



Financial Reconciliation COXX – Demand Capital

Item 14

June 24, 2025

Board of Directors

Report: TCHC:2025-28

To: Board of Directors (the “Board”)

From: Chief Financial Officer, Chief Operating Officer and Vice President, Facilities Management

Date: June 11, 2025

PURPOSE:

This report provides the Board of Directors (the “Board”) with a reconciliation of the Demand Capital envelope (COXX) from 2017 to 2024, analyzing the 2023 overspend, its root causes – including tracking and procurement issues – and assessing whether 2024 cost reductions reflect true savings or the deferral of work.

RECOMMENDATION:

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

REASONS FOR RECOMMENDATION:

Background

Improving the overall condition of TCHC buildings requires long-term planned investments in key building components. At the outset of the renewed capital program, it was determined that 80% of capital should be invested in these long-term improvements (referred to as Planned Capital), while 20% of capital should be reserved for immediate repairs and needs (referred to as Demand Capital). This 80/20 split was designed to balance proactive repair and renewal with the flexibility to respond to urgent or unplanned needs. When beyond the target ratio, increases in Demand Capital expenditures contribute to slower Facility Condition Index (“FCI”) improvements and a growing accumulated State of Good Repair (“SOGR”) backlog.

TCHC's annual capital planning process operates under significant funding constraints yet must respond to a wide array of priorities. These include improving energy efficiency, accessibility, maintaining unit counts, FCI reduction, and ensuring full budget expenditure. Compounding these constraints is the continued rise in Demand Capital pressures – driven by the aging condition of TCHC's portfolio following years of underinvestment in capital renewal, cost inflation, and a capital policy threshold that deviates from industry standards by capitalizing lower value repairs between \$1,500 to \$5,000.

As such, annual Demand Capital budgets have often served as aspirational starting points rather than realistic forecasts that reflect the true scale and cost of reactive repair needs. Over time, this has led to a persistent structural gap between budgeted allocations and actual expenditures, as outlined in Table 1.

Table 1: Demand Capital Spending Year Over Year vs Budget

	2017	2018	2019	2020	2021	2022	2023	2024
COXX Approved Budget	17M	19M	28M	28M	52M	50M	31M	100M
Year End COXX Actual	39M	56M	71M	71M	103M	111M	158M	85M
Variance (Actual vs. Budget)	-22M	-37M	-43M	-43M	-51M	-61M	-127M	+15M

For the first four years of the renewed capital program, TCHC successfully maintained the targeted 80/20 spending ratio between Planned and Demand Capital. However, beginning in 2021, this ratio began to steadily decline, reaching a significant low of 55/45 in 2023.

Table 1: Demand Capital Spending Year Over Year

	2017	2018	2019	2020	2021	2022	2023	2024
Year End COXX Actual	39M	56M	71M	71M	103M	111M	158M	85M
Percentage of Total SOGR Capital Spend	15%	19%	23%	20%	29%	32%	45%	24%

2023 CO09 - Interior Overspend

The significant increase in the COXX envelope in 2023 was primarily driven by the Demand Capital – CO09 Interior category, which saw a year over year increase of \$45.7M between 2022 and 2023. This highly localized variance, tied to the Demand General Repair (“DGR”) program, was the result of three contributing factors:

1. The reintegration of the formerly Contract Managed (CM) building portfolio;
2. Post pandemic cost and volume increases; and
3. Deficiencies in program expenditure tracking and budget controls, including procurement.

Transition of Contract Managed Properties

The transition of the legacy Contract Managed (“CM”) buildings back to the TCHC direct-managed portfolio resulted in a high volume and cost of in-suite repairs. While the legacy contract managed buildings comprised 21% of the TCHC portfolio, it had a disproportionate impact on the DGR program; in 2023 it accounted for 40% of total program expenditures. Additionally, the average cost per unit to deliver DGR work in CM buildings (\$2,978/unit) was significantly higher than in Direct Managed (“DM”) buildings (\$1,189/unit).

