



Toronto
Community
Housing



Getting it done:

Real change at Toronto Community Housing

December 2015 progress report

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Introductory letter

December 31, 2015

His Worship Mayor John Tory

Senator Art Eggleton and members of the Mayor's Task Force on Toronto Community Housing

The Mayor's Task Force on Toronto Community Housing submitted its Interim Report "Improved Living at Toronto Community Housing: Priority Actions" to Mayor John Tory on July 15, 2015. In its report, the Task Force called for Toronto Community Housing to develop action plans within 60 days to address issues identified by residents in four key areas: safety and security, building conditions, jobs and opportunities for residents, and training for staff and contractors.

Toronto Community Housing developed these action plans ahead of the 60-day deadline and released them on September 10, 2015 in our *Getting it Done* report. The plans included work currently underway or planned as well as additional work that we prioritized immediately. In total, we committed to implementing 71 actions to create positive and sustainable changes for residents.

The action plan process has been a valuable one. It helped Toronto Community Housing to bring new partners to the table, accelerate some of the work we were already doing, and bring new creative solutions to bear on some of our biggest service challenges.

About this report

This report provides an update on our progress in implementing the action plans. In Appendix 1, you will find a detailed performance scorecard that documents 2015 progress against the metrics and targets set out in the plans. In Appendix 2, you will find a list of the organizations that have partnered with us to help implement these action plans. Their support has been vital to the progress we have made so far, and we look forward to continued collaboration with them in 2016.

Funding the action plans

Some of the actions proposed in the plans require new funding. Toronto Community Housing does not receive any direct funding for its resident support programs or the Community Safety Unit, and actions that expand the scope and impacts of these programs cannot be accommodated within the constraints of

our operating budget. We consider this to be a fresh opportunity to work with City Council and the provincial government to define a new funding model that would sustain and enhance the benefits to residents that these programs provide.

Toronto Community Housing has worked hard to identify internal efficiencies to offset the estimated cost of the plans, and has succeeded in resourcing several of the actions that were unfunded as of September 2015. We have developed business plans for actions that still require additional funding and made a formal submission to our service manager, the City of Toronto, for \$13.7 million to fund this work in 2016. Throughout this report, you will learn about the impacts of the work we have done to date and the anticipated benefits we could deliver if funding is secured for the additional initiatives.

Next steps

Toronto Community Housing awaits the release of the final report from the Mayor's Task Force. We anticipate that most of the recommendations will be significant in scale and will need to be implemented over time. Meanwhile, there is an ongoing need to keep improving how we deliver service to residents. The action plans have informed our organization's goals and objectives for 2016 and will continue to guide our work as we collaborate with the City and other partners to deliver noticeable improvements for residents.

A handwritten signature in black ink, appearing to read "Greg Spearn". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Greg Spearn
President and CEO (Interim)

Update: Action Plan to Improve Safety and Security

Safety is a major concern for many residents living in Toronto Community Housing communities. Some communities are seriously impacted by the criminal activities of some residents and/or others who use our properties for illegal purposes.

Toronto Police Service (TPS) plays the leadership role in addressing criminal activity in our communities, as it does across the City of Toronto. Toronto Community Housing works alongside residents, community partners and TPS to promote safety and security in our communities. Through our Community Safety Unit (CSU) we work closely with the police to help them prevent crime.

This action plan aimed to:

1. Implement a new Community Safety Unit deployment model
2. Expand external crime prevention partnerships
3. Aggressively pursue evictions for cause
4. Improve building design and security systems
5. Address false fire alarms, fire safety issues and excessive clutter

Results in 2015

1. Implement a new Community Safety Unit deployment model	<ul style="list-style-type: none">• The new model was implemented on October 9, 2015. TCHC's Community Patrol Officers have all been redeployed in 20 geographically based patrol zones on a 24/7/365 basis. The new model is designed to improve the visibility of Officers in communities and to help them build relationships with local residents in their patrol zones.
2. Expand external crime prevention partnerships	<ul style="list-style-type: none">• We established new partnerships with Crime Stoppers and Toronto Police Service to build trust and engage residents• Conducted 798 joint patrols with Toronto Police Service so far; 900 by end of year (an 18% increase over 2014)
3. Aggressively pursue evictions for cause	<ul style="list-style-type: none">• Developed new Evictions for Cause processes and procedure for rollout in 2016

4. Improve building design and security systems	<ul style="list-style-type: none"> • Installed 571 new security cameras in 16 communities, benefitting over 13,000 residents • Provided over 3,000 residents with new key fobs and intercom systems in their buildings • Conducted community safety audits in 11 high-needs communities, surpassing our target of 10
5. Address false fire alarms, fire safety issues and excessive clutter	<ul style="list-style-type: none"> • Delivered 20 fire safety information sessions at buildings with high rates of false fire alarms • Engaged 1,713 households with unit condition, excessive clutter and pest issues by staff and community supports • Established pilot partnership with LOFT Community Services and Sunnybrook Hospital to support residents with clutter issues

Next steps

In 2016, we will:

- Upgrade or replace over 1,000 security cameras in more than 50 communities
- Implement new evictions for cause processes and communications strategy
- Implement our pilot partnership with Sunnybrook Hospital to support residents with excessive clutter/hoarding issues
- Expand our partnerships with Toronto Police Service and Crime Stoppers to build trust and engage residents in communities experiencing safety issues
- Continue to work with partners and the City of Toronto at joint tables such as FOCUS Rexdale and SPIDER to connect residents at risk with services

Collaboration with the Toronto Police Service, Toronto Fire Services, and the many other partners working with us to implement this action plan will continue to be critical to success.

