Item 10 – Q2 2022 Strategic Priorities Progress Report
TCHC Public Board Meeting – September 29, 2022
Report#: TCHC:2022-66 **Attachment 1**

Item 10 -TCHC:2022-66 Attachment 1

Q2 OUTCOMES AND OBJECTIVES STATUS SUMMARY

GOAL 1: Support the rights of every tenant to have reasonable enjoyment in their homes

#	Outcomes	Objectives	Status
1.1	We will have accurate and appropriate information that enables the delivery of quality service and support to tenants	Leverage existing data within the organization to build resources for front line staff to support effective decision making	🔺 (yellow)
1.2	We will know what needs and supports are required for new and existing tenants and will be able to address needs as defined within our mandate	Support tenants through partnerships with key social services, setting them up for success and fostering reasonable enjoyment for the entire community	🔺 (yellow)
1.3	Tenants and communities will feel supported and be connected to the services they need	Support tenants through partnerships with key social services, setting them up for success and fostering reasonable enjoyment for the entire community	🟢 🔺 (yellow)
		Collaborate with tenants on the design of tenant engagement systems	🟢
		Confront Anti-Black racism experienced by Black tenants	🟢
1.4	We will deliver $1.56b of the 2017 to 2026 10 year capital plan repairs for tenants' homes We will achieve an FCI of 15.9% (tracking to an FCI of 10% by the end of 2026)	Deliver the $350 million 2021 capital repair program	🟢

GOAL 2: Build high performing teams that bring to life a culture of tenant service

#	Outcomes	Objectives	Status
2.1	TCHC will be a diverse and inclusive organization where employees feel safe, valued, empowered and inspired to deliver high quality service	Diversity, and Inclusion (EDI) Strategy for TCHC staff, tenants, stakeholders, and rights holders.	🟢
		Develop a TCHC Confronting Anti-Black Racism Strategy for staff Develop an Equity,	🟢

LEGEND
🟢 On track 🔺 (yellow) Not on track but can be fixed 🔺 (red) Action required
(On Track includes projects in planning and implementation phases that may not be measurable against target until later quarters)

#	Outcomes	Objectives	Status
2.2	TCHC's Culture Model will be embedded in the way every employee works to support tenants	Embed the Culture Model in Performance Management and Build awareness of how culture model supports all staff deliver tenant services	🟢 🔼
2.3	Our culture will be one that inspires employee trust in the organization and supports employees to make tenant-focused decisions at every level of the organization	Build awareness of expected behaviours related to tenant-focused decisions and support leaders in building a culture that inspires trust	🔼

GOAL 3: Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs

#	Outcomes	Objectives	Status
3.1	Frontline leadership and employees will be engaged and equipped with a common understanding of TCHC's obligations and rights as a landlord and provider of services to tenants	Implement a learning program to be delivered to leaders and staff that addresses TCHC's obligations and rights as a landlord and provider of services to Tenants	🔼
3.2	Open 105 Permanent Tenant Service Hubs and 18 Interim Tenant Service Hubs	We will have processes and tools in place that empower frontline leadership and employees to make tenant-focused decisions locally	🔼

GOAL 4: Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures

#	Outcomes	Objectives	Status
4.1	We will have begun the process to collect socio-economic and race-based data to enable a greater understanding of tenants and their experiences	Define data requirements and best practices and implement data governance practices, forming a Centre of excellence for the organization	🟢 🔼
4.2	TCHC is able to collect and analyze data to make informed and timely business decisions	Develop a data and analytics framework and integrated platform that will inform tenant-focused resource allocation decisions	🟢

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LEGEND
🟢 On track 🔼 Not on track but can be fixed 🔺 Action required
(On Track includes projects in planning and implementation phases that may not be measurable against target until later quarters)

#	Outcomes	Objectives	Status
4.3	We will have standardized performance measurement and will engage tenants locally in assessing the quality of service they receive	Improve service delivery through the analysis of tenant complaint and tenant experience data	🟢

