Item 9 - Strategic Priorioties - Q3 2022 Progress Report   Report #: TCHC:2022-82   TCHC Public Board Meeting - December 8, 2022   **Attachment 1**

Item 9 - TCHC:2022-82 - Attachment 1

Q3 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	Cumulative	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%				Complete		

HIGHLIGHTS OF ACCOMPLISHMENTS:

Hub Information Profiles

- This initiative is complete.

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)

Q3 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	Cumulative	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%	0%	0%		⚠️

HIGHLIGHTS OF ACCOMPLISHMENTS:

Referral Agreements

- Agreement renewals are currently on hold pending further discussions with HSS and outcomes from the Care Occupancies assessment.
- Staff have continued to work with the City of Toronto Housing Secretariat on developing standardized agreements and reporting tools to meet City of Toronto requirements.

Collaborative Partnerships to Resolve Complex Tenancies

- Team will be meeting with Housing Secretariat in November to discuss what happens when tenancies are vacant beyond 90 days
- Eva's Initiatives has requested a meeting for youth transitioning to independent living from their transitional programs

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)

Q3 2022 Strategic Priorities and Key Performance Measures

- Harm reduction use of space template has been completed and used to secure partnerships at Dan Harrison Complex

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	Cumulative	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 pilots implemented in identified buildings	100	10	32	28	70		🟢🔺
	Number (#) of safety related initiatives supported, led or initiated (community safety meetings, community/relationship building initiatives)	360 (670)	74	165	340	579		🟢
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%	9%	0%	76%		🟢🔺
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%	34.8%	N/A		🟢🔺

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)

Q3 2022 Strategic Priorities and Key Performance Measures

HIGHLIGHTS OF ACCOMPLISHMENTS:

Increased Internet Access for TCHC Tenants

- The insuite internet access pilot has been put on hold.
- 4 out of 6 new locations opened in the Community Librarian project in coordination with the common space pilot sites. We are currently testing the sustainability of providing hot spots for the 4 locations
- The City's procurement division is facing some challenges that are impacting the implementation of the common space pilot sites. Am meeting with the City has been scheduled for November 4.

Violence Reduction Program (VRP)
- Staff continue to support "Safe TO's" Summer Safety Initiative in 5 geographical zones identified by the City.
- Staff were able to support various in person initiatives throughout the summer that helped communities feel a sense of returning to normalcy since the COVID 19 pandemic began

Tenant Engagement System

- The deployment of staff to respond to the Swansea Mews emergency impacted the achievement of deliverables on this initiative for the first half of Q3. Thus, new timeline and processes have been developed, which would ensure achieving milestones and targets.
- Local teams continued to work to re-engage 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.
- Approximately 158 Community Representatives participated in CABR workshops during the launch of Community Action Tables (CAT) in Q3.

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LEGEND
⬤ On track   🔺 Not on track but can be fixed   🔺 Action required
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- The Tenant Action Funds (TAF) tables have been meeting monthly. Since TAF was re-launched in May, a total of 64 out of 72 applications were approved (valued at $58,263).

Confronting Anti-Black Racism (CABR)

- The Centre case inventory has been developed and implementing to track the incoming cases and outcomes of investigations regarding Anti-Black Racism incidents towards tenants and staff.

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 Q3 totals: $242.3M
- 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.

LEGEND
🟢 On track   🔺 Not on track but can be fixed   🔺 Action required
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Q3 2022 Strategic Priorities and Key Performance Measures

<u>Preventive Maintenance</u>

- Preventive Maintenance delivered to end of Q3 totals: $17.2M.

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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)

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	Cumulative	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%	Complete				🟢
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%	0.02%	2.52%		🔺

HIGHLIGHTS OF ACCOMPLISHMENTS:

Equity, Diversity, and Inclusion (EDI) Strategy

- An updated implementation schedule for the strategy for 2022 and 2023 has been created.
- Two toolkits ("Conducting Inclusive Meetings" and "EDI Definitions and Fundamentals") have been created and are in review from internal stakeholders, with the goal to launch these in 2023.

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LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
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Q3 2022 Strategic Priorities and Key Performance Measures

- The updated version of the "Employee Network Framework" and "Guide to Starting a New Employee Network" are with the current Employee Networks for review and for implementation in 2023.
- Key policies and procedures (Workplace Diversity Policy, Hiring Policy, Employment Equity Policy, and Recruitment Standard Operating Procedure) are in review with internal stakeholders to be approved in 2023.

CABR

- CABR Curriculum was piloted with all - staff networks, labour partners and an all - staff group selected by the Senior Management Team.
- Feedback from the pilot was incorporated into course. The Executive Leadership Team completed the course on September 28th with the next stage of roll out to begin with the implementation of the communication strategy.
- Senior Directors have been engaged to determine best methods to start training people leaders in Operations geared to their roles.
- Curriculum tailoring for CSU cadet program is currently being developed with trainers at CSU
- Learning Organization & Development team has been engaged to have course registration ready for staff to register for training
- Dependency of contracting process completion with successful proponent for RFVQ for a roster of trainers is awaiting completion in order to start training staff
- Direct award process has also been initiated to complete creation of roster of trainers
- Business unit specific trainings have been delivered to Community Living, Violence Prevention Program & Community Economic Development, & Central Region Staff
- Tenant Training was delivered to tenant leaders in workshop format at all regional Tenant Action Tables as well at 4 tenant groups within communities in the east and west regions

LEGEND
⬤ On track 🔺 Not on track but can be fixed 🔺 Action required
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Q3 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	Cumulative	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%	40%	34%	89%		🟢
	Percentage (%) of Corporate TCHC staff will complete training on the culture model by 2022	100%	5%	10%	10%	25%		🔺

HIGHLIGHTS OF ACCOMPLISHMENTS:

Culture Competency Framework for Leaders

- Phase 1 pilot of Competency Assessment Tool was completed in Q3.
- The Culture Competency assessment tool has been included in the 2022 corporate performance program as a first phase. In 2023, it will be expanded to be a part of the year-end evaluation process for people leaders.