If additional funding is secured, in 2016 we will:

- Enhance security by hiring 30 additional CSU officers, make further upgrades to cameras, and increase secure fob access
- Increase the number of CSU patrol zones from 20 to 30, leading to faster response times, better service, and increase capacity to assist TPS with investigations
- Support residents struggling with excessive clutter issues by hiring 11 more staff for early intervention

Update: Action Plan to Improve Building Conditions

The condition of Toronto Community Housing's buildings is a major issue for many residents. The 2015 Resident Survey found that 30 per cent of residents are not satisfied with the general condition of their building, and building conditions were a primary driver of dissatisfaction with Toronto Community Housing overall.

This action plan aimed to:

1. Improve cleaning services
2. Improve elevator reliability and performance
3. Increase resident satisfaction with repairs
4. Improve the service provided by contract-management companies
5. Reduce electricity costs and improve energy conservation
6. Enhance pest management

Results in 2015

1. Improve cleaning services	<ul style="list-style-type: none">• Hired 60 new cleaners• Created new cleaning standards and routines and delivered training to over 500 staff so that they are equipped to meet the new standards• By the end of the year, every apartment building will have cleaning routines posted for residents to see
2. Improve elevator reliability and performance	<ul style="list-style-type: none">• 100% of buildings now have key boxes so vendors have 24/7 access to do elevator repairs• Upgraded or installed door detectors on 42 elevators to improve service reliability, surpassing our target of 35• Installed elevator monitoring software in pilot buildings to provide instant notification of service outages so that vendors can be dispatched to complete repairs immediately
3. Increase resident satisfaction with repairs	<ul style="list-style-type: none">• Introduced a centralized dispatch program for repairs to ensure the best vendor for the job is sent out to complete a repair, and that the scope

	of work is clear so that we can easily assess the vendor's performance
4. Improve the service provided by contract-management companies	<ul style="list-style-type: none"> • Issued a Request for Proposal (RFP) for property management services with strengthened performance standards based on consultation with private sector experts
5. Reduce electricity costs and improve energy conservation	<ul style="list-style-type: none"> • On October 29, the TCHC Board of Directors approved a plan to provide financial relief to rent-geared-to-income households who pay for their own electric heat • Partnered with Toronto Hydro to deliver the relief program during this heating season
6. Enhance pest management	<ul style="list-style-type: none"> • Delivered high-needs building pest management treatment in 20 communities in 2015

Next steps

In 2016, we will:

- Deliver \$250 million of capital repairs in 1,057 buildings, benefiting over 40,000 households
- Replace 55 elevators, improving elevator service for 4,600 residents
- Conduct quality assurance reviews against the cleaning standards developed in 2015
- Develop an updated long-term energy conservation strategy

If additional funding is secured, in 2016 we will:

- Double the number of buildings receiving high-needs pest treatment from 12 to 24
- Expand the Closing the Loop program portfolio-wide so that all residents can provide feedback on the quality of service they receive when a vendor or staff member completes a repair in their home

Update: Action Plan to Provide More Jobs and Opportunities for Residents

Ninety-four per cent of Toronto Community Housing households receiving rent-geared-to-income subsidies currently live below the poverty line. Long-term sustainable employment is key to breaking the cycle of poverty for many residents. Toronto Community Housing has fostered partnerships and developed programs to assist residents with employment outcomes; we have also put in place requirements for local employment in contracts with private sector developer partners on revitalization projects such as Regent Park.

This action plan aimed to:

1. Establish a joint Toronto Community Housing-City of Toronto working group to collaborate on employment and recreation opportunities for residents
2. Hire more residents at Toronto Community Housing
3. Seek additional funding to increase resident access to recreation and employment programs

Results in 2015

1. Establish a joint Toronto Community Housing-City working group to collaborate on employment and recreation opportunities for residents	<ul style="list-style-type: none">• Key City divisions have committed to working with us on jobs and recreation opportunities for TCHC residents• Preliminary planning meetings have taken place and a draft terms of reference and workplan with targets for 2016 are under development
2. Hire more residents at Toronto Community Housing	<ul style="list-style-type: none">• Delivered workshops in TCHC communities to residents on resume writing and interview preparation to build resident capacity for the job application process• Provided resume writing/interview tips and educational materials at the If I Ruled T.O. Youth Summit on November 28th• Adopted a procurement protocol that allows us to directly award contracts under \$100,000 to resident-led businesses

3. Seek additional funding to increase resident access to recreation and employment programs

- Adopted new Sponsorship and Scholarships policies to help guide our efforts to pursue funding for programs
 - 187 residents competed for 46 scholarships worth \$130,000 in 2015
 - Partnered with MLSE to turn a vacant 42,000 square foot facility on Jarvis Street into a sports and recreation centre for youth
-

Next steps

In 2016, we will:

- Target 2.5% of jobs in our capital repair program to residents, working towards our 10% target
- Introduce new Social Procurement Policy and Community Economic Development Strategy
- Introduce an applicant tracking system that will make it easier for residents and others to apply for jobs at Toronto Community Housing

The key to success going forward will be continuing to work hand-in-hand with current and new partners to find more ways to collaborate on jobs and recreation initiatives.

With additional funding

If additional funding is secured, we will:

- Create more jobs and opportunities by doubling the YouthWorx program to 240 positions, and delivering more employment and recreation programs for youth
- Working with the United Way and other external partners, create 11 multi-use community hubs in communities across the city to address the challenges of social isolation and a lack of adequate services for residents

Update: Action Plan to Improve Customer Service

Toronto Community Housing provides a significant volume and wide variety of services to residents every day. Last year alone, we had over one million interactions and responded to 450,000 demand maintenance requests through our Client Care Centre. Every one of these interactions is an opportunity to deliver a positive customer experience. We recognize that customer service has not been consistent across our portfolio in the past, and this is our main strategic priority for 2016.