GOAL 5: Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools

#	Outcomes	Objectives	Status
5.1	All business processes will be clearly defined and aligned to the new decentralized tenant-facing organizational structure	Review and map all operational business processes and accompanying roles and responsibilities, to identify opportunities for the improvement of service to tenants	🟢
5.2	We will be an agile service-oriented organization that provides a flexible work environment for staff	Identify efficiency measures that demonstrate impact of improved processes in service to tenants	🟢

GOAL 6: Work with the City of Toronto to expeditiously deliver on Tenants First directives and commitments

#	Outcomes	Objectives	Status
6.1	We will have progressed on the transition of the Seniors Housing Unit into the City's new Seniors Housing Corporation in accordance with the City of Toronto timelines	Negotiate a Shared Service Agreement with the City's new Seniors Housing Corporation	🟢
6.2	In collaboration with the City of Toronto, we will have issued purchase agreements for the transfer of 643 standalone homes	Facilitate the due diligence process with non-profit agencies for purchasing the standalone homes	🟢
6.3	We will have clarity on the future of the Development team within TCHC	Work with the City to support the future structure of the Development Division	🟢

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LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
(On Track includes projects in planning and implementation phases that may not be measurable against target until later quarters)

Q2 2022 Strategic Priorities and Key Performance Measures

GOAL 1: Support the rights of every tenant to have reasonable enjoyment in their homes

Outcome 1.1: We will have accurate and appropriate information that enables the delivery of quality service and support to tenants

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Leverage existing data within the organization to build resources for front line staff to support effective decision making	Percentage (%) completion of planning for 2022 dashboards	100%	10%	10%			🔼

HIGHLIGHTS OF ACCOMPLISHMENTS:

Hub Information Profiles

- This initiative is complete. Current work includes consulting with operational teams to ensure that the data being captured meets their needs. The next data set will be uploaded to the tool in Q1 2023.
- The Q3 dashboard will reflect the removal of this initiative.
- Staff are in the process of securing resources through IT for running updates for the 2022 Dashboards.

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LEGEND
🟢 On track 🔼 Not on track but can be fixed 🔺 Action required
(On Track includes projects in planning and implementation phases that may not be measurable against target until later quarters)

Q2 2022 Strategic Priorities and Key Performance Measures

Outcome 1.2: We will know what needs and supports are required for new and existing tenants and will be able to address needs as defined within our mandate

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Support tenants through partnerships with key social services, setting them up for success and fostering reasonable enjoyment for the entire community	Percentage (%) of referral agreements updated	100%	0%	0%			⚠️

HIGHLIGHTS OF ACCOMPLISHMENTS:

Collaborative Partnerships to Resolve Complex Tenancies

- Key resources leading the development of this work were deployed to respond to the Swansea Mews Emergency. This impacted the progress made on work to align agencies providing support to tenants.

Referral Agreements

- Progress on this initiative has been delayed since November 2021 due to external dependencies.
- Staff are continuing to work with the City of Toronto Housing Secretariat on developing standardized agreements and reporting tools to meet City of Toronto requirements.

LEGEND
🟢 On track ⚠️ Not on track but can be fixed 🔺 Action required
(On Track includes projects in planning and implementation phases that may not be measurable against target until later quarters)

Q2 2022 Strategic Priorities and Key Performance Measures

Outcome 1.3: Tenants and communities will feel supported and be connected to the services they need

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Support tenants through partnerships with key social services, setting them up for success and fostering reasonable enjoyment for the entire community	Number (#) of common space internet pilot implemented in identified buildings	100	10	32			🟢
	Number (#) of safety related initiatives supported, led or initiated (community safety meetings, community/relationship building initiatives)	360	74	165			🟢
Collaborate with tenants on the design of tenant engagement systems	Percentage (%) of open positions at all levels of the system that are filled, or have had an active process to fill them.	100%	66.6%	66.6%			🟢
Confront Anti-Black racism experienced by Black tenants	Percentage (%) of tenant to staff, tenant to tenant, staff to tenant related incidents resolved	80%	42%	58.3%			🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Increased Internet Access for TCHC Tenants

- The Community Librarian Pilot program was launched at two sites in the West in Q2.