Further, the average cost per work order under the *Renovations* category was 42% higher in legacy CM buildings compared to DM buildings in 2023. This is reflective of the extensive post-transition work to replace and/or repair the conditions of the units in legacy CM buildings as compared to the TCHC managed portfolio. As a result, the 2023 CO09 actuals reflect the higher volume and cost required to complete the reset repairs of the legacy CM buildings.

Post Pandemic Cost and Volume Increases

The COVID-19 pandemic caused global challenges that led to an eventual increase in costs related to raw materials, manufacturing, and transportation of supplies. Management received Board approval to apply an in-year 30% increase in contract items costs for the DGR program. The initial change order ([TCHC:2022-31](#)) was approved for the period of July 2022 to December 2022. In addition, a second change order ([TCHC:2022-85](#)) was approved by the Board for the period of January 2023 to August 2023, which coincided with the end of the DGR contract year and early termination of the DGR contract.

Importantly, the 2022-2023 contract year also coincided with lifting of COVID-19 pandemic restrictions and expanded access to tenant suites which resulted

in the need to address the bottleneck of backlogged work order requests as well as an increased wave of net new requests for in-suite repairs.

Deficiencies in Program Expenditure Tracking

At its meeting of July 30, 2024 the Board of Directors received Report [TCHC:2024-48](#), identifying a \$34M DGR program overspend for the time period between September 1, 2022, to August 31, 2023. The report concluded that although staff were regularly generating reporting to inform the reconciliation of program expenditures, incorrect parameters were being used which resulted in a significant underreporting of expenditures against the annual fiscal budget and approved contract upset limits. Subsequently, these reports were only capturing work orders completed and paid within a given contract year, excluding committed vendor work orders. This inability to track true financial impacts in a “real-time” manner hindered the staff’s ability to control spending in a responsive and timely way.

The material overspends in 2023 were addressed through internal reallocation within the Capital Budget and offset by savings within the Operating Budget. While budget reallocations are a common part of administering the annual capital repair plan - to ensure completion of planned capital work and to balance envelopes - the reallocation required to address the 2023 Demand Capital overspend, was significant and necessitated the deferral of planned capital work.

Work Order Triage and Cost Savings

In response to the 2023 overspend, 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 group developed an 8-point plan to address demand capital issues which included, the implementation of an OPS-led triaging program for demand maintenance Work Orders (“WO”). This triage process aimed to strengthen fiscal oversight, prioritize requests, and optimize service delivery. Priority was given to urgent or emergency repairs, specifically those that posed immediate health, safety, and security risks to tenants, including repair work related to heating, plumbing, electrical, appliances, and life safety devices.

By the end of 2024, a total of 6,221 WOs were triaged. Of these:

- 73% (valued at approximately \$7M) were deemed urgent or critical and dispatched to vendors

- 11% were cancelled (deemed to be no longer required)
- 16% were deferred as lower priority to be completed at a later time.

Additional savings were also realized through the adjustment of in-suite repair scopes. Between 2022 and 2023, the DGR program saw a rise in full kitchen and washroom renovations and replacements, largely driven by legacy Contract Managed properties. However, the Demand Capital program is intended to support small scale, component-level repair - not full replacements, and renovation. The triage process enabled a return this intended focus. In 2024, work orders related to Renovations and Cabinets/Millwork were reduced by nearly 50% while lowering costs per work order/unit by 40-45% (please refer to Attachment 3 - Table 2: DGR by WO Category).

This approach also improved alignment with Planned Capital programs such as SOGI – SOGR Interior Common Area and RC09 - Interior where kitchens and washrooms can be addressed in bulk to enable proactive planning and better cost and delivery efficiencies based on annual unit inspections and input from regional teams.

