



## Facilities Management Budget Envelope Reallocations to September 30, 2024

Item 10A

December 12, 2024

Board of Directors

**Report: TCHC:2024-73**

**To:** Board of Directors (the “Board”)

**From:** Building Investment, Finance and Audit Committee (“BIFAC”)

**Date:** November 4, 2024

### PURPOSE:

To provide the Board of Directors with information on the reallocation of funds within Building Capital Envelopes for amounts between \$500,000 and \$5,000,000 in accordance with TCHC’s Financial Control Bylaw 3.

### RECOMMENDATION:

It is recommended that the Board receive this report for information.

### BIFAC:

The recommendation was received by the BIFAC on November 4, 2024.

### REASONS FOR RECOMMENDATIONS:

#### Reallocation of funds to:

Budget Envelope	Amount
HBRP - Holistic Building Retrofit Program	\$3,000,000
RC15 - HVAC	\$3,000,000
RC24 - Parking Garages	\$1,500,000
2025 Advanced Spend (Reduction)	\$1,770,000
<b>Total</b>	<b>\$9,270,000</b>

**Reallocation of funds from:**

<b>Budget Envelope</b>	<b>Amount</b>
CC01 - Commercial-Laundry Rooms	(\$500,000)
CC09 - Commercial Retail Repairs	(\$500,000)
RC05 - Elevators	(\$2,000,000)
RC18 - Roofing	(\$3,000,000)
RC41 - Swimming Pool Envelope	(\$250,000)
SOGM - State of Good Repair-MLS Issues	(\$500,000)
EW08 - Metering / Monitoring	(\$1,220,000)
EW10 - In-Suite LED Lighting and E Renewable Program	(\$1,300,000)
<b>Total</b>	<b>(\$9,270,000)</b>

<b>Balance</b>	<b>\$0</b>
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**Background**

Due to the timing of the budget planning cycle, the 2024 capital budget envelope was finalized in August 2023, with the budget envelope amounts based on the best available information at that time. Historically, there has been no option to change the budget allocation between envelopes from the time of the initial submission in August to the final approval of the budget which typically occurs in February of the following year. As requested by the Board, Facilities Management is working with Finance to try to improve this process to help reduce the reallocations required in 2025 and beyond.

Regardless of any changes to process, some reallocations will continue to be required due to the ever-evolving capital requirements for a portfolio the size and age of TCHC's. Reallocations will always be required as priorities and requirements change throughout the year.

**Reallocation Impacts:**

There are no significant impacts to the reallocations being made. Additional details on the budget reallocations are outlined below.

<b>Budget Envelope</b>	<b>Amount</b>	<b>Explanation</b>
CC01 - Commercial-Laundry Rooms	(\$500,000)	Budget available due to priority and timing of non-critical / emergency projects.
CC09 - Commercial Retail Repairs	(\$500,000)	Budget available due to priority and timing of non-critical / emergency projects.
RC05 - Elevators	(\$2,000,000)	Budget available due to timing and current forecasting of 15 projects. Shop drawings are progressing, and equipment has been ordered and will be received in 2024 with installation in 2025.
RC18 - Roofing	(\$3,000,000)	Budget available due to priority and timing of non-critical / emergency projects.
RC41 - Swimming Pool Envelope	(\$250,000)	Budget available based on completion of 2024 projects.
SOGM - State of Good Repair-MLS Issues	(\$500,000)	Budget available based on reduced need with respect to MLS orders received.
EW08 - Metering / Monitoring	(\$1,220,000)	Budget available due to replanning of project originally anticipated for 2024.
EW10 - In-Suite LED Lighting and E Renewable Program	(\$1,300,000)	Budget available due to supply chain issues with solar projects and current year end forecasting.
<b>Total</b>	<b>(\$9,270,000)</b>	

### **Decision History**

Pursuant to TCHC's Financial Control Bylaw 3, TCHC's President and Chief Executive Officer is required to provide the Board with a quarterly report comparing budgeted capital expenditures to actual expenditures plus commitments, as well as a forecast of the estimated Capital Plan results for the year.

Section G-3 of TCHC's Financial Control Bylaw provides that management may reallocate funds among Building Capital Envelopes in the total Building Capital Budget, subject to the following:

- a. Reallocations between \$500,000 and \$5,000,000 shall be reported to the Board on a quarterly basis; and
- b. Reallocations greater than \$5,000,000 or any reallocation or reforecasting that results in a change to the total Building Capital Budget by more than 10% shall be approved by the Board.

