

Getting it Done: Real change at Toronto Community Housing

Toronto Community Housing



Background

In September 2015, Toronto Community Housing released *Getting it done: Real change at Toronto Community Housing* in response to the Mayor's Task Force interim report. This scorecard is shared with the Board of Directors and the public every month to provide status updates on progress against the commitments made in the Getting it done action plans.

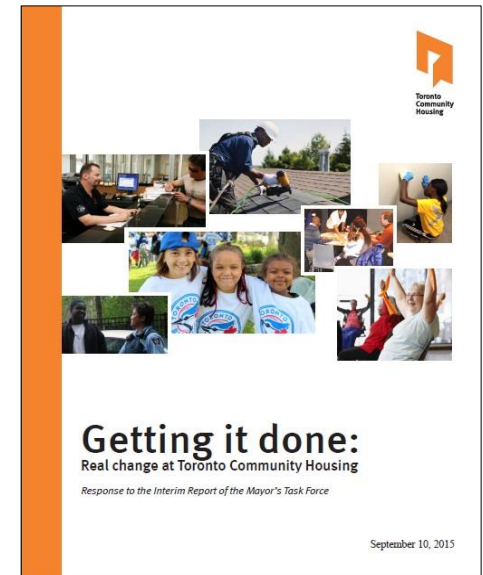
The *Getting it done* report contains four action plans:

- Action Plan to Improve Safety and Security
- Action Plan to Improve Building Conditions
- Action Plan to Provide more Jobs and Opportunities for Residents
- Action Plan to Improve Customer Service.

Each action is assigned a colour and icon that describes its status, along with written updates detailing progress.

Project status is determined based on progress against the commitment made in the *Getting it done* report, and many of the programs and projects that are 'complete' continue to be implemented in the long-term, and progress against metrics & targets continues to be measured.

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Getting it done



Status Label	Definition
Complete	Actions that have met the commitment(s) made in the <i>Getting it done</i> report. These projects are ongoing, and are now considered to be in their long-term implementation, sustainment and/or evaluation phases. Toronto Community Housing will continue to provide updates on progress against metrics & targets, and any other notable implementation milestones.
On-Track	Actions that are on-track to meet the commitment(s) made in the <i>Getting it done</i> report.
Requires Attention	Actions that have encountered a barrier and/or challenge that may put the project at risk of falling off-track. Toronto Community Housing staff take accelerated action to address these instances.
Not on-track	Actions that are not on-track to meet the commitment(s) in the <i>Getting it done</i> report.
Delayed	Actions that are delayed in meeting the commitment(s) made in the <i>Getting it done</i> report, but implementation remains ongoing and a new 'target completion date' is noted.
Inactive	Actions that will no longer be implemented (due to lack of funding).

Sustainment Actions Getting it Done Scorecard



1. Improve Safety and Security

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Implement a new Community Safety Unit (CSU) model						
Implement a new deployment model for the Community Safety Unit (CSU)	Oct-15	<ul style="list-style-type: none"> • 20-25 minute reduction in response time to certain (Priority level 3 & 4) CSU calls • Baseline as of Jan 2016 is 45-55 minutes response time • 900 annual joint CSU/Toronto Police Service patrols by end of 2015 • Increased CSU visibility in TCHC communities • Enhanced relationships with residents and TCHC staff 	✓	An update on the Community Safety Unit deployment model is on-track to go before the Resident Services Committee in Q4-2016.	CSU	
Expand external crime prevention partnerships						
Expand the 291 George Street model in 3 pilot communities	Jul-16	<ul style="list-style-type: none"> • Central : launch central site by September 2015 • East: launch east site by December 2015 • West: launch west site by July 2016 	✓	Over the course of 2016, we have expanded the '291 George Street Model' in communities across the TCHC portfolio. Support services from partners are now on-site in five high-needs buildings located in the central, east and west districts. The model will continue in these communities on an ongoing basis.	RCS	AM CSU
Establish partnerships with Crime Stoppers and Toronto Police Service to build trust and engage residents	Dec-15	<ul style="list-style-type: none"> • 50 events held annually, educational materials distributed at events Target: portfolio-wide implementation in early 2016	✓	We have hosted seven Crime Stopper events so far in 2016, with 20+ attendees per session. Sessions are run by Crime Stoppers staff, who traditionally host these sessions during the daytime. We are working with Crime Stoppers to host TCHC sessions on evenings and weekends so that increase participation.	CSU	RCS
Continue to refer files to FOCUS (Furthering Our Communities, Uniting Services) Rexdale	Ongoing	2015 target: 5 files referred per month in total to both SPIDER and FOCUS Rexdale tables	✓	The FOCUS Rexdale situation table has expanded into Scarborough, and in October FOCUS downtown will launch with a focus on the Regent Park and Alexandra Park neighborhoods. We continue to be an active partner in referring cases and sitting at the FOCUS table and maintaining our file submission target (5 per month).	RCS	

GREEN ✓ = Complete; ● = On track; YELLOW ■ = Requires Attention; RED - = Not on track; Blue = Delayed; Black X = Inactive