The newly implemented measures are having the desired effect; a reduction in work order volume and cost, improved work order stewardship, appropriate repair scoping, and more realistic budgeting practices have all resulted in a far more controlled Demand Capital spend over 2024 that is more in line with anticipated trends and better balanced with Planned Capital. The 2024 COXX spend was ultimately \$14.8M under the annual budget, allowing the savings to be reallocated to Planned Capital work.

Demand General Repair Stabilization

In 2024, total COXX spending was \$73M lower compared to the previous year, with \$61.3M (84%) of that reduction occurring in the Demand Capital – CO09 Interior category. While some of this decrease can be attributed to the newly implemented triage and rescoping processes described above, the significant magnitude of this reduction should be interpreted as a ‘reversion to the mean’ rather than a substantial capital savings. This interpretation is supported by several indicators:

- The 2024 year-end COXX expenditure is within 2% of the 8-year average of \$86.65M
- The average annual growth rate in Demand Capital spending from 2017 to 2022 is approximately 21.5%; The year-to-year variance in annual growth

rate is abnormally high for the years 2022-2023 (+42%) and sharply declines in 2023-2024 (-46%).

- Financial modelling, based on historic spending and adjusted for Service Hub spending, inflation, and construction cost increases, suggests that 2023 Demand Capital spend should have landed between \$107M and \$118M.

These factors highlight 2023 as a highly aberrant and localized jump on an existing upward trend of steadily increasing Demand Capital costs.

Ongoing measures, such as the 8-point plan in response to the 2023 overspend, are required to provide the clear accountability, strong collaboration across departments, and transparent tracking of outcomes that are necessary to ensure TCHC can provide stable, well-maintained housing. To effectively address the complex issues facing the TCHC portfolio, it is essential that budgeting and planning processes, as well as procurement controls, become more unified, accountable, and data driven in support of a shift away from reactive approaches to more effective, longer-term capital planning strategies.

Importantly, the City of Toronto has recognized the need to accommodate the growing costs of TCHC's SOGR Capital and recently allocated an additional \$40M from the Non-Tangible Capital Assets ("NTCA") funding towards these programs. This helps to ensure that the TCHC's capital repair plan continues to prioritize planned capital projects to maximize the efficacy of investments towards the improvement of the portfolio wide Facility Condition Index.

NEXT STEPS:

Ongoing Improvements to Budget and Tracking Controls

The administration of TCHC's Demand Capital program represents an important front line for tenant impact, experience, and satisfaction. For this reason, TCHC has taken measures, including a cross-divisional 8-step plan, to ensure a more balanced approach that involves maximizing the delivery of high-quality repair work to tenants, while ensuring the associated expenditures are within the established annual fiscal budget and approved contract upset limits.

Attachment 4 - Q1 2025 Capital Demand Maintenance Projects Tracker, outlines the progress of implemented program improvements that have a wide range of process and policy focus including better work order scoping, vendor oversight, cross-departmental collaboration and accountability, staff training, and market sounding. Future reporting will focus on processes for procurement controls.

Towards a Renewed SOGR Investment Strategy

Beyond improved financial and systems controls, the balance of Demand and Capital work is central to TCHC's evolving approach to capital planning and the establishment of our next set of goals and strategies for managing the portfolio's long-term preservation.

The creation of a renewed SOGR investment strategy is now critical to TCHC as we approach the end of the current 10-year plan. Further, securing the next wave of funding and financing will hinge on TCHC's ability to successfully demonstrate its strengths and address these current gaps. Therefore, the foundation of a new formal plan must be built on:

- First principles grounded in clear, overarching corporate strategic direction.
- A defined set of advanced asset metrics, beyond strictly FCI, to effectively measure asset improvement and preservation.
- A transparent, well documented, and evidenced-based project prioritization process.
- A framework for continual quality data collection with consistent, meaningful, and dynamic reporting.
- A well-controlled budgeting process that is proactive, well forecasted, and balances investments in demand, preventative, and planned investments to maximum effect.
- A stalwart project delivery framework with clear accountabilities, effective vendor oversight, and industry-leading tenant engagement.