Currently, TCHC's 2024 Capital Budget completion is projected to be \$380,369,979 down from \$382,139,979. This is a forecast based on the information currently available and will continue to be refined as the year progresses. To accommodate the completion of this work, \$350,000,000 will be funded from its 2024 Capital Budget and \$30,369,979 as advanced completion from its 2025 Capital Budget. Should the full forecast hold true, this will reduce the amount available to support TCHC's Capital Programs in 2025, from \$340,000,000 to \$309,630,021.

### **Budget Envelope Reallocations Recommended**

Attachment 1: 2024 Capital Renewal Plan – Variance by Project Category provides a summary of the Budget Envelopes discussed in this report.

As noted in the attachment, the Year to Date ("YTD") Variance column is based on a straight-line calculation due to system limitations. This is not the best way to illustrate variances for planned capital work as the work doesn't follow a straight-line completion. As a result, a number of budget envelopes show overbudget due to straight-line forecasting. A more accurate reflection for planned work is provided in the Year End ("YE") Forecast (as of September) column which provides the budget envelope year end forecast based on the individual projects themselves. The Actual YTD is also presented as of a point in time and changes daily. The capital budget is reviewed weekly at a minimum to understand the progress of jobs and the availability of budget by envelope.

Upon review of the September actuals, it is noted there are budget envelopes with low YTD (as of September 30, 2024) completion. These, along with all other budget envelopes, are being closely monitored and potential reallocation could reduce the advance spend:

- CC01 – Commercial Laundry Rooms
  - This budget is being monitored and there will likely be potential to reallocate funds from this budget.
- RC05 – Elevators

- Elevator equipment is generally ordered for the next year and is typically done later in the year. Once all the equipment has been received there may be potential to reallocate funds from this budget as the year progresses.
- RC12 – Life Safety
  - Unallocated budget is generally left in this budget envelope for emerging priorities, and there may be potential to reallocate funds from this budget as the year progresses.
- RC19 – Camera and Access Control
  - Unallocated budget is generally left in this budget envelope for emerging priorities, and however there may be potential to reallocate funds from this budget as the year progresses.
- RC39 – Common Area Hallway Repairs
  - This budget is being monitored and there will likely be potential to reallocate funds from this budget.
- SOGM – MLS Issues
  - Unallocated budget is generally left in this budget envelope for emerging priorities, and there may be potential to reallocate funds from this budget as the year progresses to help reduce advance spend.
- EW10 – In-suite LED Lighting
  - This budget is being monitored. There were some structural issues uncovered during a solar project panel project and supply chain issues have slowed its progress. There may be budget available to reallocate based on the progress of the projects.

Facilities Management is working together with Finance and ITS to determine what options are available for improved YTD variance reporting on planned projects.

### **Review of Demand Capital Spend**

In Q2 2023, TCHC recognized that demand capital and maintenance work orders (“WO’s”) were increasing at a pace not previously seen. This increase is forecasted to have a negative impact on the 2023 FCI and TCHC’s ability to achieve a 10% FCI by 2027. The current projection for 2027 FCI is 11.37%, subject to final verification by Ameresco during the 2027 year-end FCI process.

To address this concern, TCHC established a cross-divisional working group in late 2023 consisting of staff from Operations, Facilities Management, Information Technology, Finance, Internal Audit and Toronto Seniors Housing Corporation.

The working group developed an 8-point plan consisting of:

<b>Item</b>	<b>Current Status</b>
Data review and analysis	Completed
Triage process for WO's	In progress
Review of approval limits	In progress
Capital reporting	Completed
System controls	In progress
Vendor management	In progress
Communications to tenants, staff, and stakeholders	Completed
Review of demand vs capital threshold	In progress

Attachment 2 - Capital Demand Maintenance Projects Tracker provides more detailed information regarding this project.

To date, indications are that the measures taken by Operations in response to this concern are having the desired effect. As of September 30, 2024, Demand Capital (COXX) totaling \$59.7M has been completed vs a September budget of \$67.5M. These numbers are reflective of the \$10M that has already been reallocated from Demand Capital to Planned Capital. If this continues, Demand Capital will come in under budget for 2024 which will allow further budget to be reallocated from Demand Capital. Close monitoring of the Demand Capital spend will continue.

A business case request has been put forth in the 2025 budget package to help address maintenance backlog in the operating budget as well as to increase the threshold between operating and capital from \$1,500 to \$5,000. This request will help to ensure minimal negative financial impacts in 2025. If the increase is not approved, other options will need to be explored.