Sustainment Actions Getting it Done Scorecard

1. Improve Safety and Security

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Aggressively pursue Evictions for Cause						
Advocate for legislative change on evictions for cause	Sep-15	Advocacy materials delivered to the City of Toronto Intergovernmental Relations team (City Manager's office)	✓	The Intergovernmental Relations team at the City of Toronto is the lead advocate for the legislative changes we proposed in September. We will provide any support, expertise or data they require to bolster their efforts.	SPSR	LEG
Implement new evictions for cause process	Feb-16	<i>Under development for submission to the Board for information</i>	■	The Evictions for Cause process will be implemented in phases. There are IT requirements that need to be put in place that are critical for the documentation and tracking system to be fully implemented - staff are currently doing this work manually. The IT improvements will take 6-12 months to complete. Phase I of implementation is still underway despite the IT requirements - staff have developed a manual 'check-list' based on the new procedure and are training staff on how to use it.	AM	LEG
Improve building design and security systems						
Complete 10 community safety audits in high needs communities	Dec-15	<ul style="list-style-type: none"> Report on findings to residents and community partners within 30-days of audit Engage residents and key partners in developing audit teams 	✓	So far in 2016, we have completed 10 community safety audits.	CSU	AM RCS
Deliver camera upgrades and/or replacements	Nov-15	Complete 571 camera upgrades/replacements by the end of 2015	✓	By the end of December 2015 we had completed an additional 453 camera upgrades and replacements above and beyond the target of 571. We are now focused on the 2016 portion of our 5-year CCTV work plan, which will see us complete 1,500 camera upgrades/replacements in 50 communities this year.	FM	
Address false fire alarms, fire safety issues and excessive clutter						
Deliver 14 capital projects for new door systems (fobs/intercoms)	Nov-15		✓	The 14 projects are complete. Over 3,000 residents have new fobs. Additional fob projects were funded as a component of the \$5.475 subsidy increase approved by the City of Toronto.	FM	
Advocate alongside Toronto Employment and Social Services (TESS) for increased funding for unit preparation for pest treatment	Dec-15		✓	We recently became part of the steering committee at the request of the City of Toronto Deputy City Manager, in partnership with the Toronto Central LHIN to consider a City-wide hoarding strategy. The team is now meeting regularly in an attempt to establish a common clinical assessment and enforcement pathways to address households/individuals with unit condition challenges.	AM	SPSR

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Sustainment Actions Getting it Done Scorecard

1. Improve Safety and Security

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Implement pilot partnership with LOFT Community Services and Sunnybrook Hospital to support residents with clutter issues	Jan-16	Target: • 10 participant households with clutter at first pilot site Target Results: • 8 participant households at first pilot site	✓	As of June 28th, the testing component of the 'Buried in Treasures' pilot is complete - our partners hosted 15 workshop sessions over 20 weeks. Of the 8 initial participants, 6 were able to complete the full 20-week program (others dropped out due to barriers such as health concerns). We are now in the evaluation phase of the pilot. Senior leadership from LOFT Community Services, Frederick W. Thompson Anxiety Disorders Centre (Sunnybrook Hospital) and Toronto Community Housing are meeting mid-October 2016 to wrap up the pilot and discuss next steps. This includes looking at opportunity for expansion and ongoing funding for the project, which will further TCH's efforts at reducing unit clutter and associated risks.	RCS	
Hire additional specialized staff for early intervention in excessive clutter cases: - Hire three Community Services Coordinators (Complete as of June 6th)	Q3-2016		✓	Staff continue to engage with tenants across the portfolio to address unit condition challenges. Throughout Q3, these CSCs accompanied the Integrated Pest Management division's 'High Needs Building team' to conduct unit inspections in targeted communities. In the three months since their recruitment, these CSCs have interacted with over 280 tenants across the portfolio. The Resident & Community Services, and Integrated Pest Management divisions continue to meet weekly to coordinate their efforts. We will continue to report on the efforts of these staff through the sustainment scorecard	RCS	AM
Continue to refer files to SPIDER (Specialized Interdivisional Enhanced Response) table	Dec-15	• 2015 target: 5 files referred per month in total to both SPIDER and FOCUS Rexdale tables • Clarify information-sharing protocols with the SPIDER table by the end of 2015	✓	So far in 2016, the SPIDER table has reviewed a total of 81 files -- 54 of those (66%) came from TCHC, which exceeds our monthly target (6 files per month). In December, the City of Toronto will host a meeting of stakeholders and participants in the SPIDER table to share knowledge and discuss future expansion opportunities.	RCS	

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Sustainment Actions Getting it Done Scorecard