To this end, broader strategic analyses are underway including in-depth staff tracking and evaluation, several independent third-party comprehensive studies, and an audit by the City's Auditor General of TCHC's capital planning and delivery program; all of which will form the basis of a renewed SOGR investment plan, future Board reporting, and 2026 capital budgeting.

The Facilities Management, Finance and Operations teams will continue regular reporting on the COXX budget envelopes updates and program improvements in quarterly reallocation reports provided to the BIFAC and the Board.

SIGNATURES:

"Noah Slater"

Noah Slater
Vice President, Facilities Management

“Lily Chen”

*Lily Chen,
Chief Financial Officer*

and

“Nadia Gouveia”

*Nadia Gouveia,
Chief Operating Officer*

ATTACHMENTS:

1. Demand Capital Spending by Envelope 2017-2024
2. CO09 Interiors Envelope Categories 2023 – 2024
3. Demand General Repair Program Financial Reconciliation 2023-2024
4. Q1 2025 Capital Demand Maintenance Projects Tracker

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COXX Spending by Category 2017-2024

Category – Subcategories	2017	2018	2019	2020	2021	2022	2023	2024
CO01 - HVAC	\$9,075,944	\$11,385,981	\$12,214,223	\$10,467,672	\$15,277,099	\$17,746,382	\$19,468,290	\$16,149,106
CO02 - Plumbing	\$2,998,248	\$3,449,449	\$3,085,968	\$2,144,845	\$8,425,253	\$8,655,669	\$10,434,901	\$11,464,692
CO03 - Electrical	\$1,047,887	\$1,478,893	\$1,281,945	\$1,469,137	\$1,851,378	\$723,385	\$2,179,488	\$1,320,151
CO04 - Safety Systems	\$3,968,678	\$3,882,806	\$5,276,308	\$6,303,486	\$5,546,431	\$5,612,770	\$7,146,707	\$5,639,997
CO05 - Mould	\$1,576,919	\$2,558,170	\$2,505,621	\$1,852,074	\$2,433,568	\$2,911,601	\$1,842,233	\$1,375,734
CO06 - Elevators	\$889,135	\$943,854	\$686,254	\$977,432	\$693,839	\$128,992	\$602,875	\$866,334
CO07 - Grounds	\$3,955,974	\$5,365,275	\$6,191,961	\$5,350,985	\$3,329,764	\$4,614,510	\$6,777,575	\$5,443,695
CO08 - Waste Management	\$1,581,665	\$2,484,286	\$3,076,237	\$4,453,226	\$3,961,471	\$1,526,297	\$621,526	\$833,029
CO09 - Interior	\$6,471,997	\$15,402,080	\$23,984,249	\$19,704,478	\$18,125,556	\$41,566,397	\$87,312,856	\$25,950,851
CO10 - Envelope and Roofing	\$1,503,930	\$3,289,376	\$4,138,130	\$3,599,830	\$2,531,489	\$2,926,321	\$3,167,572	\$4,636,483
CO11 - Parking Garages	\$2,000,133	\$2,561,882	\$4,060,735	\$4,077,647	\$3,477,413	\$1,907,986	\$1,389,672	\$1,285,979
CO12 - Cameras	\$715,333	\$1,331,101	\$1,240,470	\$1,028,364	\$1,104,774	\$744,385	\$2,188,031	\$1,422,240
CO13 - Playgrounds	\$33,438	\$120,320	\$18,978	\$41,977	\$30,066	\$49,538	\$138,423	\$124,603
CO14 - Commercial	\$31,677	(\$27,793)	\$125,428	\$65,078	\$290,497	\$110,434	\$4,172	-
CO15 – RV09 Redevelopment Repairs	\$2,435,552	\$1,077,667	\$2,251,494	\$1,819,227	\$1,358,575	\$2,199,060	\$2,125,775	\$2,065,786
CO16 - Component - Elevator Cab Phone	\$212,674	(\$2,288)	-	-	-	-	-	-
CO17 - Component Capital - Elevator Cab	\$9,858	(\$68)	-	-	-	-	-	-
CO18 - Smart Building & Energy Management	-	\$626,933	\$378,963	\$1,863,407	\$1,929,585	(\$58,800)	(\$28,939)	\$135,676
CO19 - BAS and Recommissioning	-	-	\$25,928	\$838,822	\$475,916	\$25,745	\$21,553	(\$11,141)
CO20 - Hydro Vaults	-	-	-	\$231,365	\$416,810	\$1,157,382	\$602,671	\$347,882
CO21 - Roofs and Ladders	-	-	-	\$13,025	\$401,892	\$252,215	\$145,434	\$421,166
CO22 - Water Metering	-	-	-	-	\$2,491,877	\$138,062	\$67,695	(\$2,595)
CO23 - Regional Hubs	-	-	-	\$4,912,985	\$27,511,530	\$13,683,099	\$1,032,476	\$55,204
*Regional Demand Capital–Central	-	-	-	-	\$172,272	\$971,031	\$1,316,556	\$715,546
*Regional Demand Capital–East	-	-	-	-	-	\$229,351	\$4,105,886	\$490,586
*Regional Demand Capital–West	-	-	-	-	\$19,773	\$329,361	\$592,295	\$1,120,504
*Regional Demand Capital-Seniors	-	-	-	-	\$770,889	\$2,968,608	\$4,793,813	\$3,388,807
Total	\$38,509,042	\$55,927,924	\$70,542,893	\$71,215,061	\$102,627,718	\$106,627,718	\$158,049,536	\$85,240,314