LEGEND
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Q2 2022 Strategic Priorities and Key Performance Measures

- An additional 32 buildings (29 family and 3 seniors) was added to the common space library implementation with the City. This is bringing public Wi-Fi to 14,580 tenants who can access the internet for programs or personal use in the vicinity of their building's common room.

Violence Reduction Program (VRP)

- Staff have been working with the City of Toronto Safe TO Team to develop the Summer Safety Strategy. This initiative will be ongoing from July to the first week in September and is being supported by the Community Safety Unit's VRP team across the City as well as selected patrol zones.

Tenant Engagement System

- On June 16, 20 new Community Representatives attended an orientation session. The orientation provided an opportunity for tenant leaders to meet TCHC staff and become familiar with their roles and responsibilities in Tenant Engagement System.
- Local teams are working to develop a re-engagement of 140 communities to revalidate the results of their Community Action Plans. By revalidating the priorities, staff and tenants can ensure that the local initiatives that get implemented will meet community needs and have the intended impact.
- The Tenant Funds Distribution Policy was approved by the Board in Q2. Following the approval, the engagement team were trained in the application of the policy and procedures. Staff were provided with a guide to support the application of the policy to ensure consistent and transparent application of the policy.
- Following this, the Tenant Action Funds tables have started to meet monthly. Engagement staff outreach and distribute application forms to tenants and tenant leaders to encourage them to apply for Tenant Action Funds. Since TAF was re-launched in May, a total of 49 out of 53 applications were approved (valued at $43,556.83).

LEGEND
🟢 On track   🔺(yellow) Not on track but can be fixed   🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

Confronting Anti-Black Racism (CABR)

- The initial draft of a standard operating procedures (SOPs) to respond to occurrences of anti-black racism directed at tenants and staff have been developed. These tools are being used to validate insights and matters that are coming up during investigation process.
- Communication resources on CABR, , have been developed and distributed for front line staff and tenants

LEGEND
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Q2 2022 Strategic Priorities and Key Performance Measures

Outcome 1.4: We will deliver $1.56b of the 2017 to 2026 10 year capital plan repairs for tenants' homes
We will achieve an FCI of 15.9% (tracking to an FCI of 10% by the end of 2026)

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Deliver the $350 million 2021 capital repair program	Percentage (%) of Facilities Condition Index (annual measure only)	15.9%	(annual measure only)				🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Capital Plan

- Capital work completed to the end of Q2 totals: $156,676,404.00.
- Preventive Maintenance delivered to end of Q2 totals: $11,484,275.00.
- Business Units are delivering comprehensive common area upgrades per the approved 2022 Capital Plan and in-suite accessibility upgrades/renovations are being delivered on an on-demand basis.

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LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

GOAL 2: Build high performing teams that bring to life a culture of tenant service

Outcome 2.1: TCHC will be a diverse and inclusive organization where employees feel safe, valued, empowered and inspired to deliver high quality service

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Develop an Equity, Diversity, and Inclusion (EDI) Strategy for TCHC staff, tenants, stakeholders, and rights holders.	Percentage (%) completion and approval of EDI strategy	100%	50%	100%			🟢
Implement a TCHC Confronting Anti-Black Racism Strategy for staff	Percentage (%) of staff to complete module 1- Introduction to Anti-Black Racism training and expressed increased competency	80%	0%	2.5%			🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Equity, Diversity, and Inclusion (EDI) Strategy

- Communicated and updated staff on the EDI Survey results, including specific actions that have been taken through multiple communication channels.
- The EDI Strategy was approved by the TCHC Governance, Communications and Human Resources Committee in May and the Board of Directors in June. Communications strategy and materials are currently in development to roll out the completed EDI Strategy to staff.