This action plan aimed to:

1. Take immediate action to improve customer service
2. Develop and implement a new Customer Service Strategy that includes a Resident Charter
3. Train all staff on improved customer service standards and on supporting vulnerable residents
4. Expand the Closing the Loop program across the portfolio
5. Hold vendors and contractors more accountable for the quality of their work

Results in 2015

1. Take immediate action to improve customer service	<ul style="list-style-type: none">• Using existing staff resources, formed new team dedicated to customer service improvement• All 2016 divisional work plans will include customer service targets
2. Develop and implement a new Customer Service Strategy that includes a Resident Charter	<ul style="list-style-type: none">• All staff consulted and informed about customer service priorities to inform strategy• Resident consultation planning initiated and will continue into 2016
3. Train all staff on improved customer service standards and on supporting vulnerable residents	<ul style="list-style-type: none">• All new cleaners trained on customer service• Leveraged City resources to save \$150K and three months' procurement time on customer service training• 200 key front-line staff and managers trained on responding to resident vulnerability

4. Expand the Closing the Loop program across the portfolio	<ul style="list-style-type: none">Nearly 30,000 residents will be included in the expanded Closing the Loop program, including some contract-managed buildings
5. Hold vendors and contractors more accountable for the quality of their work	Enhanced our contractor performance management team to help ensure high quality work, and make sure that contractors are treating residents with respect and courtesy.

Next steps

In 2016, we will:

- Introduce a resident charter that outlines our service promise to residents
- Deliver training on customer service to all staff
- Launch a new accessible website
- Train remaining staff on vulnerability

Appendix 1: *Getting it Done* partners and advisors

Partners

- Residents
 - Tenant Councils
 - Tenant-Staff Communications workgroup
 - R-PATH Committee
 - Tenant-led interim engagement system refresh consultation planning group
- Albion Neighbourhood Services
- Breaking the Cycle Youth Gang Exit and Ambassador Leadership Program
- City of Toronto: Parks, Forestry and Recreation
- City of Toronto: Social Development, Finance and Administration
- City of Toronto: Shelter, Support and Housing Administration
- City of Toronto: Community Crisis Response Program
- City of Toronto: Human Resources
- City of Toronto: Environment and Energy
- City of Toronto: Tower Renewal Program
- The Toronto Atmospheric Fund
- CUPE Local 416
- CUPE Local 79
- Etobicoke North Probation and Parole, Youth and Adult
- FoodShare Toronto
- Fred Victor Centre
- Humber College
- Houselink Community Homes
- International Brotherhood Electrical Workers, Local 353

- LOFT Community Services
- Maple Leaf Sports & Entertainment
- Jays Care Foundation
- OPSEU Local 529
- Office of the Commissioner of Housing Equity
- Ontario Ministry of Children and Youth Services
- Reconnect Community Health Services
- Rexdale Community Health Centre
- Rexdale Community Legal Clinic
- Sunnybrook Hospital
- The Salvation Army
- Toronto Central LHIN
- Toronto Crime Stoppers
- Toronto Fire Services
- Toronto Employment and Social Services
- Toronto Police Service
- Toronto Public Health
- Toronto District School Board
- Toronto West Youth Justice Services
- United Association of Plumbers and Steamfitters, Local 46
- United Brotherhood of Carpenters and Joiners of America, Local 27
- United Way Toronto and York Region

Advisors

- Joy Connelly, Connelly Consulting
- Circle Housing (UK)
- INCommunities (UK)
- Mainstay Housing

- Metrolinx
- New York City Housing Authority
- Orbit Housing (UK)
- Ottawa Community Housing
- Oxford Properties Group
- Peel Living
- Peterborough Housing Corporation
- Toronto Hydro
- Toronto Transit Commission (TTC)
- Toronto Pearson International Airport
- Toronto & York Region Labour Council
- WoodGreen Community Services

Appendix 2: 2015 performance scorecard

Getting it Done 2015 Scorecard

1. Improve Safety and Security

	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Implement a new Community Safety Unit (CSU) model								
1	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 CSU calls • 900 annual joint CSU/Toronto Police Service patrols by end of 2015 • 1,300 patrols by end of 2016 • Increased CSU visibility in TCHC communities • Enhanced relationships with residents and TCHC staff 	<ul style="list-style-type: none"> • Target for 900 annual joint CSU/Toronto Police Service patrols achieved. This is an 18% increase over 2014 • Progress against all other targets to be measured and reported on in 2016 	✓	With the implementation of geographically based patrol zones through the new deployment model, patrol officers now have clearer lines of accountability and greater ownership to address safety and security issues they encounter and encourage community engagement. While it is still early to gauge the full impact of the new CSU deployment model, we are confident that CSU officers are now more visible in our communities and that positive impacts will be able to be measured and reported on as we achieve our full staffing complement in Q1 2016.	CSU	HR
Expand external crime prevention partnerships								
2	Implement 'Community Engagement and Trust Strategy'	Jan-16	Increased public trust in Toronto Police Service and CSU officers	Progress against targets to be measured and reported on in 2016	●	The CET strategy has been launched by an integrated team of TCHC, TPS, City of Toronto, Toronto Crime Stoppers and Humber College in one pilot community. The team is in the planning stages and are consulting community leaders to ensure that the strategy's activities and outcomes are meaningful and appropriate for residents. Lessons learned from this pilot will be reviewed by all partners so that they can be implemented in other communities.	CSU	RCS AM
3	Establish partnerships with Crime Stoppers and Toronto Police Service to build trust and engage residents	Ongoing 2016	<ul style="list-style-type: none"> • 50 events held annually, educational materials distributed at events Target: portfolio-wide implementation in early 2016	Target progress: <ul style="list-style-type: none"> • 10 events held since September • 6 events scheduled for December • 150+ residents attended so far 	✓	We have made significant progress in 2015 to enhance our relationship and collaboration with TPS and Toronto Crime Stoppers. CSU will continue to leverage additional opportunities to build on these, and new relationships with partner agencies.	CSU	RCS
4	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	Target achieved: average of 3 files per month referred to FOCUS Rexdale; on track to deliver 36 files to FOCUS by the end of 2015. (See: Action 14 for reporting on SPIDER)	✓	An independent evaluation in 2015 demonstrated that the FOCUS Rexdale table is effective in achieving the goals of greater safety and well-being in communities. Its multi-sector, integrated approach to instances of elevated risk has had positive impact on clients by connecting them to support services they would not have otherwise accessed.	RCS	