CO09 Interiors Spending by Category 2023-2024

Category – Subcategories	2023 Year End	2024 Year End	Variance
Floors/ Stairs-Tiles - Ceramic, Porcelain	\$6,490,513	\$2,129,194	(\$4,361,319)
Floors/ Stairs-VCT	\$3,645,252	\$835,216	(\$2,810,036)
Floors/ Stairs-Wood	\$3,484,473	\$1,407,989	(\$2,076,484)
Paint/Plaster-Common Areas (building)	\$1,758,900	\$231,141	(\$1,527,759)
Paint/Plaster-Unit Repairs	\$7,107,268	\$1,429,584	(\$5,677,684)
Renovations-Bathroom Renovation	\$17,901,918	\$3,188,477	(\$14,713,441)
Renovations-Common Area Renovation	\$1,386,799	\$240,455	(\$1,146,344)
Renovations-Full Unit Renovation	\$1,824,211	\$291,555	(\$1,532,656)
Renovations-Kitchen Renovation	\$20,758,617	\$3,349,728	(\$17,408,889)
Renovations-Minor-Med General Repairs Unit	\$4,009,334	\$1,896,484	(\$2,112,850)
Cabinets (Millwork)- Bathroom Vanity/Counter Repair	\$783,253	\$98,782	(\$684,471)
Cabinets (Millwork)-Kitchen Cabinet Repair	\$6,122,894	\$944,714	(\$5,178,180)
Cabinets (Millwork)-Kitchen Counter	\$1,056,558	\$200,994	(\$855,564)
Doors-Ensuite Doors (closets))	\$322,944	\$15,678	(\$307,266)
Doors-Locks, Keys, Hardware	\$717,187	\$480,051	(\$237,136)
Doors-Service/ Common area Door	\$770,728	\$503,325	(\$267,403)
Doors-Storm Door/Sliding Door	\$200,049	\$96,586	(\$103,463)
Doors-Unit Doors	\$3,170,077	\$1,522,494	(\$1,647,583)
Floors/ Stairs-Baseboards and Quarter Rounds	\$147,440	\$21,838	(\$125,602)
Floors/ Stairs-Concrete - Painting	\$47,146	-	(\$47,146)
Floors/ Stairs-Carpet	\$138,533	\$33,293	(\$105,240)
Floors/ Stairs-Concrete - Repairs	\$59,321	\$23,451	(\$35,870)
Floors/ Stairs-Marmoleum	\$78,629	\$10,310	(\$68,319)
Floors/ Stairs-Railings	\$109,432	\$42,843	(\$66,589)