### **IMPLICATIONS AND RISKS:**

There are no significant risks to the reallocations outlined, and the reduction of \$1.8M from the advanced spend is positive.

While TCHC is currently receiving funding from the National Housing Co-Investment fund to complete advanced work, this funding will end in 2027. Unless additional funding can be obtained, TCHC's capital plan will dramatically decrease to \$160M per year. This means that TCHC will not have the ability to complete multi-year projects and will have significantly less capital to complete demand or planned projects. This risk increases every year.

The Facilities Management Capital Planning team is keenly aware of this reality and takes it into consideration as part of the overall capital planning process. To mitigate risk, any multi-year projects that are being entered into currently, have the annual anticipated completion tracked for the appropriate year to ensure that sufficient funding is allocated in the given year. Large projects that are currently

in design, are being designed such that they can be delivered in phases or by building component so that they can be tailored to budget availability. It is imperative that additional capital funding be obtained to ensure TCHC can properly maintain its buildings. This need has been articulated to the City of Toronto and will continue to be pursued.

Facilities Management staff are aware that the recent trend has been to use advance spend to deliver as much as possible each year. As noted above, the amount used in advance spend needs to decrease to zero on or before 2027 based on the current funding. Facilities Management will ensure that decrease occurs.

**SIGNATURE:**

*“Daisy Wong”*

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Daisy Wong,  
Acting Vice President, Facilities Management

**ATTACHMENTS:**

1. Capital Renewal Plan – Variance by Project Category to Sept 30, 2024
2. Capital Demand Maintenance Projects Tracker

**STAFF CONTACT:**

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Item 10A – Facilities Management Budget Envelope Reallocations to September 30, 2024

Public Board of Directors Meeting – December 12, 2024

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Attachment 1

CAPITAL CATEGORIES		BUDGET					2023 Year End Results	Actual YTD (Sept 2024)	YTD Budget (Sept 2024)	YTD Variance **
Budget Category	Envelope Name	2024 Board Approved Budget	Revised Budget *	Adjustment (As of Sept)	YE Forecast (As of Sept)					
2023 Advanced Spend brought into 2024			\$31,119,315		\$31,119,315	\$11,190,998	\$31,119,315	\$31,119,315		
2025 Forecasted Advanced Spend										
<b>Total Capital Advanced</b>			<b>\$31,119,315</b>	<b>\$0</b>	<b>\$31,119,315</b>	<b>\$11,190,998</b>	<b>\$31,119,315</b>	<b>\$31,119,315</b>		
<b>Planned</b>	CA01 - Common Area Accessibility	\$11,750,000	\$11,750,000	\$0	\$11,750,000	\$8,160,123	\$7,356,417	\$8,812,500	(\$1,456,083)	
	CC01 - Commercial-Laundry Rooms	\$1,300,000	\$1,300,000	(\$500,000)	\$800,000	\$2,100,490	\$207,194	\$600,000	(\$392,806)	
	CC09 - Commercial Retail Repairs	\$800,000	\$800,000	(\$500,000)	\$300,000	\$664,158	\$216,224	\$225,000	(\$8,776)	
	HBRP - Holistic Building Retrofit Program	\$20,000,000	\$29,000,000	\$3,000,000	\$32,000,000	\$10,795,985	\$27,011,782	\$24,000,000	\$3,011,782***	
	RC03 - Electrical	\$4,300,000	\$5,567,000	\$0	\$5,567,000	\$4,821,486	\$3,447,112	\$4,175,250	(\$728,138)	
	RC05 - Elevators	\$5,600,000	\$4,600,000	(\$2,000,000)	\$2,600,000	\$2,339,285	\$1,274,311	\$1,950,000	(\$675,689)	
	RC07 - Envelope	\$20,000,000	\$26,500,000	\$0	\$26,500,000	\$13,075,229	\$21,193,214	\$19,875,000	\$1,318,214***	
	RC08 - Grounds	\$8,500,000	\$6,000,000	\$0	\$6,000,000	\$5,188,540	\$4,296,883	\$4,500,000	(\$203,117)	
	RC09 - Interiors	\$8,000,000	\$11,570,000	\$0	\$11,570,000	\$5,540,926	\$7,673,161	\$8,677,500	(\$1,004,339)	
	RC10 - Emergency Generators	\$358,000	\$250,000	\$0	\$250,000	\$1,339,315	\$235,779	\$187,500	\$48,279***	
	RC12 - Life Safety	\$8,000,000	\$6,200,000	\$0	\$6,200,000	\$6,762,006	\$3,593,663	\$4,650,000	(\$1,056,337)	
	RC15 - HVAC	\$10,000,000	\$14,600,000	\$3,000,000	\$17,600,000	\$14,155,864	\$11,991,025	\$13,200,000	(\$1,208,975)	
	RC16 - Plumbing	\$8,000,000	\$8,190,000	\$0	\$8,190,000	\$9,466,493	\$6,213,283	\$6,142,500	\$70,783***	
	RC18 - Roofing	\$8,000,000	\$11,000,000	(\$3,000,000)	\$8,000,000	\$7,349,928	\$5,373,543	\$6,000,000	(\$626,457)	
	RC19 - Cameras and Access Control	\$8,000,000	\$8,000,000	\$0	\$8,000,000	\$10,405,872	\$2,219,353	\$6,000,000	(\$3,780,647)	
	RC22 - Single Dwelling Units	\$500,000	\$0	\$0	\$0	(\$200,732)	\$3,439	\$0	\$3,439***	
	RC23 - Structural	\$8,000,000	\$5,500,000	\$0	\$5,500,000	\$7,203,021	\$3,994,024	\$4,125,000	(\$130,976)	
	RC24 - Parking Garages	\$10,000,000	\$19,000,000	\$1,500,000	\$20,500,000	\$13,214,004	\$16,749,282	\$15,375,000	\$1,374,282***	
	RC39 - Common Area Hallway Repairs	\$1,000,000	\$1,467,000	\$0	\$1,467,000	\$714,542	\$526,648	\$1,100,250	(\$573,602)	
	RC41 - Swimming Pool Envelope	\$500,000	\$500,000	(\$250,000)	\$250,000	\$564,390	\$220,424	\$187,500	\$32,924***	
	RCHH - Heritage Houses	\$200,000	\$0	\$0	\$0	(\$4,447)	(\$0)	\$0	(\$0)	
	SOGI - State of Good Repair-Interior	\$6,000,000	\$6,000,000	\$0	\$6,000,000	\$2,923,223	\$4,522,966	\$4,500,000	\$22,966***	
<b>TOTAL Planned</b>		<b>\$148,808,000</b>	<b>\$177,794,000</b>	<b>\$1,250,000</b>	<b>\$179,044,000</b>	<b>\$126,579,701</b>	<b>\$128,319,727</b>	<b>\$134,283,000</b>	<b>(\$5,963,273)</b>	



