



Q3 2023 Facilities Management Quarterly Capital Budget Update

Item 11C

February 15, 2024

Board of Directors

Report: TCHC:2024-09

To: Board of Directors (the “Board”)

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

Date: February 9, 2024

PURPOSE:

The purpose of this report is to provide the Board of Directors (the “Board”), in accordance with Financial Control Bylaw 3, with a quarterly report comparing budgeted capital expenditures to actual expenditures plus commitments.

RECOMMENDATIONS:

It is recommended that Board approve the reallocation of funds within the 2023 Capital Repair Budget as follows:

Envelope Name	Reallocation Amount
COXX - Demand Capital	\$36,071,154

**Forecast for Q3 includes reallocations of various budgets inclusive of contingency.*

BIFAC:

This report will be considered by the BIFAC at its February 9, 2024 meeting.

REASONS FOR RECOMMENDATIONS:

Pursuant to Financial Control Bylaw 3, the following information shall be reported to the Board:

- 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.

VARIANCE BY PROJECT CATEGORY:

Through the delivery and oversight of the capital repair program, Facilities Management will continue to deliver the entire program by reacting and adapting to the challenging and ever-changing environment. This is essential work that directly impacts on the comfort, safety and well-being of our tenants across the portfolio.

Demand capital work, which includes component and program-based repair work, has continued to increase over the past few years with 2023 forecasted to be the highest year in history. For 2023, it is forecasted that demand capital will account for 55% of the total 2023 budget. These types of repairs are often work order based across all types of work. The smaller work orders (\$1,500 to \$5,000) have very minimal or no impact on reducing Facilities Condition Index ("FCI") and thus are detrimental to achieving FCI targets. Larger value work (>\$5,000) has more of an impact on FCI.

Local move-outs and interior demand capital work orders have experienced a substantial increase and are much higher than initially forecast for 2023.

All work completed, whether a planned project or through a work order, is forwarded to Ameresco, our third-party consultant, who reviews the work completed to ensure it is appropriately attributed towards the annual FCI calculation.

IMPROVED REPORTING AND MONITORING:

In response to the request at the January 27, 2023 BIFAC meeting, Facilities Management staff have updated their quarterly budget review process to ensure that, on a quarterly basis, the capital budget is reviewed thoroughly on an envelope by envelope basis, taking into account the original budget, current completion, and forecasted completion for year end. Based on this

analysis, changes to the budget envelopes will be made and reported quarterly through this reporting mechanism.

Additionally, the improvements to the Facilities Management weekly capital plan reporting noted in the Q1 2023 report ([Report BIFAC:2023-29R](#)) have resulted in the more accurate capturing of completed demand capital work, which provides Facilities Management staff a solid line of sight on a weekly basis. This helps to further identify trends and allow for more accurate forecasting and any associated budget allocation adjustments.

TCHC Finance is provided with a copy of the weekly Facilities Management capital report, and TCHC Finance and Facilities Management meet monthly to review the TCHC Finance monthly capital reporting to ensure they are aligned.

These steps are in response to the concern presented by the increase in demand capital work.

REVISIONS:

The overall capital budget completion is projected to be \$384,179,426 (\$350,000,000 from the 2023 Capital budget and \$34,179,426 as advanced completion from the 2024 capital budget. This is an increase of \$10,435,130 from the \$23,744,296 advanced completion reported in Q2).

The following are the required revisions to the budget envelopes for Q3:

Reallocation of funds to:

CC01 - Commercial-Laundry Rooms	\$385,810
RC05 - Elevators	\$361,176
RC08 - Grounds	\$771,330
RC10 - Emergency Generators	\$70,090
RC19 - Cameras and Access Control	\$772,858
RC23 - Structural	\$1,032,175
RC24 - Parking Garages	\$3,486,582
RCHH - Heritage Houses	\$4,043
SOGI - State of Good Repair-Interior	\$466,148
CI01 - Risk Management and insurance Claims	\$2,863,585
COXX - Demand Capital	\$36,071,154

LC - Local Demand & Residential Appliances	\$1,374,187
SOGM - State of Good Repair-MLS Issues	\$1,158,726
EW01 - Water Conservation & Recommissioning	\$332,407
Total:	\$49,150,271

CA01 - Common Area Accessibility	(\$3,138,449)
CC09 - Commercial Retail Repairs	(\$102,167)
HBRP - Holistic Building Retrofit Program	(\$4,399,579)
RC03 - Electrical	(\$1,360,429)
RC07 - Envelope	(\$3,325,253)
RC09 - Interiors	(\$3,626,756)
RC12 - Life Safety	(\$2,316,342)
RC15 - HVAC	(\$2,082,795)
RC16 - Plumbing	(\$2,795,810)
RC18 - Roofing	(\$251,252)
RC22 - Single Dwelling Units	(\$48,777)
RC39 - Common Area Hallway Repairs	(\$909,833)
RC41 - Swimming Pool Envelope	(\$13,444)
CA02 - Tenant Units Accessibility	(\$1,081,526)
CA03 - Common Area Demand Accessibility Upgrades	(\$1,529,255)
CG01 - Waste Equipment Repairs	(\$371,653)
LM - Local Moveouts	(\$3,590,967)
RC01 - Building Condition Audits	(\$500,869)
AIP1 - Social Housing Apartment Improvement Program- 10 Buildings	(\$65,964)
EW03 - Energy Retrofit and Recommissioning	(\$1,076,987)
EW08 - Metering / Monitoring	(\$1,465,164)
EW09 - BAS and Recommissioning	(\$448,593)
EW10 - In-Suite LED Lighting and E Renewable Program	(\$2,953,209)
RPEI - Regent Park Energy Initiatives	(\$1,260,067)
Additional Advanced from 2024	(\$10,435,130)
Total:	(\$49,150,271)