Culture Model Training for TCHC Corporate Staff

- All ELT meetings have been completed including the divisional leadership teams for HR, ITS, and SPSC. Meetings with Finance, FM, and Legal will happen by November 1st

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)

Q3 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	Cumulative	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 their Employee Engagement Action Plans	100%	10%	10%	21%	41%		🟢
	Percentage (%) of Better Together Hub Team project presentations reviewed, prioritized and planned	100%	20%	0%	10%	30%		🔺
	Percentage (%) of Hub team proficiency in applying the culture model categorized and plans/strategies developed to address gaps	100%	15%	0%	5%	20%		🔺

HIGHLIGHTS OF ACCOMPLISHMENTS:

Employee Engagement Action Plans

- In Q3 the first workshop in the Culture & Leadership series was launched organization-wide. Four guides are now available to support managers in their learning and leadership.
- A total of 8 workshops have been scheduled for Q4; more will be added based on demand

LEGEND
🟢 On track 🔺 Not on track but can be fixed 🔺 Action required
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Q3 2022 Strategic Priorities and Key Performance Measures

<u>Better Together Hub Team Projects:</u>

- The deployment of staff to respond to the Swansea Mews emergency impacted the achievement of deliverables on this initiative for the first half of Q3. L&OD and Operations have agreed to focus on selecting one project from each region in Q4 that will be implemented in Q1 of 2023

<u>Hub Team Proficiency in Culture Model</u>

- The deployment of staff to respond to the Swansea Mews emergency impacted the achievement of deliverables on this initiative for the first half of Q3.

- L&OD and Operations have agreed to prioritize the creation of a community of practice within the tenancy management pillar to address emerging concerns around the calculation of rent, managing arrears, and managing vacancies. Once the community of practice is established, L&OD will work with Operations to design/develop/implement RGI and ACP training for the tenancy management pillar and focus on the leadership toolkit.

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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)

Q3 2022 Strategic Priorities and Key Performance Measures

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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	Cumulative	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%	30%	50%		🔺

HIGHLIGHTS OF ACCOMPLISHMENTS:

TCHC obligations and rights as a landlord program

- The deployment of staff to respond to the Swansea Mews emergency impacted the achievement of deliverables on this initiative for the first half of Q3.
- Staff are hiring an eLearning Consultant to develop and pilot this program in Q4
- L&OD will create and pilot the Learning module by December 30th
- The module will be ready to launch to front line staff in Q1 2023

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LEGEND
🟢 On track   🔺 Not on track but can be fixed   🔺 Action required
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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	Cumulative	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%	0%	75%		🟢🔺

HIGHLIGHTS OF ACCOMPLISHMENTS:

Race-Based Data Collection (RBDC)

- The deployment of staff to respond to the Swansea Mews emergency impacted the achievement of deliverables on this intiative for the first half of Q3.
- The RBDC working group will convene in November. Currently in the process of identifying project sponsor.

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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)

Q3 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	Cumulative	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%	10%	20%	60%		🟢🔺

HIGHLIGHTS OF ACCOMPLISHMENTS:

Tenancy Management Dashboard

- Staff have been cleaning up data in HoMEs and it is not slated to be completed until December 2022.
- Arrears Taskforce has been building out the KPIs for the tenancy management dashboard. Validation will begin in November 2022.

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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)

Q3 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	Cumulative	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%	10%	10%	80%		🟢🔺

HIGHLIGHTS OF ACCOMPLISHMENTS:

Service Quality Indicators (SQIs)

- In Q3 Tenant analysis of SQI Phase 3 was completed. Staff analysis to be completed by end of October, 2022.
- Phase 4 staff SQI has been on hold, pending labour partner approval. Phase 4 tenant SQI has been complete.

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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)

Q3 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	Cumulative	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%	25%	50%		🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Arrears Collection Process (ACP)

- Meeting with LEAN and tenancy management focus group is booked for November 8, 2022. This meeting will prioritize the kaizens indicated from the LEAN advisors.
- Tenancy management training advisory committee has been developed. It has been identified that the ACP will be a priority for TCHC training purposes. Training will start in Q1 2023.

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LEGEND
🟢 On track   🔺 Not on track but can be fixed   🔺 Action required
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Q3 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	Cumulative	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%	35%	5%	100%		🟢
	Percentage (%) of hybrid work arrangements are formalized for eligible employees	100%	0%	0%	60%	60%		🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Hybrid Work Policy

- In Q3, the development of the Hybrid Work e-learning module for people leaders was completed and launched.
- In Q3, approximately 60% of hybrid eligible staff submitted their executed Hybrid Work Agreement to HR through Workforce Connect, formalizing their hybrid work arrangement and complying with the Hybrid Work Policy.

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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)

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	Cumulative	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)

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	Cumulative	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%		Completed		

HIGHLIGHTS OF ACCOMPLISHMENTS:

Transfer of standalone homes

- 122 units/112 properties were successfully transferred to Circle Community Land Trust (CCLT) on September 30th.
- To date, in 2022, 750 units/633 properties have been transferred to Neighbourhood Land Trust and Circle Community Land Trust.

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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	Cumulative	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	N/A	N/A		🟢

HIGHLIGHTS OF ACCOMPLISHMENTS:

Transfer of the development function to CreateTO:

- This deliverable continues to be delayed.
- 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)