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Getting it Done 2015 Scorecard

1. Improve Safety and Security

	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Aggressively pursue Evictions for Cause								
5	Implement new evictions for cause process	Feb-16	<i>Under development</i>	<i>Performance metrics and targets will be developed in 2016</i>	●	The new Evictions for Cause procedure and process ensure improved documentation and reporting so that we will be more successful in removing individuals who are compromising security, while also identifying others who require more supports to achieve successful tenancies. The early part of 2016 will focus on getting approvals from management on the new evictions for cause procedure and business process. From there, we will begin piloting the procedure in a handful of communities with high instances of evictions for cause. From mid to late 2016, the procedures will roll out portfolio-wide in phases. We will also be collaborating with internal and external stakeholders to develop an integrated team approach to the investigation, documentation and management of evictions for cause incidents.	AM	LEG
6	Develop and implement evictions for cause communications plan	Feb-16	<i>Under development</i>	<i>Performance metrics and targets will be developed in 2016</i>	●	We have developed a draft communications plan and will begin rollout in 2016 in alignment with the phased implementation of the evictions for cause procedure and process. The goal of the communications plan is to educate residents about the new procedures, the Landlord and Tenant Board process and timelines, and about how they can file complaints so that Toronto Community Housing can respond more quickly to tenancy situations that are negatively impacting a community.	COM	AM
7	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)	Target achieved: September 30 2015	✓	Going forward into 2016, 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. We will continue to have strategic discussions with the City about new advocacy opportunities through the newly-established City of Toronto - Toronto Community Housing working group (See: Action 35).	SPSR	LEG
Improve building design and security systems								
8	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 	Targets achieved: <ul style="list-style-type: none"> Residents and partners engaged Audit findings delivered within 30 days 	✓	We have reviewed and developed new processes and templates for conducting safety audits. The result has been more resident participation and a stronger sense of resident ownership over the process of building safer communities. We will continue to improve our processes to ensure that residents and key stakeholders are engaged and positioned to contribute to implementing the results of the safety audits.	CSU	AM RCS
9	Deliver camera upgrades and/or replacements	Nov-15	Complete 571 camera upgrades/replacements by the end of 2015	Target exceeded: <ul style="list-style-type: none"> 589 cameras by end of November 616 cameras by end of 2015 	✓	As of November 30th, we exceeded our target by installing 589 digital, high-definition cameras in strategic locations identified by the Community Safety Unit and Toronto Police Service. By the end of 2015, a combined total of 616 cameras will have been upgraded and replaced portfolio-wide. We are now focused on our 2016 capital plan, which includes the upgrade/replacement of over 1,000 additional security cameras.	FM	

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Getting it Done 2015 Scorecard

1. Improve Safety and Security

	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Address false fire alarms, fire safety issues and excessive clutter								
10	Deliver 14 capital projects for new door systems (fobs, intercoms)	Nov-15			✓	The 14 projects are complete. Approximately 3,035 residents have new fobs.	FM	
11	Complete additional camera replacement and system upgrades	Dec-16	Issue Request For Proposal and award contracts by March 2016		●	We plan to replace or upgrade more than 1,000 cameras in 2016. We are on target for issuing the RFP in March 2016.	FM	
12	Implement process to recover false fire alarm charges	Ongoing	15% decrease in false fire alarm charges (\$2.4 M in 2014)	Target progress: we have reduced our 2014 false fire alarm charges by 6% so far and continue to make progress towards a 15% decrease	●	Since August 2015, we were able to increase our total recovery amount from approximately \$40,000 to \$144,000. Going forward, we will continue to focus on securing additional reimbursements from Toronto Fire Services.	FM	PRO
13	Advocate alongside Toronto Employment and Social Services (TESS) for increased funding for unit preparation for pest treatment	Dec-15			✓	TESS has committed to continue funding unit preparation and bed replacement in 2016 through the Housing Stabilization Fund for TCHC residents with pest issues. Toronto Public Health has also committed to continuing to fund support for seniors with pest issues in 2016. We have made a request to TESS to consider expanding the eligibility requirements for the Housing Stabilization Fund to include more types of infestation (such as cockroaches), as well as provide additional funding through the Toronto Hardship fund. Going forward, we will continue to advocate for these asks with relevant City divisions.	AM	SPSR
14	Continue to refer files to SPIDER (Specialized Interdivisional Enhanced Response) table	Dec-15	<ul style="list-style-type: none"> 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 	<p>Target achieved: average of 2 files per month referred to SPIDER; on track to deliver 26 cases to the SPIDER table by the end of 2015</p> <p>Legal staff from TCHC and the City of Toronto have met to discuss information sharing with SPIDER. We remain on track to clarify our protocols in the near future</p>	✓	We met our 2015 referral targets for SPIDER. We are now working alongside other participating agencies to evaluate and report on the outcomes of SPIDER to date. In these discussions, we have shared our interest in leveraging the expertise at the SPIDER table to help us meet other related goals we introduced in Getting it Done. With the findings of the evaluation, we will support efforts to develop a long-term sustainability plan for the table. We are currently one of the top referring agencies bringing forward cases of complex and unresolved health and safety risks.	RCS	

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Getting it Done 2015 Scorecard