The above revision reflects trending as of Q3 2023.

FUTURE REPORTING:

Facilities Management, working with Finance and the BIFAC Chair, will continue to provide quarterly reporting to inform the Board on the progress of the capital renewal plan. This will identify variances and reallocations in budgeted spending.

IMPLICATIONS AND RISKS:

The budget reallocations contemplated in this report take place within the limits of TCHC's existing capital repair budget (as per Bylaw 3). Approval of the Q3 reallocations is being presented after the 2023 year-end.

As noted, the increase in demand capital does present a risk to TCHC's ability to meet the FCI target of 10% in 2027 and plans are being put in place to limit the amount of demand capital that will be completed in 2024 and going forward.

Reducing the amount of demand capital work will enable more funds to be used for larger planned capital projects which will have a positive impact to FCI.

SIGNATURE:

"Allen Murray"

Allen Murray,
Vice President, Facilities Management

ATTACHMENT:

1. 2023 Capital Renewal Plan – Variance by Project Category Q3 2023

Confidential Legal Opinion

Attachment 1:

Reason for This document is subject to solicitor-client privilege.

Confidential

Attachment:

STAFF CONTACT:

Allen Murray, Vice President, Facilities Management
416-981-6955
Allen.Murray@torontohousing.ca

Q3 2023 Facilities Management Report on Capital Delivery

CAPITAL CATEGORIES		BUDGET					
Budget Category	Envelope Name	Original Budget (Board Approved)	Revised Budget (as of Q2)	Q3 Completion	Q3 Adjustment	Reforecast of Year End Budget (as of Q3 2023)	2022 Year End Results
	2023 Capital Spend Advanced in 2022		\$11,190,998	\$11,190,998	\$0	\$11,190,998	\$9,792,203
	Total 2023 Capital Advanced in 2022		\$11,190,998	\$11,190,998	\$0	\$11,190,998	\$9,792,203
2023							
Planned	CA01 - Common Area Accessibility	\$11,750,000	\$11,750,000	\$6,624,384	(\$3,138,449)	\$8,611,551	\$6,659,375
	CC01 - Commercial-Laundry Rooms	\$1,300,000	\$1,403,891	\$1,784,743	\$385,810	\$1,789,701	\$1,183,919
	CC09 - Commercial Retail Repairs	\$1,000,000	\$485,519	\$454,213	(\$102,167)	\$383,351	\$259,010
	HBRP - Holistic Building Retrofit Program	\$41,783,000	\$15,413,461	\$6,520,616	(\$4,399,579)	\$11,013,882	\$13,269,174
	QWSM - Queensway Windemere Swansea Mews	\$3,000,000	\$0	\$0	\$0	\$0	\$0
	RC03 - Electrical	\$5,000,000	\$5,692,308	\$3,675,816	(\$1,360,429)	\$4,331,879	\$3,949,644
	RC05 - Elevators	\$5,000,000	\$2,465,578	\$2,272,294	\$361,176	\$2,826,754	\$5,772,432
	RC07 - Envelope	\$42,516,000	\$20,289,482	\$12,342,310	(\$3,325,253)	\$16,964,230	\$24,370,736
	RC08 - Grounds	\$8,000,000	\$6,442,958	\$4,828,009	\$771,330	\$7,214,288	\$10,915,328
	RC09 - Interiors	\$9,347,000	\$8,630,943	\$4,877,722	(\$3,626,756)	\$5,004,188	\$4,641,406
	RC10 - Emergency Generators	\$1,902,100	\$1,297,612	\$1,073,996	\$70,090	\$1,367,702	\$2,610,186
	RC12 - Life Safety	\$8,279,000	\$8,841,559	\$5,816,705	(\$2,316,342)	\$6,525,217	\$12,867,527
	RC15 - HVAC	\$18,828,000	\$16,810,229	\$10,436,368	(\$2,082,795)	\$14,727,434	\$12,258,248
	RC16 - Plumbing	\$8,863,000	\$10,699,999	\$6,255,602	(\$2,795,810)	\$7,904,189	\$15,161,997
	RC18 - Roofing	\$8,000,000	\$8,047,577	\$3,427,024	(\$251,252)	\$7,796,324	\$9,044,168
	RC19 - Cameras and Access Control	\$8,000,000	\$7,277,595	\$7,632,476	\$772,858	\$8,050,453	\$6,335,282
	RC22 - Single Dwelling Units	\$500,000	\$53,536	(\$34,217)	(\$48,777)	\$4,759	\$2,811,450
	RC23 - Structural	\$7,583,000	\$7,178,761	\$5,701,294	\$1,032,175	\$8,210,937	\$7,884,593
	RC24 - Parking Garages	\$14,563,000	\$12,424,496	\$11,420,115	\$3,486,582	\$15,911,078	\$11,402,470
	RC39 - Common Area Hallway Repairs	\$653,000	\$1,712,240	\$698,730	(\$909,833)	\$802,407	\$1,552,274
	RC41 - Swimming Pool Envelope	\$640,000	\$658,501	\$619,652	(\$13,444)	\$645,057	\$1,203,549
	RCHH - Heritage Houses	\$500,000	\$53,630	\$11,962	\$4,043	\$57,673	\$99,302
	SOGI - State of Good Repair-Interior	\$5,000,000	\$2,846,450	\$2,587,144	\$466,148	\$3,312,598	\$5,080,514
	TOTAL Planned	\$212,007,100	\$150,476,325	\$99,026,959	(\$17,020,675)	\$133,455,651	\$159,332,586
Demand	CA02 - Tenant Units Accessibility	\$5,000,000	\$5,000,000	\$2,631,974	(\$1,081,526)	\$3,918,474	\$3,050,437