1. Improve Safety and Security

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Advocate for long-term funding for the Toronto Hoarding Support Network	Nov-15	<ul style="list-style-type: none"> • TCHC to refer 10 complex clutter cases to the Network • TCHC to provide expertise and letters of support to secure seed funding for the Network 	✓	The City of Toronto has approved funding for the Toronto Hoarding Support Network in 2016. We remain a committed member of the Steering Committee and offering our knowledge and expertise in advocating for funding and buy-in. We continue to identify and connect TCHC households that meet the Network's eligibility criteria.	AM	RCS
Complete feasibility study into new technology to deter false fire alarms	Oct-15		✓	The feasibility study investigated innovations around the placement of smoke alarms and deterrent technology, which would require changes to the Fire Code that Toronto Fire Services will not consider at this time. Our focus in 2016 and beyond will remain on resident engagement and outreach about fire safety and in particular false fire alarms. If staff identify new technology or innovations in fire safety, they will evaluate its usefulness.	FM	FIN
Increase resident awareness programs around fire safety	Oct-15	<ul style="list-style-type: none"> • Events held in 60+ communities during Fire Safety Awareness Week - complete (Fire Safety Awareness Week) • Host training workshops for 300+ frontline staff 	✓	In June 2016, TFS hosted a Safety Awareness Week which included fire safety training and educational materials for residents in 60 communities. For staff, we continue with the roll-out of our three-part training program that began in May. Phase I and II of the new fire safety training initiatives are now complete, with Phase III scheduled to begin before the end of the year. The first is a high-level fire safety and emergency preparedness training, the second training session discussed TCHC-specific training about our protocols and fire safety requirements, to ensure staff can apply what they learn within their own work environments. The third training session will provide additional training on areas identified by staff as requiring more detail.	FM	CSU COM

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Sustainment Actions Getting it Done Scorecard

2. Improve Building Conditions

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Improve cleaning services						
Hire 60 Cleaners	Aug-15	<ul style="list-style-type: none"> • 15% decrease in on-demand cleaning requests • Baseline - 2015 total on-demand cleaning requests (evenings and weekends): 1983 requests. 	✓	Going forward into 2016 and beyond, these cleaners will continue work as part of the floating cleaner resource plan, with a focus on communities with high cleaning needs. We have also developed an attrition management plan, which will help make sure that we are better able to better avoid short staffing situations as a result of attrition (resignation, retirement or lateral transfers).	HR	AM
Introduce floating cleaners	Dec-15	<ul style="list-style-type: none"> • 70% resident satisfaction with cleaning • Baseline - 2015 Resident Survey: 62% of residents satisfied; 10% neutral; 27% unsatisfied. 	✓		AM	HR
Complete a feasibility study of the live-in superintendent model	Dec-15		✓	The feasibility study into the live-in superintendent was finalized in December 2015 and presented to executive leadership for review.	AM	SPSR
Develop a weekend cleaning program (The program provides weekend cleaning services - crews are required to visit the applicable communities between 8am-3pm on Saturdays and Sundays - to both direct- and contract-managed communities throughout the portfolio)	Q4-2016	<ul style="list-style-type: none"> • 15% decrease in on-demand cleaning requests • Baseline - 2015 total on-demand cleaning requests (evenings and weekends): 1983 requests. • 70% resident satisfaction with cleaning • Baseline - 2015 Resident Survey: 62% of residents satisfied; 10% neutral; 27% unsatisfied. 	✓	The weekend cleaning began in early September. Vendor performance is monitored through three tools (1) Community Housing Supervisors conduct random checks against the scope of work; (2) complaints are logged by staff and the Client Care Centre, and are used in the management of the vendor through the contractor performance management team; and (3) tenant satisfaction with the services will be measured using a satisfaction survey to be distributed in Q3.	AM	HR

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Sustainment Actions Getting it Done Scorecard

2. Improve Building Conditions

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Improve cleaning services						
Implement new cleaning service model, routines and training	Q2-2016 (original target: Dec-15)	<ul style="list-style-type: none"> • 15% decrease in on-demand cleaning requests • Baseline - 2015 total on-demand cleaning requests (evenings and weekends): 1983 requests. • 70% resident satisfaction with cleaning • Baseline - 2015 Resident Survey: 62% of residents satisfied; 10% neutral; 27% unsatisfied. • 100% of cleaning staff trained on standards, routines & customer service by the end of 2015 	✓	The comprehensive cleaning training program (including in-class and practical sessions) concluded on March 10th, with all new and existing cleaners receiving the training. A follow-up session has been scheduled in early April to meet with training participants to gather their feedback on the training program, which will inform future sessions. This training was a collaborative effort with Local 416: we worked very closely to develop the content of the cleaning standards and training program, and union representatives deliver the training alongside our staff.	AM	L&OD
Develop resident communications plan on cleaning standards	Q1-2016 (original target: Dec-15)	<ul style="list-style-type: none"> • 15% decrease in on-demand cleaning requests • Baseline - 2015 total on-demand cleaning requests (evenings and weekends): 1983 requests. • 70% resident satisfaction with cleaning • Baseline - 2015 Resident Survey: 62% of residents satisfied; 10% neutral; 27% unsatisfied. 	✓	The series of posters describing our new cleaning standards have been distributed to all buildings in the portfolio, with the last batch posted on July 18th. The content will be added to our annual communications calendar meaning that we intend to re-launch the campaign every year to remind residents of these standards.	COM	AM
Introduce cleaning quality assurance framework	Q2-2016 (original target: Dec-15)	<ul style="list-style-type: none"> • 90% of cleaning staff performance audits meet or exceed standards. 	✓	A report will go before the Resident Services Committee before the end of 2016 to present the first round of results from the new quality assurance framework.	AM	HR
Expand our integrated pest management program with a focus on high needs buildings and units - Hire two pest technicians (Complete as of June 6 2016)	Dec-16	<ul style="list-style-type: none"> • Acquire new software and hardware • 100% of targeted high needs buildings treated on schedule and at projected cost <p><u>2015 Highlights:</u></p> <ul style="list-style-type: none"> - Total Buildings: 19 - Total Units Engaged: 3,855 - Total Units Identified as high-needs: 1,925 - Total Identified units resolved: 98.8% (1,902 units) 	✓	All buildings that are part of the 2016 high-needs building program are now underway - resident information sessions and whole-building audits (of all units and common spaces) are now complete. Staff are now in the process of completing the necessary preparation work and treatments. We continue to report on our pest management efforts on a quarterly basis to the Resident Services Committee. The 'High Needs Building Team' (including the CSCs in RCS) are scheduled to participate in specialized training this fall to enhance their skillset, including clutter coaching training. The team will also participate and facilitate sessions through the Ontario Non-Profit Housing Association. We will continue to report on the work through the sustainment scorecard.	AM	RCS