1. Improve Safety and Security

Task ID	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
15	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 	Targets achieved: October 2015	✓	The prospects of securing 2016 funding for the Network remain positive, and we expect to hear a decision from the City on this in early December. Going forward, we are committed to remaining a member of the Steering Committee and offering our knowledge and expertise in advocating for funding and buy-in. We will actively identify and connect any TCHC households that meet the Network's eligibility criteria.	AM	RCS
16	Implement pilot partnership with LOFT Community Services and Sunnybrook Hospital to support residents with clutter issues	Jan-16	Targets: <ul style="list-style-type: none"> 10 participant households with severe clutter at first pilot site 70 participant households with moderate clutter at first pilot site 	Target progress: <ul style="list-style-type: none"> 7 severe participant households secured so far, another 6 under consideration Information sessions scheduled in December and January to attract more participants at pilot site 	●	The pilot will roll out in early 2016 following staff training. Sunnybrook Hospital will share the findings of the pilot near the end of 2016. We will work closely with Sunnybrook to explore the possibilities of expanding the partnership across the portfolio to ensure the approach, once validated by the pilot, is expanded to reach as many households in need.	RCS	
17	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
18	Increase resident awareness programs around fire safety	Oct-15		2015 performance highlights: <ul style="list-style-type: none"> 15 hours of resident engagement and promotion of fire-safety events 40 fire-safety events in 2015 Targeted information session delivered at top 20 sites for false fire alarms 	✓	In 2015 we worked with Toronto Fire Services to improve the fire safety education sessions we provide to residents, and to deliver this updated content in a selection of communities. By the end of the year we will have hosted over 40 fire safety awareness sessions. We also began working closely with Toronto Fire Services to identify TCHC's fire safety needs, and are collaborating to develop specific outreach programs that target our residents. We have begun to work across divisions to plan for a host of fire-related initiatives in 2016, including youth-focused events, fun fairs and next year's Fire Safety Awareness Week program. Going forward we will also seek out meaningful partnerships with sector partners to ensure our fire-safety events continue to be informative and timely.	FM	CSU COM

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Getting it Done 2015 Scorecard

2. Improve Building Conditions

	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Improve cleaning services								
19	Hire 60 Cleaners	Aug-15	<ul style="list-style-type: none"> • 15% decrease in on-demand cleaning requests • 70% resident satisfaction with cleaning 	Progress against targets to be measured and reported on in 2016	✓	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
20	Introduce floating cleaners	Dec-15	See above	Progress against targets to be measured and reported on in 2016	✓		AM	HR
21	Develop resident communications plan on cleaning standards	Q1-2016 (original target: Dec-15)	See above	Progress against targets to be measured and reported on in 2016	🕒	In early 2016, we will present draft communications materials to the tenant-staff communications workgroup. As training continues (See: Action 22) into mid-December, we will refine the communications materials on an ongoing basis using feedback we have received. The communications plan will rollout in alignment with the timelines for Actions 23 and 24.	COM	AM
22	Implement new cleaning service model, routines and training	Q1-2016 (original target: Dec-15)	<ul style="list-style-type: none"> • 15% decrease in on-demand cleaning requests • 70% resident satisfaction with cleaning • 100% of cleaning staff trained on standards, routines & customer service by the end of 2015 	Progress against targets to be measured and reported on in 2016	🕒	Once the in-class training on the new operating procedures, manual and routines is complete in mid-December, cleaners will participate in a practical (in-building) training program in the early weeks of 2016. Also beginning in Q1, we will begin to audit cleaning performance against the procedures and the incoming Quality Assurance Framework (See: Action 23). The metrics and targets committed to in 'Getting it Done' will be reported on as part of the annual Quarterly Performance Report to the Board, which will report on year-over-year improvements in our cleaning activities.	AM	L&OD
23	Introduce cleaning quality assurance framework	Q1-2016 (original target: Dec-15)	<ul style="list-style-type: none"> • 15% decrease in on-demand cleaning requests • 70% resident satisfaction with cleaning • 85% of cleaning staff will meet or exceed Performance Management Plan ratings 	Progress against targets to be measured and reported on in 2016	🕒	The cleaning quality assurance framework will be finalized in early to mid-January and implemented in February 2016 following the completion of staff training (See: Action 22). Performance measurement related to the quality assurance framework will also begin in late Q1.	AM	HR
24	Complete a feasibility study of the live-in superintendent model	Dec-15			✓	The feasibility study into the live-in superintendent model will be completed by the end of December, and will be considered by the executive team.	AM	SPSR

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Getting it Done 2015 Scorecard

2. Improve Building Conditions

	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Improve elevator reliability and performance								
25	Improve vendor access with 24/7 keyboxes in all buildings	Sep-15	Target: key control process and protocol implemented	Target achieved: September 2015		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	
26	Upgrade, install new door detectors	Oct-15	Target: 35 sites upgraded	Target exceeded: 42 sites upgraded		We exceeded our 2015 target by 20%. In 2016 we will continue to make ongoing upgrades to elevator components (cab floors, ceilings, door detectors, cables/roping etc.) year-round, targeting buildings with elevators that have urgent capital needs. In order to identify elevators with urgent needs, we often consult with on-site building staff to understand what types of upgrades are required. This program will continue into 2016 and beyond.	FM	
27	Acquire and pilot elevator monitoring software	Jan-16 (original target: Dec-15)	Target: launch pilot in 10 buildings			Once all ten sites are outfitted for the pilot in early January, we will begin gathering and assessing the data we receive. The pilot will last six months, at which point we will evaluate its effectiveness and consider expansion. Similar to the experience at Pearson Airport, we expect that this software will help optimize our elevator service provision, in particular the speed with which we can respond to an elevator outage after-hours and on weekends. In addition, the software will better pinpoint the source of an outage, which will allow us to dispatch the most appropriate vendor to resolve it. In the long-term, the data collected through the software (i.e. downtime times, traffic analysis, outage type) will help us better manage our dispatching of elevator vendors, and may be considered for use more broadly in the organization in areas like security.	FM	ITS
28	Equip all elevators with cab phones	Dec-16	Target: install cab phones in 72 elevators in 27 communities			In 2016, we will install cab phones in 72 elevators in 27 buildings. Once this work is complete, all elevators in TCHC communities will have cab phones. This will ensure that residents have an added degree of safety in the event of an elevator service disruption that occurs with passengers inside the cab.	FM	
29	Introduce quarterly reporting on elevators	Dec-15				We are on track to include reporting on total elevator calls, and average calls per elevator for each building in the 2015 annual Quarterly Performance Report, which will go to the Board for approval in early to mid 2016.	FM	COM

