



POSITION PROFILE

TORONTO COMMUNITY HOUSING CORPORATION

President and Chief Executive Officer

December 2020



POSITION PROFILE

Client Organization: **Toronto Community Housing Corporation**
Position Title: **President and Chief Executive Officer**
Reports to: **Board of Directors**
Location: **Toronto, Ontario, Canada**

THE ORGANIZATION

[Toronto Community Housing Corporation](#) (TCHC) is the largest social housing provider in Canada and the second largest in North America. Wholly owned by the City of Toronto, TCHC operates in a non-profit manner. TCHC has 2,100 buildings and 50 million square feet of residential space, which represent a \$9 billion public asset.

TCHC was created by the City of Toronto on January 1, 2002, with the amalgamation of the Metropolitan Toronto Housing Corporation (formerly Metro Toronto Housing Authority, which managed the provincial public housing units in the city) and the Toronto Housing Company (a merger in 1999 of the Metropolitan Toronto Housing Company Ltd. and the City of Toronto Non Profit Housing Corporation, also known then as Cityhome).

TCHC homes and communities are in 106 of Toronto's 140 neighbourhoods, providing homes to nearly 60,000 low and moderate-income households. 110,000 residents come from many different backgrounds with a diversity in age, education, language, mental and physical disability, religion, ethnicity and race. Most of TCHC's operating funding is received from rent paid by residents (55%) and from subsidies from the City of Toronto (39%). The remaining 6% of operating funding comes from rental of commercial spaces; parking, laundry and cable fees; and income from investments.

VISION

Quality homes in vibrant communities where people are proud to live and work.

MISSION

TCHC's core business is to provide clean, safe, well-maintained, affordable homes for residents. Through collaboration and with residents' needs at the forefront, TCHC connects residents to services and opportunities, and helps foster great neighbourhoods where people can thrive.

VALUES

Respect: We respect people as individuals and create environments where fairness, trust and equitable treatment are the hallmarks of how we work.

Accountability: We are accountable for our actions, accept responsibility for our performance and share the results of our work in an open, honest and transparent manner.

Community collaboration: We recognize we can do more together than alone. We seek out partnerships with residents, the City of Toronto, stakeholders and government to combine efforts and resources in pursuit of common goals.

Integrity: We perform our duties with the utmost regard to the high standards expected of a corporation established to deliver social housing.

Accessibility for persons with disabilities: We are committed to providing accessible service. This includes meeting our duty to accommodate disabilities under the Human Rights Code, and the standards set out in the Accessibility for Ontarians with Disabilities Act.



HOW TCHC OPERATES

The City of Toronto is the sole shareholder, as mandated by the Province of Ontario's Housing Services Act. As shareholder, the City provides TCHC with a Shareholder Direction, which outlines the fundamental principles that govern business. In addition to this Shareholder Direction, motions passed at City Council are considered Directions that also govern TCHC's work.

The City of Toronto is also the service manager, under the delegated authority of the provincial Housing Services Act. Their role as service manager is managed through the Shelter, Support and Housing Administration (SSHA) Division, and governed by an Operating Agreement and its amendments (2003, January 2007, July 2007).

TCHC is governed by a 12-member [Board of Directors](#) appointed by the City of Toronto. The Board is comprised of three City Councillors; the Mayor or a representative of the Mayor; nine citizen members, including two elected Toronto Community Housing residents. The Board oversees the management of TCHC and monitors its performance against its strategic plan. The Board is accountable to the City of Toronto (its sole shareholder) through presentation of its business plan, annual reports, financial statements and rolling four-year strategic plan.

THE OPPORTUNITY

With the pending retirement of the incumbent in March 2021, TCHC is searching for a new President and Chief Executive Officer to guide the direction of its future focus. The President and CEO is responsible for the overall management and leadership of TCHC and its subsidiaries, setting the strategic direction and driving total performance consistent with the interests of the Shareholder, tenants, employees and other stakeholders. The President and CEO is accountable to the Board of Directors for achieving TCHC's mission and for creating an organization capable of sustainable value to its tenants and the City of Toronto.