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Sustainment Actions Getting it Done Scorecard

2. Improve Building Conditions

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Improve the service provided by contract management companies						
Complete an external evaluation of current contracts	Nov-15		✓	We worked with private sector experts to ensure that our new property management contracts follow industry best practices for performance management.	AM	LEG
Develop new Request For Proposal and seek approval for new contracts from the Board	Feb-16 (original target: Dec-15)		✓	A report is on-track to go before the Building, Investment, Finance and Audit Committee to discuss third-party management of TCHC properties.	AM	LEG
Improve elevator reliability and performance						
Improve vendor access with 24/7 keyboxes in all buildings	Sep-15	Target: key control process and protocol implemented	✓	New key control processes and protocols have been in place since late 2015 and are successful in ensuring the boxes remain in good working condition. Key boxes are installed in all TCHC buildings with an elevator, vendors can respond to after hours service outages more quickly. Staff and vendors must adhere to our key control processes and protocols, and we continue to manage these protocols to ensure key boxes remain in good working condition.	FM	
Upgrade, install new door detectors	Oct-15	Target: 35 sites upgraded	✓	The installation of door detectors continues as part of a broader elevator component upgrade program that includes other maintenance like new cables, replacement tiles/buttons, etc. In order to identify elevators to participate, we often consult with on-site building staff to learn about urgent upgrades that are needed.	FM	

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Sustainment Actions Getting it Done Scorecard

2. Improve Building Conditions

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Acquire and pilot elevator monitoring software	Jan-16 (original target: Dec-15)	Target: launch pilot in 10 buildings	✓	The Client Care Centre is building the business process that will instruct how to use the software to identify downtime and dispatch repairs. We have a range of elevator types, sizes and ages in our portfolio, which impacts how the data is transmitted and used. In the interim, the information gathered thus far is being stored in a database for reference - we expect to have this optimized, and providing real-time alerts on down elevators in Q3. We also continue, as a component of our elevator capital plan, to install the hard-wiring infrastructure into all new/upgraded elevators.	FM	ITS
Introduce quarterly reporting on elevators	Dec-15		✓	Data on total elevator calls and average calls per elevator in each building is an ongoing component of the Monthly President's Report. In August 2016, an average of 1.18 disruptions (calls) per cab per month - not all disruptions are the result of an actual downtime because the data includes duplicate calls and false disruptions (calls for an elevator that is not down).	FM	COM
Increase resident satisfaction with repairs						
Introduce centralized dispatch program	Nov-15	<ul style="list-style-type: none"> Reach an 'average-speed-of-answer' of 30 seconds Reduce the percentage of abandoned calls to less than 5% 	✓	As of June, the centralized dispatch team is fully launched - the team is now responsible for receiving and dispatching applicable maintenance requests to approved vendors. The data collected through centralized dispatch will inform the scoring and monitoring of vendors by the contractor performance management team.	FM	
Address energy costs						
Implement electricity cost relief program for rent-g geared-to-income residents who pay for their own electric heat	Oct-2015 (2015/16 heating season)		✓	The final round of relief payments (April - June) will be applied to tenant accounts this fall - amounts are based on actual consumption data for the participating communities. This heating relief program has received funding for the 2016/17 heating season and staff are working closely with Toronto Hydro to evaluate the current program and implement any improvements. The delay is due to the fact that we calculate rebates based on actual consumption data for the applicable households, which we receive 6 weeks after each month's end.	FM	FIN

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Sustainment Actions Getting it Done Scorecard