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Getting it Done 2015 Scorecard

2. Improve Building Conditions

Task ID	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Increase resident satisfaction with repairs								
30	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% 	Progress against targets to be measured and reported on in 2016	✓	The centralized dispatch team began work the week of December 7th 2015. In 2016, the centralized dispatch program will be fully launched (onboarding, communications roll-out complete) and will be responsible for dispatching and following-up with our vendors. In the immediate term, the centralized dispatch team will ensure work is done efficiently by the right vendor. In the long-term, we will collect data related to the work of the centralized dispatch team in particular to follow up with vendors, manage their performance and inform decisions around future contract bids.	FM	
Improve the service provided by contract management companies								
31	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
32	Develop new Request For Proposal and seek approval for new contracts from the Board	Dec-15		New contract issued in December	✓	Once tendering is complete and the contract has been awarded, it will be brought to the Building Investment, Finance and Audit Committee of the Board of Directors in early 2016. From there, we will make any necessary preparations in advance of the new contract taking effect and begin onboarding the chosen firm. Current property management contracts expire in April 2016.	AM	LEG
Address energy costs								
33	Develop a long-term energy conservation strategy	Sep-16	<ul style="list-style-type: none"> 10% reduction in energy consumption portfolio-wide by 2023 Targets established for measurement beginning January 2016 	Progress against targets to be measured and reported on in 2016	●	The long-term energy conservation strategy is under development and we are on track to complete it by September 2016. We are in the process of developing short- and long-term conservation initiatives as part of the strategy including resident outreach programs, building retrofits with new technology, and portfolio-wide energy audits to identify the drivers of consumption in our various communities. The strategy will also consider long-term solutions for alternative heating sources to electric heat, and incentive programs for residents. This work will enhance the environmental and financial sustainability of our communities.	FM	FIN
34	Implement electricity cost relief program for rent-geared-to-income residents who pay for their own electric heat	Oct-15			✓	Since receiving approval from the Board in late October to proceed with this program, our work has focused on calculating the relief amounts for the eligible households and working through the logistics of a new partnership with Toronto Hydro. We have also begun to develop a resident communications plan that will describe the plan for hydro relief and how the reimbursements will be calculated. In the short-term, this model is the most efficient and cost-effective way to support households who pay their own hydro bills. In the long-term, we are focused on developing a solution beyond the 2015/16 heating season that draws on the long-term energy conservation strategy currently under development (See: Action 33).	FM	FIN

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Getting it Done 2015 Scorecard

3. Provide more jobs and opportunities for residents

	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Establish a joint TCHC-City working group on jobs and recreation								
35	Hold kick-off meeting	Oct-15	Terms of reference established for group by November 2015	Target achieved: 30 October 2015	✓	The joint working-group is a strategic table of senior City and TCHC staff, focused on identifying shared goals and funding opportunities. To support the work of the strategic table, we will initiate sub-committees and working groups as needed so that subject-matter experts can collaborate on the development and implementation of shared programming. Preliminary discussions with the City indicate that the scope of this working group is expected to extend beyond just resident jobs and opportunities, and focus on a greater number of shared objectives to benefit TCHC residents.	SPSR	RCS HR
Hire more residents								
36	Host two 'how to apply to TCHC' training sessions with resident participants	Nov-15	45 residents attending per session	Target achieved: 28 November 2015 • 200+ youth engaged at 'If I Ruled T.O.' Further progress on this metric will be measured and reported on in 2016	✓	In Q1 2016, we plan to host the third (and final) workshop in this series, which will be an 'open-house' where residents can hone their employer engagement skills. Once complete, we will evaluate the success of the pilot and consider opportunities for more frequent job-preparation sessions. Going forward, we will also work to improve our outreach and promotion of these resume writing and interview preparation workshops in communities.	HR	RCS
37	Implement new procurement protocol that permits direct awards of contracts under \$100,000 to resident-led businesses	Dec-15	<i>Under development</i>	<i>Performance metrics and targets will be developed in 2016</i>	✓	Our focus in 2016 will be on the successful implementation of the protocol. Our first step, which we are working on now, is identifying resident-led businesses that are eligible to participate. We are also leveraging our partnerships with agencies and City services to support residents who face barriers to starting their own business. If and when eligible resident-led businesses are identified, we will focus on matching their skills with current and upcoming TCHC contracts for tender.	PRO	LEG

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Getting it Done 2015 Scorecard

3. Provide more jobs and opportunities for residents

	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
38	Introduce a new Social Procurement Policy and Community Economic Development Strategy	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	Progress against targets to be measured and reported on in 2016	●	<p>The Community Economic Development and Social Procurement Policy will go to the Board for approval in Q1 2016. The implementation of the policy and strategy will focus on reaching our 2016 target of 2.5% of non-resident vendor contracts dedicated to resident employment or the equivalent skills-building alternative (mentorship, scholarship, apprenticeship); this will involve identifying relevant contracts (based on length of term and contract price), and identifying and/or training a pool of residents willing and able to participate.</p> <p>We will track our progress towards our 2.5% goal in 2016, and then set a new target for 2017.</p>	RCS	LEG
39	Create an applicant tracking system	Jan-16	<i>Under development</i>	<i>Performance metrics and targets will be developed in 2016</i>	●	<p>Staff are in the final stages of system design and user testing for the new applicant tracking system, which will make it easier for residents to learn about and apply to jobs at TCHC. The system is on track to go live in the first week of January. There will be resident focused communications introducing the new system.</p>	HR	ITS
40	Establish goal to direct 10% of jobs created by TCHC's capital repair program to residents	Aug-15	<i>Under development</i>	<i>Performance metrics and targets will be developed in 2016</i>	✓	<p>The Community Economic Development and Social Procurement Policy (See: Action 38) will be the mechanism through which we achieve this goal. In general, we are committed to identifying as many resident employment opportunities as we can within TCHC projects across the organization.</p>	FM	
Seek sponsorships to expand facilities and programs								
41	Adopt Sponsorships and Scholarships Policy	Dec-15	Target: Bring policies to the Board at October 29 Board meeting	Target achieved: October 29 2015	✓	<p>The Policy was approved at the October 29 Board Meeting. We continue to seek out new sponsorship and scholarship opportunities (See: Actions 60-71), and will report on the implementation of this policy going forward.</p>	RCS	