LEGEND

🟢 On track   🔺 Not on track but can be fixed   🔺 Action required

(On Track includes projects in planning and implementation phases that may not be measurable against target until later quarters)

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Q2 2022 Strategic Priorities and Key Performance Measures

- Initial action items around professional development, communications, and policy and procedure refreshing have been undertaken and will continue through Q3 and Q4 of 2022.

CABR

- Piloting has been completed on a comprehensive anti-black racism learning program for frontline staff and leadership.
- Feedback received from staff was used to adjust course content.
- ELT Anti-Black racism training has been scheduled to take course on August 22, which will launch of training for all staff.

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LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

Outcome 2.2: TCHC's Culture Model will be embedded in the way every employee works to support tenants

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Embed the Culture Model in Performance Management and Build awareness of how culture model supports all staff deliver tenant services	Percentage (%) of staff with performance goals and year-end evaluations linked to the Culture Competencies	100%	15%	70%			🟢
	Percentage (%) of Corporate TCHC staff will complete training on the culture model by 2022	100%	5%	10%			🔺

HIGHLIGHTS OF ACCOMPLISHMENTS:

Culture Competency Framework for Leaders

- The Culture Competency Framework was embedded in the Performance Planning tool and process in Q1 so that users must identify one or more competencies when creating a goal as part of their performance management planning.
- The workshop on Managing for a Healthy & High-Performing Culture was piloted in June to assist leaders in addressing performance issues. This is the first in a series of workshops aimed at providing leaders with the skills required to effectively manage and build high performing teams, including providing effective feedback and coaching,.
- The rollout of the training program to the wider organization has been paused while staff are redeployed to the Swansea Mews emergency response.

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LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

Culture Model Training for TCHC Corporate Staff

- A Culture Model implementation strategy, which includes the creation of divisional influencers, promotional videos and program sustainment was developed and approved to reinforce the competencies of the Culture Model with staff across the organization.
- In Q3, Learning and Organizational Development (L&OD), in collaboration with divisional representatives, will be developing customized divisional training, which will include business unit specific scenarios which reflect the culture model principles in day to day work.

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LEGEND
⬤ On track   🔺 Not on track but can be fixed   🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

Outcome 2.3: Our culture will be one that inspires employee trust in the organization and supports employees to make tenant-focused decisions at every level of the organization

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Build awareness of expected behaviours related to tenant-focused decisions and support leaders in building a culture that inspires trust	Percentage (%) of Business units that have developed and implemented Employees Engagement Action Plan	100%	10%	10%			🔺
	Percentage (%) of Better Together Hub Team project presentations reviewed, prioritized and planned	100%	20%	20%			🔺
	Percentage (%) of Hub team proficiency in applying the culture model categorized and plans/strategies developed to address gaps	100%	15%	15%			🔺

HIGHLIGHTS OF ACCOMPLISHMENTS:

Employee Engagement Action Plans

- Employee Engagement initiatives were initially paused in Q1 so employees could continue their focus on COVID response. Participation in this initiative continues to face challenges as a result of staff redeployment for the Swansea Mews emergency response in Q2.
- To date five divisional employee engagement plans have been completed.

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LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

Better Together Hub Team Projects:

- This project has been postponed until September 2022 as a result of staff redeployment for the Swansea Mews emergency response.

Hub Team Proficiency in Culture Model

- The Leadership Toolkit was developed as part of the sustainment strategy for the frontline Better Together Training. This toolkit provides the people manager a specific methodology to evaluate their teams' proficiency in adopting the culture model, and helps them develop an action plan to address any identified gaps.
- The approved Toolkit and resources were introduced and socialized with each Regional Leadership Teams in Operations division.
- The follow up engagement activity with Operations' leadership team was postponed until September as a result of staff redeployment for the Swansea Mews emergency response.