	CA03 - Common Area Demand Accessibility Upgrades	\$2,050,000	\$2,050,000	\$288,445	(\$1,529,255)	\$520,745	\$782,114
	CG01 - Waste Equipment Repairs	\$1,000,000	\$1,000,000	\$484,224	(\$371,653)	\$628,347	\$1,763,282
	CI01 - Risk Management and insurance Claims	\$4,000,000	\$4,700,000	\$7,296,391	\$2,863,585	\$7,563,585	\$6,552,242
	COXX - Demand Capital	\$31,000,000	\$120,000,000	\$129,500,497	\$36,071,154	\$156,071,154	\$112,454,093
	LC - Local Demand & Residential Appliances	\$2,000,000	\$2,500,000	\$2,905,293	\$1,374,187	\$3,874,187	\$4,353,723
	LM - Local Moveouts	\$22,500,000	\$32,500,000	\$25,667,187	(\$3,590,967)	\$28,909,033	\$24,122,239
	SOGM - State of Good Repair-MLS Issues	\$5,000,000	\$2,593,984	\$2,791,186	\$1,158,726	\$3,752,710	\$3,561,125
	TOTAL Demand	\$72,550,000	\$170,343,984	\$171,565,198	\$34,894,251	\$205,238,235	\$156,639,255
Capital Operations	ADM - FM Labour Costs-Project Management (5%)	\$17,500,000	\$17,500,000	\$16,240,654	\$0	\$17,500,000	\$17,500,000
	RC01 - Building Condition Audits	\$1,000,000	\$736,272	\$163,589	(\$500,869)	\$235,403	\$392,930
	RCXZ - Contingency	\$25,447,942	\$0	\$0	\$0	\$0	
	TOTAL Capital Operations	\$43,947,942	\$18,236,272	\$16,404,243	(\$500,869)	\$17,735,403	\$17,892,930
Energy	AIP1 - Social Housing Apartment Improvement Program-10 Bu	\$129,958	\$932,010	(\$202,039)	(\$65,964)	\$866,046	\$5,002,453
	EW01 - Water Conservation & Recommissioning	\$8,000,000	\$7,430,552	\$7,736,832	\$332,407	\$7,762,959	\$5,456,349
	EW03 - Energy Retrofit and Recommissioning	\$1,000,000	\$1,153,681	\$39,752	(\$1,076,987)	\$76,694	\$280,080
	EW08 - Metering / Monitoring	\$2,700,000	\$2,302,432	\$481,207	(\$1,465,164)	\$837,268	\$1,599,237
	EW09 - BAS and Recommissioning	\$1,000,000	\$1,117,076	\$452,058	(\$448,593)	\$668,484	\$1,625,363
	EW10 - In-Suite LED Lighting and E Renewable Program	\$3,000,000	\$4,360,964	\$1,109,333	(\$2,953,209)	\$1,407,755	\$2,284,530
	RPEI - Regent Park Energy Initiatives	\$5,665,000	\$6,200,000	\$4,248,591	(\$1,260,067)	\$4,939,933	\$2,570,607
	TOTAL Energy	\$21,494,958	\$23,496,717	\$13,865,733	(\$6,937,577)	\$16,559,140	\$18,818,619
	Sub-total 2023 In-Year Capital Spend	\$350,000,000	\$362,553,298	\$300,862,133	\$10,435,130	\$372,988,428	\$352,683,389
Total 2023 In-year spend & 2022 advanced				\$373,744,296	\$312,053,131	\$10,435,130	\$384,179,426
							\$362,475,592

NOTE: Original budget is as approved by the Board TCHC:2022-90 on December 22, 2022