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Getting it Done 2015 Scorecard

4. Improve Customer Service

	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Take immediate action to improve customer service								
42	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 actions 43, 46 and 49 as detailed below.	CEO	HR
Develop and implement a Customer Service Strategy and Resident Charter								
43	Develop customer service strategy and present to the Board	Jan-16 (original target: Dec-15)	<ul style="list-style-type: none"> Consult 50%+ of tenant representatives Consult 300+ tenants Consult 200 TCHC staff 	<p>Target achieved:</p> <ul style="list-style-type: none"> 200+ staff consulted staff consultations ongoing in 2016 <p>Target Progress:</p> <ul style="list-style-type: none"> Tenant-Staff Communications working group consulted Tenant-Staff resident engagement refresh working group consulted Tenant consultations ongoing in 2016 		A draft will be presented to the Board of Directors at the first meeting scheduled in Q1 to outline and gather input on our direction, but the strategy will not be finalized until more detailed consultations are undertaken in 2016. These detailed staff and resident consultations will be substantive in order to reflect the importance of this strategy in shaping future work, and the outcome of the consultation will help define the vision and priorities for customer service improvements.	SI&D	AM RCS FM
44	Implement improvements to service provided by Client Care Centre	Ongoing	<ul style="list-style-type: none"> Reach an 'average-speed-of-answer' of 90 seconds Reduce the percentage of abandoned calls to less than 10% 	Target Progress (as of Q2 2015): Metrics and targets for the Client Care Centre were revised to reflect stricter industry standard and as a result, the service level decreased to 52% against the target of 90%. Actions taken to manage staff time and performance are expected to result in improved performance in Q3 and future quarters		In Q2 2016, the Client Care Centre coaching and performance management program will be fully implemented, providing supervisors and managers with a toolkit to measure the quality of interactions between residents and Client Care Centre representatives. Q1 will be focused on finalizing the content and training relevant staff on this new program. The Client Care Centre experience is expected to improve for residents as staff performance management is enhanced.	FM	
45	Redesign torontohousing.ca	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 			We are on track to launch our updated website in spring 2016. The new site will be more resident-focused, accessible and responsive to resident needs. In the interim, residents will notice an improved website experience by the end of 2015, when we will launch a new 'resident' webpage that provides a one-stop-shop for information on events, access to important documents and tenancy information.	COM	ITS

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Getting it Done 2015 Scorecard

4. Improve Customer Service

	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Train all staff on customer service standards and on supporting vulnerable residents								
46	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 will continue to be part of general orientation for all new staff members.	SI&D	HR
47	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	Target achieved: April 2015		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 in this area.	SPSR	RCS
48	Train remaining staff on mental health awareness	Sep-16	100% of TCHC staff trained on mental health awareness training			We have tendered a contract to provide mental health awareness training to all TCHC staff. Training will begin in December 2015, working top down through the organization beginning with senior leadership staff. We remain on track to train all staff on mental health awareness by September 2016.	HR	RCS
49	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 	Rather than an RFP, we are pursuing a more cost and time effective option through a shared services agreement with the City of Toronto to leverage pre-existing customer service training that can be customized for TCHC		We are working with the City of Toronto to identify shared customer service training opportunities that would help us to save time and money and align our service goals with the City's. We remain on track to train all staff on customer service by the end of 2016.	SI&D	HR PRO
50	Deliver complementary training programs: <ul style="list-style-type: none"> Non-violent crisis intervention Training by the Office of the Commissioner of Housing Equity Accessibility for Ontarians with Disabilities Act (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 	Targets achieved: <ul style="list-style-type: none"> 8 'Non-Violent Crisis Intervention' sessions held 6 'OCHE' sessions held 		Having completed the 2015 training sessions under this action, we are now developing the 2016 training schedule for staff and identifying opportunities to provide additional sessions.	HR	LEG AM

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Getting it Done 2015 Scorecard

4. Improve Customer Service

Task ID	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Hold vendors and contractors more accountable for the quality of their work								
51	Implement an enhanced contractor performance management team	Sep-15	<i>Under development</i>	<i>Performance metrics and targets for the new team will be developed and reported on in 2016</i>	✓	The contractor performance management team is now in place. They will proactively manage vendors who make repairs and provide other services to residents. Using feedback on vendor performance gathered by the centralized dispatch team, the contractor performance management team will take action to address service deficiencies and poor vendor performance. This includes meeting with all of the vendors they oversee monthly to review performance and identify areas for improvement.	FM	HR

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Getting it Done 2015 Scorecard