CAPITAL CATEGORIES		BUDGET								
Budget Category	Envelope Name	2024 Board Approved Budget	Revised Budget	Adjustment (As of Sept)	YE Forecast (As of Sept)	2023 Year End Results	Actual YTD (Sept 2024)	YTD Budget (Sept 2024)	YTD Variance	
2023 Advanced Spend brought into 2024			\$31,119,315		\$31,119,315	\$11,190,998	\$31,119,315	\$31,119,315		
2025 Forecasted Advanced Spend										
<b>Total Capital Advanced</b>			<b>\$31,119,315</b>	<b>\$0</b>	<b>\$31,119,315</b>	<b>\$11,190,998</b>	<b>\$31,119,315</b>	<b>\$31,119,315</b>		
<b>Demand</b>	CA02 - Tenant Units Accessibility	\$5,000,000	\$5,000,000	\$0	\$5,000,000	\$3,911,896	\$3,335,162	\$3,750,000	(\$414,838)	
	CA03 - Common Area Demand Accessibility Upgrades	\$2,050,000	\$2,050,000	\$0	\$2,050,000	\$334,714	\$279,787	\$1,537,500	(\$1,257,713)	
	CG01 - Waste Equipment Repairs	\$1,100,000	\$1,100,000	\$0	\$1,100,000	\$599,553	\$730,395	\$825,000	(\$94,605)	
	CI01 - Risk Management and insurance Claims	\$6,000,000	\$5,503,964	\$0	\$5,503,964	\$9,369,429	\$6,799,864	\$4,127,973	\$2,671,892****	
	COXX - Demand Capital	\$100,000,000	\$90,000,000	\$0	\$90,000,000	\$158,049,536	\$59,690,551	\$67,500,000	(\$7,809,449)	
	LC - Local Demand & Residential Appliances	\$4,000,000	\$4,000,000	\$0	\$4,000,000	\$4,508,835	\$3,110,684	\$3,000,000	\$110,684	
	LM - Local Moveouts	\$22,500,000	\$25,500,000	\$0	\$25,500,000	\$29,276,181	\$18,706,764	\$19,125,000	(\$418,236)	
	SOGM - State of Good Repair-MLS Issues	\$4,000,000	\$4,000,000	(\$500,000)	\$3,500,000	\$3,821,469	\$2,036,960	\$2,625,000	(\$588,040)	
	<b>TOTAL Demand</b>		<b>\$144,650,000</b>	<b>\$137,153,964</b>	<b>(\$500,000)</b>	<b>\$136,653,964</b>	<b>\$209,871,612</b>	<b>\$94,690,169</b>	<b>\$102,490,473</b>	<b>(\$7,800,304)</b>
<b>Capital Operations</b>	ADM - FM Labour Costs-Project Management (5%)	\$17,500,000	\$17,500,000	\$0	\$17,500,000	\$17,500,000	\$13,562,800	\$13,125,000	\$437,800	
	RC01 - Building Condition Audits	\$1,000,000	\$1,000,000	\$0	\$1,000,000	\$197,881	\$927,657	\$750,000	\$177,657	
	RCXZ - Contingency	\$20,551,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>TOTAL Capital Operations</b>		<b>\$39,051,000</b>	<b>\$18,500,000</b>	<b>\$0</b>	<b>\$18,500,000</b>	<b>\$17,697,881</b>	<b>\$14,490,457</b>	<b>\$13,875,000</b>	<b>\$615,457</b>	
<b>Energy</b>	AIP1 - Social Housing Apartment Improvement Program-10 Buildings	\$16,000	\$700	\$0	\$700	(\$393,838)	(\$70,901)	\$525	(\$71,426)	
	EW01 - Water Conservation & Recommissioning	\$8,000,000	\$5,000,000	\$0	\$5,000,000	\$7,739,038	\$2,477,346	\$3,750,000	(\$1,272,654)	
	EW03 - Energy Retrofit and Recommissioning	\$275,000	\$566,000	\$0	\$566,000	\$72,380	\$451,909	\$424,500	\$27,409***	
	EW08 - Metering / Monitoring	\$1,700,000	\$2,220,000	(\$1,220,000)	\$1,000,000	\$632,033	\$623,111	\$750,000	(\$126,889)	
	EW09 - BAS and Recommissioning	\$900,000	\$686,000	\$0	\$686,000	\$880,903	\$384,885	\$514,500	(\$129,615)	
	EW10 - In-Suite LED Lighting and E Renewable Program	\$2,600,000	\$5,100,000	(\$1,300,000)	\$3,800,000	\$1,275,892	\$1,480,160	\$2,850,000	(\$1,369,840)	
	RPEI - Regent Park Energy Initiatives	\$4,000,000	\$4,000,000	\$0	\$4,000,000	\$5,572,715	\$3,629,797	\$3,000,000	\$629,797***	
	<b>TOTAL Energy</b>		<b>\$17,491,000</b>	<b>\$17,572,700</b>	<b>(\$2,520,000)</b>	<b>\$15,052,700</b>	<b>\$15,779,123</b>	<b>\$8,976,307</b>	<b>\$11,289,525</b>	<b>(\$2,313,218)</b>