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LEGEND
⬤ On track 🔺 Not on track but can be fixed 🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

GOAL 3: Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs

Outcome 3.1: Frontline leadership and employees will be engaged and equipped with a common understanding of TCHC's obligations and rights as a landlord and provider of services to tenants

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Implement a learning program to be delivered to leaders and staff that addresses TCHC's obligations and rights as a landlord and provider of services to Tenants	Percentage (%) of frontline leaders and Hub staff that completes the TCHC 'Obligations and rights as a landlord program'	100%	5%	15%			🔺

HIGHLIGHTS OF ACCOMPLISHMENTS:

TCHC obligations and rights as a landlord program

- A cross divisional working group, consisting of HR, Legal and Strategic Planning and Communications was set up in June to lead the initial training needs analysis, including the creation of learning objectives and a topic breakdown. Divisional influencers will be identified in Q3 to provide additional input on the continued development of content for the eLearning module.
- The training will provide staff and leaders with a baseline understanding of TCHC's rights and obligations as a landlord, based on relevant legislation and policies.

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LEGEND
🟢 On track   🔺 Not on track but can be fixed   🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

Outcome 3.2: Open 105 Tenant Service Hubs

OBJECTIVE	MEASURE	Annual Target	2022 Progress				YTD Total	Status
			Q1	Q2	Q3	Q4		
We will have processes and tools in place that empower frontline leadership and employees to make tenant-focused decisions locally	Number (#) of permanent Tenant Service Hubs opened in 2022	49	10	N/A			10	🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Tenant Service Hubs

- No tenant service hubs were scheduled to be delivered in Q2 based on current construction timelines. Currently the project is on track to deliver 8 tenant service hubs in Q3.
- A review of the desired end state for the number of tenant service hubs and locations is currently underway. This may result in the 2022 annual target being updated based on operational need.

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LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

GOAL 4: Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures

Outcome 4.1: We will have begun the process to collect socio-economic and race-based data to enable a greater understanding of tenants and their experiences

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Define data requirements and best practices and implement data governance practices, forming a centre of excellence for the organization	Percentage (%) of divisions consulted regarding current/future state of Race-Based Data Collection at TCHC.	100%	12.5%	62.5%			🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Race-Based Data Collection

- A working group has been established, with members from across the organization, to lead the development of a plan for ethical race-based data collection. The working group will be developing Terms of Reference and a clear project scope to guide their work over the coming months. The lead staff person was deployed as part of the response team to the Swansea Mews Emergency. This impacted the momentum of this particular deliverable.

LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

Outcome 4.2: TCHC is able to collect and analyze data to make informed and timely business decisions

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Develop a data and analytics framework and integrated platform that will inform tenant-focused resource allocation decisions	Percentage (%) completion of a tenancy management dashboard	100%	30%	40%			🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Tenancy Management Dashboard

- Staff are working with a vendor to process data that is extracted from HoMES, which will allow us to build a more effective dashboard for monitoring trends related to tenancy management.

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LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

Outcome 4.3: We will have standardized performance measurement and will engage tenants locally in assessing the quality of service they receive

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Improve service delivery through the analysis of tenant complaint and tenant experience data	Percentage (%) of staff & tenant Service Quality Indicator (SQI) surveys implemented in Phase 3 and 4	100%	60%	70%			🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Service Quality Indicators (SQIs)

- The implementation of the staff and tenant SQI surveys have been aligned with the establishment of tenant leadership through the tenant elections. Phase three of the tenant SQI survey closed in June and phase four was launched.
- Phase three of the staff SQI survey has been extended into July to allow staff who have been working on the Swansea Mews emergency response additional time to participate.