Recommendation 6: Resident Charter, Tenant Engagement System								
Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support	
Develop a Resident Charter								
Develop a resident charter that outlines our service promise to residents.	Jun-16	Metrics and targets are being developed to support the service standards that will be included in the resident charter		●	The development and consultation on the Resident Charter is happening in conjunction with the development of the new customer service strategy (Action 43 above). The commitments made in the charter are a centerpiece of the strategy and inform much of its content. Staff are currently consulting with a variety of audiences about the direction and content of the charter, including front-line staff, City divisions, international housing providers, legal aid clinics and our labour partners. We are aligning the resident consultation process with the resident engagement system 'refresh', so that residents can provide their feedback on multiple interconnected initiatives at once. The focus in early 2016 will be on resident consultation and the development of a resident-staff working group, followed by training and roll-out to meet the June 2016 target.	AM	SI&D	
Tenant engagement system 'refresh'								
Renew our resident engagement system so that residents have a variety of meaningful ways to participate in decision-making about their communities.	2016 (original target: Dec-15)			🕒	In September 2015 we launched the resident engagement system refresh with over 50 tenant representatives from across the portfolio. Since then, the focus has been on planning, outreach and implementation – a process being led by residents. A resident-staff working group was established to lead the refresh going forward. Consultations with residents on the refresh will begin in Q1. From there, findings will be shared with a tenant-staff working group that will collaborate to develop a draft model. Once the new model is finalized and adopted, there will be a transition plan guiding the move from the current to the new engagement model. The timelines for implementing this initiative are driven by the residents who are leading the consultation process.	RCS		

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Getting it Done 2015 Scorecard

Unfunded actions								
	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Improve Safety and Security								
52	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 		■	The changes implemented as part of the new CSU deployment model (See: Action 1) have allowed for a more efficient use of our resources: more staff on the ground, 24/7/365 security presence, and improved opportunities to build trust with residents. If funding is secured for 94 additional CSU staff, we will be able to nearly double our complement over three years. This expansion will ensure we have adequate capacity to address ongoing safety and security issues while also proactive conducting community engagement and outreach.	CSU	HR
53	Hire additional specialized staff for early intervention in excessive clutter cases	Subject to funding			■	We have developed a business case for more specialized clutter staff that will be considered in the 2016 budget process. The hiring of these additional Community Service Coordinators will support proactive efforts to help residents manage emerging clutter issues early before their tenancies are at risk.	RCS	
54	Complete upgrade of all cameras portfolio-wide	Subject to funding			■	The upgrade of the entire camera portfolio is contingent on securing full funding for the 10 year capital plan.	FM	
55	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 	Central target achieved: September 2015 East target: on track West target: on track	●	We are now on track to surpass our target and introduce this support model into three additional communities in 2016. We are in the process of identifying the communities that this model will be expanded to.	RCS	AM CSU

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Getting it Done 2015 Scorecard

Unfunded actions

	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Improve building conditions								
56	Develop an evening and weekend cleaning program	Dec-15	<ul style="list-style-type: none"> • 15% decrease in on-demand cleaning requests • 70% resident satisfaction with cleaning 	Progress against targets to be measured and reported on in 2016	■	Currently, after-hours (evening and weekend) cleaning will be a targeted effort focusing on communities with high after-hours cleaning needs. From there, based on the availability of necessary resources, we will consider the portfolio-wide expansion of the program.	AM	HR
57	Expand our integrated pest management program with a focus on high needs buildings and units	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>The business case for the expansion of the pest management program has been developed and will be considered as part of the 2016 budget process.</p> <p>In Q3/Q4 2015, the Integrated Pest Management division conducted a range of activities to address high-needs buildings above and beyond our 2015 targets: all building staff and managers now have a "guide to pest management" to assist in the delivery of thorough and consistent pest services; we have delivered comprehensive unit condition and pest management training for all Operating Unit staff and managers; we have developed a new resident awareness program around pest management and will have materials posted in buildings by mid-December. If funding is secured to expand the program in 2016, we will have the opportunity to apply these strategies in more communities across the portfolio with high pest-management needs.</p>	AM	RCS
58	Expand 'Closing the Loop' program	Dec-16	<p>Expansion targets - Phase I: Dec-15, Phase II: Q1 2016, Portfolio-wide: Q4 2016</p> <p>Metrics:</p> <ul style="list-style-type: none"> • 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 	Phase I: target achieved Phase II: target on track	■	In 2016, we will finalize the financial requirements for portfolio-wide expansion of the 'Closing the Loop' program. If the resources become available, we will expand the program portfolio-wide.	FM	
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 		●	In 2016, we will continue with the multi-year approach to replacing these 140 aging elevators. We accelerated engineering, design and tendering of 107 elevators in 2015, and as a result we are on track to surpass our annual targets: in 2016 we will begin work on replacing approximately 55 elevators; in 2017, we are on track to finish work on all 107 elevators and tender the remaining 33 for completion in 2018.	FM	

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Getting it Done 2015 Scorecard

Unfunded actions

	Task Description	Target completion date	Metrics / Targets	Metrics / Targets: 2015 Results	Status	End-of-year Status Details	Owner	Support
Provide more jobs and opportunities for residents								
60	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	
61	Develop resident employability database with the City	Jan-16			●		RCS	
62	Double the YouthWorx employment program	Subject to funding			■		RCS	
63	Implement Pre-employment/Education Attainment program	Subject to funding			■		RCS	
64	Implement post-secondary certified employment training	Subject to funding			■		RCS	
65	Implement peer-to-peer mentoring initiative	Subject to funding			■		RCS	
66	Implement youth entrepreneur programs	Subject to funding			■		RCS	
67	Implement youth internships program	Subject to funding			■		RCS	
68	Implement adult second-career pilot program	Subject to funding			■		RCS	
69	Implement quarterly 'Active Living' program	Subject to funding			■		RCS	
70	Implement sports-based after school program	Subject to funding			■		RCS	
71	Implement intergenerational active living program	Subject to funding			■	RCS		

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<p>Acronyms for TCHC business units and divisions:</p> <ul style="list-style-type: none"> • AM = Asset Management • COM = Strategic Communications • CSU = Community Safety Unit • FIN = Finance • FM = Facilities Management • HR = Human Resources • LEG = Legal Services Division • RCS = Resident and Community Services • SID = Service Integration and Delivery • SPSR = Strategic Planning and Stakeholder Relations
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Toronto Community Housing is Canada's largest social housing provider and a key part of our city's infrastructure. We provide homes to nearly 60,000 households with low and moderate incomes across the city. We continue to work with many partners and create new partnerships to help build vibrant communities and a better city for all.

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