CAPITAL CATEGORIES		BUDGET					2023 Year End Results	Actual YTD (Sept 2024)	YTD Budget (Sept 2024)	YTD Variance
Budget Category	Envelope Name	2024 Board Approved Budget	Revised Budget	Adjustment (As of Sept)	YE Forecast (As of Sept)					
	<b>Sub-total In-Year Capital Spend/Forecast</b>	\$350,000,000	\$351,020,664	(\$1,770,000)	\$349,250,664	\$369,928,318	\$246,476,660	\$261,937,998	(\$15,461,338)	
	<b>Total In-year spend forecast &amp; 2025 advanced spend</b>	\$350,000,000	\$382,139,979	(\$1,770,000)	\$380,369,979	\$381,119,316	\$277,595,975	\$293,057,313	(\$15,461,338)	

\*Revised budget as approved by the Board through unanimous resolution October 15, 2024.

\*\*YTD comparison calculations are currently using a straight-line calculation. It is recognized that this is not an ideal comparison. FM has engaged Finance and IT to collectively determine a go forward approach and strategy to review the cycle reporting and develop a plan to enhance reporting while addressing the process review items addressed in the Internal Audit Report of March 18, 2024.

\*\*\* YTD Variance is calculated using a straight-line calculation. Envelopes are not projected to be over budget based on yearend forecasting.