Category – Subcategories	2023 Year End	2024 Year End	Variance
Floors/ Stairs-Stair treads	\$151,993	\$42,923	(\$109,070)
Paint/Plaster-Building Exterior	\$69,473	\$26,488	(\$42,985)
Paint/Plaster-Underground Parking	\$75,912	\$14,382	(\$61,530)
Building Envelope-Ext. repairs - brick, cladding	-	\$61,267	\$61,267
Building Envelope-Water Penetration	-	\$82,587	\$82,587
Renovations-Laundry Room Renovation	\$119,436	\$6,019	(\$113,417)
Non-DGR	\$4,804,566	\$6,723,003	\$1,918,437
Total for CO09	\$87,312,856	\$25,950,851	(\$61,362,005)

Demand General Repair spending 2023-2024

Table 1: DGR by CAPEX & OPEX, 2023 & 2024

Year	Category	Total Count	Total Cost	Avg Cost
2023	CAPEX	13,494	\$80.66M	\$5,978
	OPEX	16,652	\$9.37M	\$563
	Total	30,146	\$90.03M	\$2,987
2024	CAPEX	4,225	\$18.19M	\$4,306
	OPEX	13,121	\$6.79M	\$517
	Total	17,346	\$24.98M	\$1,440

Table 2: DGR (CAPEX & OPEX) by WO Category, 2023 & 2024

Category	2023			2024		
	Total WO	Total Cost	Avg Cost	Total WO	Total Cost	Avg Cost
Renovations	9,661	\$47.69M	\$4,936	4,729	\$10.51M	\$2,222
Floors & Stairs	3,480	\$15.09M	\$4,337	1,680	\$4.98M	\$2,961
Paint & Plaster	8,846	\$12.64M	\$1,429	5,864	\$4.71M	\$803
Cabinets & Millwork	2,036	\$8.55M	\$4,199	993	\$1.66M	\$1,670
Doors	6,132	\$6.07M	\$991	4,080	\$3.13M	\$767
Total	30,146	\$90.03M	\$2,987	17,346	\$24.98M	\$1,440

Table 3: DGR WOs by CM/DM Portfolio, 2023 & 2024

	CM		DM	
Year	Avg Cost/WO	Avg Cost/Unit	Avg Cost/WO	Avg Cost/Unit
2023	\$3,594	\$2,978	\$2,680	\$1,189
2024	\$1,761	\$718	\$1,311	\$359

Table 4: DGR WO Category by CM/DM Portfolio, 2023 & 2024

2023							
Category	CM			DM			Total
	Total	Total Cost	Avg Cost	Total	Total Cost	Avg Cost	
Renovations	3,829	\$23.01M	\$6,009	5,832	\$24.68M	\$4,231	\$47.69M
Floors & Stairs	1,133	\$5.03M	\$4,443	2,347	\$10.06M	\$4,285	\$15.09M
Paint & Plaster	2,929	\$4.05M	\$1,382	5,917	\$8.59M	\$1,452	\$12.64M
Cabinets & Millwork	547	\$2.59M	\$4,733	1,489	\$5.96M	\$4,003	\$8.55M
Doors	1,672	\$1.65M	\$987	4,451	\$4.42M	\$993	\$6.07M
Total	10,110	\$36.33M	\$3,594	20,036	\$53.70M	\$2,680	\$90.03M