3. Provide more jobs and opportunities for residents

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Establish a joint TCHC-City working group on jobs and recreation						
Hold kick-off meeting	10-15-2015 ongoing	Sub-group work plans developed in Q4-2016	✓	A meeting of all TESS-TCHC working group members was held on October 5th. The purpose of the meeting was to discuss areas of collaboration and begin drafting work plans. The individual working groups have been meeting in between the larger group meetings to further develop the work plans. All three working groups are meeting again on November 21st to share the draft work plans to identify areas of collaboration between the three groups. The sub-groups will on: (1) City and TCHC as an employer; (2) connecting residents to jobs through revitalization, ReSet and capital repairs; and (3) increased coordination for better service delivery to shared clients.	SPSR	RCS HR
Hire more residents						
Host two 'how to apply to TCHC' training sessions with resident participants	Nov-15	2015 target: 45 residents per session 2016 target: 15-20 residents per session • 2016 Results (April 2016): 7 residents per session	✓	The Resume Writing and Information-Sharing workshops held in April had a total of 7 residents attend each session -- this was below our initial target, however our various promotional efforts were successful as each attendee heard about the event from a different medium. We are now reviewing the evaluation surveys from participants, and will consider the opportunity for more sessions.	HR	RCS
Implement new procurement protocol that permits direct awards of contracts under \$100,000 to resident-led businesses	Dec-15		✓	We recently expanded this procurement protocol to include social enterprise businesses, which are non-resident owned companies that (1) can assemble a project team of 50%+ residents; (2) pay wages to residents may access a direct award. One award has already been issued through the updated protocol. By expanding the scope, TCHC will have more opportunities to hire residents on a variety of projects.	PRO	LEG
Create an applicant tracking system	Jan-16		✓	Posters have been put up in all buildings to inform residents of the new system. We are also introducing the system at resident employment and hiring events including the Youthworx job fair and our Resume Writing and Interview Preparation workshops and other local employment training sessions held for residents.	HR	ITS
Establish goal to direct 10% of jobs created by TCHC's capital repair program to residents	Aug-15		✓	We continue to meet with existing employment partners to strengthen relationships and to identify new partners to help us meet this goal. We met with the Building and Construction Trades Council of Ontario to discuss this goal and how we can best work with our labour partners to achieve it. The Community Economic Development and Social Procurement Policy, once approved, will be the a key mechanism through which we achieve this goal.	FM	
Seek sponsorships to expand facilities and programs						
Adopt Sponsorships and Scholarships Policy	Dec-15	Target: Bring policies to the Board at October 29 2015 Board meeting	✓	The Policy was approved by the Board. We continue to seek out new sponsorship and scholarship opportunities.	RCS	

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Sustainment Actions Getting it Done Scorecard

4. Improve Customer Service

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Take immediate action to improve customer service						
Create a team focused on customer service improvement initiatives	Aug-15		✓	The Service Integration & Delivery team was formed in July 2015 and is currently working on several actions within this plan.	CEO	HR
Redesign torontohousing.ca Click here to visit our new website	Apr-16	<ul style="list-style-type: none"> Key content updated and new content added by end of December 2015 New website launched by April 2016 	✓	The website has been live since April, and staff are now in the process of enhancing the design and introducing new content. For example, tenants can visit the 'bulletin board' to see all of the posters and notices currently up in their community. We continue to receive feedback and make necessary changes to the website to ensure it is user-friendly, including the development of a homepage strategy to ensure it is formatted and contains content that is beneficial to users.	COM	ITS
Train all staff on customer service standards and on supporting vulnerable residents						
Include basic customer service training in new staff orientation program	Jul-15		✓	This training was delivered as part of general orientation to all new staff from July to December 2015. Going forward, it is part of general orientation new staff.	SI&D	HR
Train all Community Service Coordinators and Tenant Service Coordinators on mental health awareness	Apr-15	100% of Community Service Coordinators/Tenant Service Coordinators trained on mental health awareness	✓	This training program has been completed. In 2016 we will continue to identify and respond to emerging staff training needs related to mental health and vulnerability, and are working closely with key partners like the OCHE to build staff skills. Next steps involve delivering this mental health awareness training program to remaining TCHC staff by the end of 2016.	SPSR	RCS
Deliver complementary training programs: <ul style="list-style-type: none"> Non-violent crisis intervention (NVCi) Training by the Office of the Commissioner of Housing Equity Accessibility (AODA) training 	Dec-15	<ul style="list-style-type: none"> Host 8 Non-Violent Crisis Intervention training sessions by the end of 2015 Host 6 OCHE training sessions by the end of 2015 	✓	<ul style="list-style-type: none"> AODA: 2016 staff AODA training is now complete - all staff (~1,300) received this training, and it will now be a component of our general orientation to ensure all new staff are trained. In addition, the content will be posted on TCHC's intranet site so that staff can refer to it at any time. In the fall, we will provide this training to our tenant representatives. Office of the Commissioner of Housing Equity: throughout May and June, the Commissioner is taking part in a portfolio-wide, community outreach program. During these 10+ sessions, the Commissioner and her staff introduce themselves, and answer resident questions. NVCi: we will take a targeted approach to this training in the fall, by offering it to select groups based on need. 	HR	LEG AM