Item 10A – Facilities Management Budget Envelope Reallocations to September 30, 2024  
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**Attachment 2**

Task	Owner	Detail	Due Date	Status
<b>Step 1: Data Review and Analysis</b>	FM/OPS	Preliminary and root cause analysis of volume and cost breakdown of work orders by Company (TSHC/TCHC) as well as Regions	Q 1-2024	Complete
	Finance	Inflationary impacts, understanding reduction in spending	Q 1-2024	Complete
	OPS/FM	Review AUI results (kitchens and bathrooms) once AUI has been completed for 2024.	Q 4-2024	In progress
<b>Step 2: Triage process for WO's</b>	FM/OPS	Establish a system for prioritizing WO's based on urgency, ensure they are processed by priority, put non urgent work beyond budget on hold, reviewed scope of work, finalize the process and share with the team.	Q 2-2024	Complete
	OPS	Train staff on WO prioritization for the work order triaging process, review SLAS to ensure that work on hold is classified appropriately.	Q 4-2024	In progress
	Finance	Conduct financial benefit analysis of training in-house staff for semi-skilled work, establish timelines and determine the % impact of cost savings.	Q 4-2024	In Progress
	OPS/ Procurement	Procure an external company to facilitate and deliver training to unionized staff for Semi-Skilled repairs. The RFP was not successful. Training to be completed by TCHC staff in Q4.	Q 4-2024	Complete

Task	Owner	Detail	Due Date	Status
<b>Step 3: Review of Approval Limits</b>	Finance/ OPS	Ensure the appropriate signing authorities inclusive of regional and capital staff are set up accurately within the system.	Q 1- 2024	Complete
	IT	IT to develop a workplan on SLA and system alignment, review corporate signing authorities, and re-circulate the Controls Monitoring – Work Order Data Analysis document for review	Q 1- 2024	Complete
<b>Step 4: Capital Reporting</b>	FM/OPS	Weekly reporting to the regions; actuals vs budget. Monthly reporting to executive on YTD spend.	Q 1- 2024	Complete
	Finance	Establish monthly/ quarterly meetings with the regions to review spending, review the tools and assist with understanding the report.	Q 1- 2024	Complete
	IT/OPS/FM	Integration of Capital Reporting Budget into Budget Dashboard. FM has provided copies of the report to Ops, and both divisions will collaborate with IT to develop the dashboards.	Q 4- 2024	In progress
<b>Step 5: System Controls</b>	IT/OPS/ Finance/FM	Finance is working with SPU, ITS and a working group from each division on a report that will put system controls in place for all overbudget spending and set up management approvals.	Q 4- 2024	In progress
	Finance/OPS	Input budgets into the system and conduct a demonstration on system work order approval process and gap analysis.	Q 2- 2024	Complete
	IT/Finance	Create software warnings within the system for budgets when thresholds are met to prevent budget overspending.	Q 4- 2024	In progress

Task	Owner	Detail	Due Date	Status
	Procurement/ OPS	Review of supply ordering systems and process for Office Supplies, Cleaning Supplies, PPE and Maintenance Supplies.	Q 4- 2024	In progress
	OPS	Analysis on cost, benefits and oversight of using Marketplace vs BIR System for Appliance Ordering	Q 1- 2024	Complete
<b>Step 6: Vendor Management</b>	FM/OPS	Quarterly meetings to be set up with the vendors & FM/Ops to review work orders and ensure they are meeting SLA's within contract.	Q 1- 2024	Complete
	Finance	Managing work order pricing against contract pricing and reviewing over charging issues with Vendors.	Q 2- 2024	Complete
	OPS/IT/ Procurement	Implement the Power BI dashboard to manage vendor work orders against contracts and SLA's.	Q 4- 2024	Complete
	Procurement	Implement a vendor accountability strategy to provide oversight and management of all TCHC vendors pending the results of an EY report "Procurement Transformation Implementation Milestones" presented to BIFAC, September 12.	Q 4- 2024	In progress
<b>Step 7: Communications to Tenants, Staff and Stakeholders</b>	OPS	Conduct tenant engagement sessions to review the WO Triage Process. Execute a communication plan to tenants, staff and external stakeholders about the process.	Q 2- 2024	Complete
<b>Step 8: Review of Demand vs. Capital Thresholds</b>	Finance/FM	Review of Capital expense threshold limit of \$1500, with a recommendation on increasing the amount. Ongoing stewardship with the City for additional operating funding in 2025 budget if threshold increased. Discussions have been initiated during the 2025 budget process.	Q 1- 2025	In progress