2024							
Category	CM			DM			Total
	Total	Total Cost	Avg Cost	Total	Total Cost	Avg Cost	
Renovations	1,321	\$3.92M	\$2,971	3,408	\$6.58M	\$1,932	\$10.51M
Floors & Stairs	523	\$2.14M	\$4,089	1,157	\$2.84M	\$2,452	\$4.98M
Paint & Plaster	1,836	\$1.47M	\$799	4,028	\$3.24M	\$805	\$4.71M
Cabinets & Millwork	293	\$0.55M	\$1,876	700	\$1.11M	\$1,584	\$1.66M
Doors	1,002	\$0.68M	\$681	3,078	\$2.45M	\$795	\$3.13M
Total	4,975	\$8.76M	\$1,761	12,371	\$16.22M	\$1,311	\$24.98M

Table 5: Work Orders, Total Triage Volume and Costs, 2024

Status	Total	Total ¹
WO Dispatched ²	4524	\$7M
WO Cancelled ³	668	\$206K
WO On-Hold ⁴	1029	\$515K
Total	6221	\$7.72M

¹ Values of the WOs are approximate as they proceed through the WO lifecycle; pricing may change if an escalation is requested.

² The WOs would be captured in the contract year numbers when they were dispatched in 2024.

³ These WOs were reviewed by Management, and in consultation with staff were no longer required.

⁴ These WOs were deemed as non-urgent and non-critical and placed in lower priority to be completed later; the WOs impact timing of completion of the work but not the total costs.

Q1 2025 Capital Demand Maintenance Projects Tracker

Task	Owner	Detail	Due Date	Status
Step 1: Data Review and Analysis	FM/OPS	Preliminary and root cause analysis of volume and cost breakdown of work orders by Company (TSHC/TCHC) as well as Regions	Q1 2024	Complete
	Finance	Inflationary impacts, understanding reduction in spending	Q1 2024	Complete
	OPS/FM	Review AUI results (kitchens and bathrooms) once AUI has been completed for 2024.	Q4 2024	Complete
Step 2: Triage process for WO's	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.	Q2 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.	Q4 2024	Complete
	Finance	Conduct financial benefit analysis of training in-house staff for semi-skilled work, establish timelines and determine the % impact of cost savings.	Q4 2025	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.	Q4 2024	Complete

Task	Owner	Detail	Due Date	Status
Step 3: Review of Approval Limits	Finance/OPS	Ensure the appropriate signing authorities inclusive of regional and capital staff are set up accurately within the system.	Q4 2025	In progress
	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	Q4 2025	In progress
Step 4: Capital Reporting	FM/OPS	Weekly reporting to the regions; actuals vs budget. Monthly reporting to executive on YTD spend.	Q1 2024	Complete
	Finance	Establish monthly/ quarterly meetings with the regions to review spending, review the tools and assist with understanding the report.	Q1 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.	Q4 2024	Complete
Step 5: System Controls	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.	Q4 2025	In progress
	Finance/OPS	Input budgets into the system and conduct a demonstration on system work order approval process and gap analysis.	Q2 2024	Complete
	IT/Finance	Create software warnings within the system for budgets when thresholds are met to prevent budget overspending.	Q4 2025	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.	Q4 2025	In progress
	OPS	Analysis on cost, benefits and oversight of using Marketplace vs BIR System for Appliance Ordering	Q1 2024	Complete
Step 6: Vendor Management	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.	Q1 2024	Complete
	Finance	Managing work order pricing against contract pricing and reviewing over charging issues with Vendors.	Q2 2024	Complete
	OPS/IT/ Procurement	Implement the Power BI dashboard to manage vendor work orders against contracts and SLA's for the DGR program.	Q3 2025	In Progress
	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.	Q4 2025	In progress
Step 7: Communications to Tenants, Staff and Stakeholders	OPS	Conduct tenant engagement sessions to review the WO Triage Process. Execute a communication plan to tenants, staff and external stakeholders about the process.	Q2 2024	Complete
Step 8: Review of Demand vs. Capital Thresholds	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	Q2 2025	Complete

Task	Owner	Detail	Due Date	Status
		increased. Discussions have been initiated during the 2025 budget process.		
	Finance/FM	Implement increase of threshold from \$1500 to \$5000 within the HoMES system.	Q4 2025	In progress