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Acronyms for TCHC business units and divisions:	
<ul style="list-style-type: none"> AM = Asset Management COM = Strategic Communications CSU = Community Safety Unit FIN = Finance FM = Facilities Management 	<ul style="list-style-type: none"> HR = Human Resources LEG = Legal Services Division RCS = Resident and Community Services SID = Service Integration and Delivery SPSR = Strategic Planning and Stakeholder Relations

Ongoing Actions Getting it Done Scorecard

1. Improve Safety and Security

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Expand external crime prevention partnerships						
Implement 'Community Engagement and Trust Strategy'	TBC (original target: Jan-16)	<ul style="list-style-type: none"> Increased public trust in Toronto Police Service and CSU officers <u>Highlights:</u> <ul style="list-style-type: none"> 350 surveys distributed to residents 	X	This strategy is an initiative led by Humber College with TCHC acting as a community liaison and support. TCHC has supported the distribution of over 350 surveys in our communities, and will review the comprehensive data and results once they are available - staff are no longer providing active support for the initiative, but will continue to engage with Humber and other partners on an ongoing basis once results are finalized. We now consider this action inactive until next steps are established by partners.	CSU	RCS AM
Aggressively pursue Evictions for Cause						
Develop and implement evictions for cause communications plan	TBC (original target: Feb-16)	<i>Under development for Q3 2016 submission to the Board for information</i>	●	Staff met with the tenant-staff communications working group to discuss this plan - specifically, their ideas around content and format. It was a productive discussion, and we will continue to work with the group as materials are drafted and next steps for roll-out are finalized.	COM	AM
Improve building design and security systems						
Increase door access systems (fobs)	Q1-2017		●	We are on-track to exceed our target, and install door access systems in 71 buildings across the portfolio - all sites have been procured, and install occurs on a rolling basis from September to December. Currently, 56 buildings are under construction, 10 are nearing completion, and the remainder will begin work in November. Troubleshooting and deficiency resolution will carry-over into 2017.	FM	
Address false fire alarms, fire safety issues and excessive clutter						
Complete additional camera replacement and upgrades	Dec-16	<ul style="list-style-type: none"> Issue Request For Proposal and award contracts by March 2016 <u>2016 target:</u> 1,500 CCTV cameras upgraded/installed 	●	As of October 14th, 1,093 cameras have been installed in communities across the portfolio, which is 73% of the 2016 target of 1500 cameras. We remain on-track to meet the 2016 by the end of the year.	FM	
Implement process to recover false fire alarm charges	Ongoing	<ul style="list-style-type: none"> 15% increase in the amount of recovered false fire alarm charges from 2015 to 2016. Baseline - Amount recovered in 2015: \$160,570.51 (6.7%) 2016 progress: 10.1% recovery rate (\$242,366.00) 	●	We continue to meet with Toronto Fire Services on an ongoing basis to address reimbursement of false alarm charges. In recent months, staff have worked closely with TFS to collect \$242,366 in reimbursements. The reimbursement rate is approximately 7% of all appeals filed.	FM	PRO

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Ongoing Actions Getting it Done Scorecard

2. Improve Building Conditions

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Increase resident satisfaction with repairs						
Expand 'Closing the Loop' program	Dec-16	Expansion targets - Phase I: Dec-15, Phase II: Q1 2016, Portfolio-wide: Q4 2016 Metrics: • Expansion phases implemented within timelines • Residents score quality of service and courteousness of staff/vendors as 3 or 4 out of 5 on all measures	●	We remain on-track to expand the tenant feedback system in early 2017. Results - Phase II performance highlights: • 67% reported that their repair was completed • 77% were satisfied with the quality of repairs • 78% found staff listened to their concerns • 76% found staff able to answer their questions • 80%+ were satisfied with the repair staff • Participants consider staff respectful (86%), competent (83%), & courteous (81%)	FM SID	
Improve elevator reliability and performance						
Equip all elevators with cab phones	Dec-16	Target: install cab phones in 72 elevators in 27 communities	●	We remain on track for install by the end of the year.	FM	
Address energy costs						
Develop a long-term energy conservation strategy	Sep-16	• 10% reduction in energy consumption portfolio-wide by 2023 • Targets established for measurement beginning January 2016	●	A draft strategy has been finalized by the inter-divisional project team. The strategy includes a resident engagement plan, training initiatives for site staff on conservation techniques, and some metrics/targets to measure success. The long-term energy conservation strategy is part of TCHC's broader work around environmental sustainability, such as our partnership with the Toronto Atmospheric Fund.	FM	FIN
Implement electricity cost relief program for rent-geared-to-income residents who pay for their own electric heat	Sep-16 (beginning of the 2016/17 heating season)		●	The program remains on-track - round three relief payments will appear on an upcoming Toronto Hydro bill. Staff have begun a process evaluation with Toronto Hydro to identify strengths and weaknesses, and will apply lessons learned to the roll-out of the 2016/17 program - the heating season begins on September 15th every year.	FM	FIN

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Ongoing Actions Getting it Done Scorecard