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LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

GOAL 5: Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools

Outcome 5.1: All business processes will be clearly defined and aligned to the new decentralized tenant-facing organizational structure

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Review and map all operational business processes and accompanying roles and responsibilities, to identify opportunities for the improvement of service to tenants	Percentage (%) completion strategy developed to implement Service Standards in the Tenancy Management pillar	100%	0%	25%			🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Arrears Collection Process (ACP)

- The review of the ACP continued in Q2 and included the consultation of Tenancy Management front line staff, including Tenant Service Coordinators, to identify additional training needs to support consistent process delivery across all regions.
- Staff completed a LEAN review of ACP process.
- Consultations are also underway with end users to update arrears reporting so that staff have the tools they need to properly track arrears allowing them to take appropriate action to address arrears with tenants in accordance with process timelines.

LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
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Q2 2022 Strategic Priorities and Key Performance Measures

Outcome 5.2: We will be an agile service-oriented organization that provides a flexible work environment for staff

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Identify efficiency measures that demonstrate impact of improved processes in service to tenants	Percentage (%) completion Hybrid Work Policy/Program approved and implemented by end of Q2	100%	60%	95%			🟢
	Percentage (%) of hybrid work arrangements are formalized for eligible employees	100%	0%	0%			🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Hybrid Work Policy

- The Hybrid Work Policy was reviewed by the Executive Leadership Team in Q2.
- Final implementation of the policy has been delayed as a result of the Swansea Mews emergency response. Communication and training materials have been developed on the new policy and are ready for the targeted launch date of July 18.

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LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
(On Track includes projects in planning and implementation phases that may not be measurable against target until later quarters)

Q2 2022 Strategic Priorities and Key Performance Measures

GOAL 6: Work with the City of Toronto to expeditiously deliver on Tenants First directives and commitments

Outcome 6.1: We will have progressed on the transition of the Seniors Housing Unit into the City's new Seniors Housing Corporation in accordance with the City of Toronto timelines

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Negotiate a Shared Service Agreement with the City's new Seniors Housing Corporation	Seniors Housing Corporation Agreement with TCHC for all shared services and supports in place	Q3 2022	On track	Completed			🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Transition of Seniors Housing Unit

- The transition of the Seniors Housing Unit into the City's new Toronto Seniors Housing Corporation has been completed.

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LEGEND
🟢 On track 🔶 Not on track but can be fixed 🔺 Action required
(On Track includes projects in planning and implementation phases that may not be measurable against target until later quarters)

Q2 2022 Strategic Priorities and Key Performance Measures

Outcome 6.2: In collaboration with the City of Toronto, we will have issued purchase agreements for the transfer of 643 standalone homes

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Facilitate the due diligence process with non-profit agencies for purchasing the standalone homes	Percentage (%) of total agreements issued	100%	12.6%	25.2%			🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Transfer of standalone homes

- 101 units/80 properties were transferred to Circle Community LandTrust (CCLT) on June 4.

LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
(On Track includes projects in planning and implementation phases that may not be measurable against target until later quarters)

Q2 2022 Strategic Priorities and Key Performance Measures

Outcome 6.3: We will have clarity on the future of the Development team within TCHC

OBJECTIVE	MEASURE	Annual Target	2022 Progress				Status
			Q1	Q2	Q3	Q4	
Work with the City to support the future structure of the Development Division	Percentage (%) completion proposed functional transfer plan approved by Council	100%	N/A	N/A			🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Transfer of the development function to CreateTO:

- This deliverable continues to be delayed. CreateTO Board moved a motion to direct staff "to hire an external consultant to undertake a comprehensive review of the development and planning functions, process and organizational structure at CreateTO, and report back to the Board with key findings and recommendations".
- At the July 19-20 City Council meeting a Member Motion was passed which recommended that before any further work on the transfer of TCHC's development functions to CreateTO continues, the CEO of TCHC advise on the following:
  a) the legal structure related to current Toronto Community Housing Corporation developments;
  b) financial structure overview for all current development sites; and
  c) opportunities to restructuring of non-development functions within Toronto Community Housing Corporation such as relocation, engagement and quality control.

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LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
(On Track includes projects in planning and implementation phases that may not be measurable against target until later quarters)