendation to provide an updated guide of CHH's housing portfolio that includes a list of modified units and the types of modification in place for each modified unit, requires the Service Manager to update the Housing Resource Guide that was completed in 1991. The update will provide direction to CHH on what is considered a "modified unit" and ensure compliance with the *Accessibility for Ontario with Disabilities Act*.
- The recommendation that CHH provide its Internal Review Policy and the Guest Policy to the Service Manager will be completed once the policies are approved by the Board.
- The recommendation that CHH continue to work with the Housing Services Department to clarify, refine and align accountability roles and identify what compliance monitoring process should be used, will be

- completed through ongoing work. The development of a more formal Shareholder/Service Manager Reporting Framework will be completed (while using reporting templates) and the development of policies that govern Shareholder/Service Manager approvals will continue.
- The recommendation that CHH's addresses its accumulated operating deficit by re-examining the 'new' funding model under which it operates and to ensure understanding and awareness of the model's dynamics with regards to the organization's sufficiency as part of enhancing financial sustainability, is currently being evaluated. A Business Plan will be developed with the Service Manager in Q1 2018.
 - The recommendation that CHH actively pursue and secure paid occupancy agreements for all leasable non-shelter space in partnership with the City of Hamilton have recently been completed for real estate, however, continued work will be undertaken for a set of Service Level Agreements and commercial spaces in Q4 2017.
 - The recommendation that CHH establish a financial strategy by developing a formal long range financial plan to help guide decision making and support sustainability, is currently in progress. CHH is working with the Service Manager to establish a formal long range financial plan to help guide decision making and to support CHH sustainability. For example, CHH has taken a loan from the City to implement measures to decrease water consumption.

The majority of the information provided in the Review gave substantial information as to what was evaluated and where improvements needed to be made. However, there are some areas identified in the Review where not enough information was provided by the consultants to mitigate the issues. For example, properties and files were audited to identify non-compliance, but such properties and files were not provided to CHH staff to resolve non-compliance. These areas have been identified in Appendix C in the comments provided by the Management Team.

CHH is proactive in meeting the Review's directives and recommendations to ensure continuous improvement from a quality assurance perspective, as well as addressing comments provided in the evaluation of indicators and elements. The implementation of internal controls for tracking and action plans for each department has been developed to ensure compliance.

CONCLUSION:

CHH will continue to work to meet the directives and recommendations identified in the Review. Items that require further direction from the Service Manager and/or information will be communicated through continued collaboration on the development, maintenance, administration and delivery of social housing in the City of Hamilton.

ALIGNMENT TO THE 2017-2021 STRATEGIC PLAN:

This report implements:

Healthy and Strong Communities

CHH believes that housing is a key influential determinant of health and is strongly tied to the quality of life as it impacts the physical, social, emotional and mental health of all persons.

Clean and Green

CHH strives to be an environmental steward by minimizing our environmental footprint through implementing sustainable water and energy efficiencies in our housing stock.

Built Environment and Social Infrastructure

CHH is committed to finding new ways to be innovative that will contribute a dynamic City characterized by unique infrastructure, buildings, and public spaces. The maintenance, renewal and new development of our housing stock will ensure that the quality of life, well-being and enjoyment of our residents', influences the design and planning of our homes.

Our People Our Performance

CHH aims at delivering consistent and excellent service for all its residents, while searching for ways to increase efficiencies and effectiveness in how we operate. To provide the highest quality of service to our residents within current resources, we work to empower staff to deliver on our service commitments by strengthening staff competencies, standardizing operating processes, streamlining services and technology and holding staff accountable to better respond to the needs of residents.

TH/jl

Mission: We provide affordable housing that is safe, well maintained and cost effective and that supports the diverse needs of our many communities.