3. Provide more jobs and opportunities for residents

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Implement open recreation hours at over 8 recreational spaces in TCHC buildings	Aug-16		✓	There are 8 recreational spaces across the portfolio that are open up to five days a week for both structured and unstructured recreational activities including floor hockey, indoor soccer and basketball. In Q2, staff consulted with residents in these communities to identify the types of activities that tenants want to have running in their community.	RCS	
Implement youth entrepreneur program	Sep-16		✓	The youth entrepreneur program launched on September 22nd - it is a three day per week program, where participants learn from industry experts and mentors about the restaurant, and fine/creative arts industries. There are current 15 participants in the program, which is delivered in partnership with the Black Business Professionals Association (BBPA). BBPA will conduct an evaluation of the program upon its conclusion, and we have agreed to support in order to gather information about the success of the program.	RCS	
Implement adult second-career pilot program	Oct-16		✓	Adult second-career candidates have been hired as part of the broader internship program. In partnership with George Brown College, the program will focus on training these adults in a new field and provide internship opportunities during the course of their learning experience.	RCS	
Implement peer-to-peer mentoring initiative	Aug-16		✓	Peer-to-peer mentoring will be a built-in component of each new social program - senior program leaders and tenant leaders will have the opportunity to be matched with youth to provide mentorship and guidance.	RCS	
Implement sports and homework after-school program	Nov-16		■	The recruitment and onboarding of sixty (60) program leaders concluded in late October, and the clubs (the "Home Run Scholars Program") will launch on November 7th. We have partnered with Jays Care Foundation, First Book Canada, York University (East) and Ryerson University (Downtown) to support various homework club locations.	RCS	

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Ongoing Actions Getting it Done Scorecard

3. Provide more jobs and opportunities for residents						
Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Implement intergenerational active living program	Aug-16		✓	The intergenerational program launched in late August - it consists of 'meet and greet' events with refreshments and activities in communities across the portfolio. Tenants of all ages are invited to attend, with a participation rate of up to 60+ tenants.	RCS	
Implement quarterly 'Active Living' programs	Aug-16		✓	These events occur in conjunction with the recreation hours described above.	RCS	
Implement internships program	Nov-16		✓	On October 28th, the internship program officially launched with an all-day orientation session. A total of 42 interns have been hired. The program includes a detailed professional development and performance management program including frequent check-ins with supervisors and training in key competencies (accounting/budgeting, communications, project management etc.)	RCS	
Introduce a new Community Economic Development (CED) and Social Procurement Policy	Fall-2016 (original target: Jan-16)	2.5% of the value of vendor contracts awarded non-resident led businesses dedicated to resident employment and training by end of 2016	🕒	On September 26th, we attended the announcement of the AnchorTO pledge - alongside another 17 'anchor' institutions, TCHC will work to put the principles of social procurement into action to benefit the communities we serve. We have requested additional resources from the City to support the implementation of this policy, which will allow us to proactively pursue CED opportunities, support resident businesses in developing business acumen, and match the supply of resident businesses with TCHC's demand for certain types of work. The Community Economic Development and Social Procurement Policy is on-call to go before BIFAC sometime before the end of the year pending availability on the agenda.	RCS	LEG

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Ongoing Actions Getting it Done Scorecard

4. Improve Customer Service

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Take immediate action to improve customer service						
Implement improvements to service provided by Client Care Centre	Ongoing	<ul style="list-style-type: none"> Reach an 'average-speed-of-answer' (A.S.A) of 90 seconds Reduce the percentage of abandoned calls to less than 10% <ul style="list-style-type: none"> Baseline - Q3 2015 Quarterly Performance Report: <ul style="list-style-type: none"> - A.S.A. service level attainment: 49% - Abandonment Rate: 19% September 2016 Results (Monthly President's Report): <ul style="list-style-type: none"> - A.S.A: 158 sec. - A.S.A. service level attainment: 49% - Abandonment Rate: 18% 	●	Management staff has now been hired, and are implementing the coaching and performance management program. We continue to make positive progress against our targets, which is reported on monthly through the MPR.	FM	
Develop and implement a Customer Service Strategy and Resident Charter						
Develop customer service strategy and present to the Board	2016 (original target: Dec-15)	<ul style="list-style-type: none"> Consult 50%+ of tenant representatives Consult 300+ tenants Consult 200 TCHC staff 	🕒	A draft strategy is under internal review by the Executive Leadership Team and other relevant staff, and from there will go before the Resident Services Committee. The final customer service strategy will be presented to the Board of Directors after residents have been consulted and their input considered.	SI&D	AM RCS FM



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Ongoing Actions Getting it Done Scorecard

4. Improve Customer Service

Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Train all staff on improved customer service standards and on supporting vulnerable residents						
Train remaining staff on mental health awareness	Dec-16 (original target: Sep-16)	<ul style="list-style-type: none"> 100% of TCHC staff trained on mental health awareness training by end of 2016 Training as a component of general orientation 	●	Contingency sessions for the Mental Health Awareness training will wrap up in December - these are sessions being held for any staff who for whatever reason were unable to attend their scheduled session in Q2/3. We are also planning to provide this training to TCHC's Tenant Representatives. For staff, the training content is available on the internal intranet site and will be included as a component of the general orientation program for new hires. The training was delivered by the Canadian Mental Health Association. We remain on-track to train 100% of existing TCHC staff by the end of 2016. Staff are now actively gathering and reviewing the evaluation forms filled out by participants, which will conclude once all sessions are complete.	HR	RCS
Deliver training on TCHC customer service principles	Dec-16	<ul style="list-style-type: none"> Issue RFP by end of October 2015 100% staff trained on customer service by end of 2016 Training as a component of general orientation 	✓	The Customer Service training program phase I has been delivered to all of TCHC's 1,300+ staff - the content has been recorded and posted on the website, and will also be a component of the General Orientation for new hires.	SI&D	PRO L&OD
contractors more accountable for the quality of their work						
Implement an enhanced contractor performance management team	Sep-15		●	The key metrics for the vendor scorecard have been established (1) completion of work; (2) number of defects or disputes of work; (3) vendor no-shows to scheduled work; (4) time it takes to complete a repair. Vendors will meet with a representative from the team periodically to review the scorecard and discuss their performance. Scoring will be informed by data gathered through centralized dispatch - which is the team dedicated to receiving maintenance requests and dispatching the appropriate vendor. The contractor performance management team also continues to provide vendor onboarding. The orientation is three pronged, and was developed to provide third party vendors with tools to provide quality workmanship and excellent customer service to residents: (1) what is TCHC and who are the residents; (2) relevant business processes; (3) our expectations around customer service and how the vendor management team will address underperformance.	FM	HR

Ongoing Actions Getting it Done Scorecard

Recommendation 6: Tenant Charter, Tenant Engagement System						
Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Develop a Resident Charter						
Develop a tenant charter that outlines our service promise to residents.	Jul-16 (original target: Jun-16)	Metrics and targets are being developed to support the service standards that will be included in the resident charter.		A draft of the Tenant Charter went before the Resident Services Committee at the September meeting. In response to the feedback, staff will meet again with the tenant-staff working group to consider modifications and finalize the content.	AM	SI&D
Tenant engagement system 'refresh'						
Renew our tenant engagement system so that tenants have a variety of meaningful ways to participate in decision-making about their communities.	2016 (original target: Dec-15)			In Q2 and Q3, the tenant-staff working group have met 8 times to finalize scope of work and consider the next steps in developing the tenant engagement model. As owners of the process, the tenants involved in the working group establish the work plan and timelines for this project.	RCS	

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Ongoing Actions Getting it Done Scorecard

Unfunded actions						
Task Description	Target completion date	Metrics / Targets	Status	Status Details: October 31st	Owner	Support
Improve Safety and Security						
Hire 94 new Community Safety Unit staff	Jun-18	<ul style="list-style-type: none"> • 30 CSU staff hired in 2016 • 30 CSU staff hired in 2017 • 34 CSU staff hired in 2018 	X	In early September, the Toronto Police Service Board approved our application to increase our complement of special constables in the Community Safety Unit. We will now have 99 special constable designations (up from 83 by appointing existing CSU personnel who currently do not have the designation). The change will strengthen how the CSU works with TPS on the ground and foster more consistency and collaboration, ultimately benefitting the residents and communities we both serve.	CSU	HR
Complete upgrade of all cameras portfolio-wide	Subject to funding		●	In the absence of accelerated funding, we are installing cameras as per our capital plan. Updates on the installation will be provided in the Safety and Security sustainment scorecard.	FM	
Improve building conditions						
59 Replace 140 aging elevators	2018	<ul style="list-style-type: none"> • 35 elevators replaced in 2016 • 50 elevators replaced in 2017 • 55 elevators replaced in 2018 	●	As of September, 28 elevators across the TCHC portfolio have undergone a replacement, with an additional 12 currently underway - we are on-track to surpass our 2016 target and replace at least 40 elevators this year.	FM	PRO
Provide more jobs and opportunities for residents						
Double Youthworx	Dec-16		X	In the absence of accelerated funding, we will implement the Youthworx program as planned (hiring over 100 youth in summer 2016).		
Seek sponsorship to revitalize multi-use hubs	Dec-16	Secure funding for two hubs by the end of 2016	●	In 2016 we will continue to identify potential sponsors and partnership opportunities for the multi-use hubs, resident employability database, and the proposed employment/recreational programming described in Getting it Done. We have presented proposals to numerous potential corporate sponsors and relevant City staff, and are awaiting the results.	RCS	
Develop resident employability database with the City	Ongoing				RCS	

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Acronyms for TCHC business units and divisions:

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|----------------------------------|---|
| • AM = Asset Management | • HR = Human Resources |
| • COM = Strategic Communications | • LEG = Legal Services Division |
| • CSU = Community Safety Unit | • RCS = Resident and Community Services |
| • FIN = Finance | • SID = Service Integration and Delivery |
| • FM = Facilities Management | • SPSR = Strategic Planning and Stakeholder Relations |