Within the context of a blueprint for change and a new model of delivering on the mandate, a restructuring plan was approved September 2019 by the Board of Directors. Foremost of the changes is a restructuring plan for a new service delivery model focused on four key pillars of service to tenants (cleaning, maintenance, tenancy management and community safety and supports) and empowering frontline employees with the training, resources, tools and supports to deliver the quality service tenants deserve. Record investments and stable funding through the National Housing Strategy and the City of Toronto has strengthened the ability to repair and renew the aging housing portfolio, moving forward with TCHC's 10-year plan to restore buildings to good repair, improving living conditions, safety, accessibility, energy efficiency and tenant comfort. Furthermore, the recent launch of a business transformation project (Housing Management Enterprise System, or HoMES) will put in place a fully integrated housing management system by 2021, redesigning business processes and providing a single reliable source of information to support better service delivery. TCHC also launched a program to shift culture, identifying for employees at every level the competencies and values that are fundamental to how TCHC operates and driving a tenant-focused, healthy, high-performing workforce.

On September 25, 2020, TCHC Board of Directors met to review and confirm strategic priorities for 2020-2021, setting the roadmap to guide how all stakeholders will work together over the next 18 months to continue to improve the lives of tenants living in TCHC buildings. Developed to empower the company and inspire staff, the plan builds on the progress made in delivering reliable and quality service closer to tenants through the restructuring of operations, and brings to life the TCHC Culture Model ([see Appendix A](#)) so that TCHC can continue to make the vision of quality homes in vibrant communities where people are proud to live and work a reality for employees and tenants.



Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
Support the rights of every tenant to have reasonable enjoyment of their homes	Build high performing teams that bring to life a culture of tenant service	Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs	Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures	Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools	Work with the City of Toronto to expeditiously deliver on Tenants First directives and commitments

KEY PRIORITIES

In assuming this leadership role, the new President and CEO will focus on the following key priority areas:

- Establish credibility, confidence, and relationships of trust with tenants, staff, Board, shareholder, partners, communities, and the public.
- As the key interface with the shareholder, develop and maintain positive relations with the Mayor, Deputy Mayor, City Manager and Deputy City Manager, Community & Social Services.
- Continue implementation of [Tenants First](#) and commitment to support ongoing culture change, staff engagement and the development of high service standards throughout the organization to be an excellent landlord; ensure tenant needs are met consistently and equitably, with a core focus on tenant engagement and tenant wellbeing.
- Communicate TCHC’s vision to all to create a common understanding of the path forward and a shared purpose across the organization, embracing a strategic, proactive approach, and modernizing public perceptions.
- Champion and vocally, proactively support the work of staff and tenants to address the causes and effects of anti-racism in the organization; ensure equity and anti-oppression agenda is embedded in all parts of the organization.
- Move forward with strategic priorities recently approved by the Board.
- Develop a new Strategic Plan.
- Ensure effective and prudent stewardship and financial management.

For this next leader, this is a wonderful opportunity to serve and make a difference in people’s lives. With positive momentum in the organization around culture and results, strong relationships with the Shareholder and partners, and current funding that enables proper building and unit maintenance, TCHC is well-positioned for success in coming years through a relentless focus on improving service quality and performance to meet tenants’ needs. TCHC has the opportunity and ability to be a world-class centre of excellence in housing, learning from others and sharing best practices. Proud to serve tenants and the City, this new leader will not only provide people with a safe and comfortable home environment, but also help to build community.

THE CANDIDATE

The ideal candidate will demonstrate the following experience, knowledge, skills, attributes and competencies:

- Embraces TCHC’s tenant-focused Culture Model: collaborative, compassionate, fair, respectful, accountable, solution driven/service driven and proactive (see **Appendix A**).
- Senior organizational leadership experience and ability to step comfortably into this scale of operations and complexity of relationships and stakeholder engagement; experience leading in a unionized environment is an asset.



- Experience in the non-profit/public sector is ideal along with a passion for/commitment to service excellence and dedication to community engagement. Knowledge of the Canada and/or Toronto landscape is an asset.
- A systems thinker who can connect the dots of housing, community building and social well-being; ability to see the big picture; drives vision/strategy to successful execution.
- Experience leading/supporting organizational change of scope and scale.
- Demonstrates the principles of equity, diversity and inclusion evidenced in culture, operations, and organizational leadership structure. Ideally experienced managing issues of anti-Black racism, and a willingness to listen and learn.
- Adaptive leadership style, knowing when to model/lead and when to support; can motivate and inspire.
- Political acuity; can appreciate disparate points of view and bring people together in common vision, purpose and outcomes.
- Courageous and patient; effective at conflict resolution; calm in a crisis.
- Excellent communication skills; approachable; present; responsive; media savvy.
- Transparent; ethical; accountable.
- Empathetic, non-judgmental with strong EQ.

TCHC is committed to providing equal opportunity to all employees and strive to create a diverse workplace that reflects the cultural mosaic of our great city and the communities we serve. We recognize the value that comes from different viewpoints, unique experiences and diverse perspectives of our employees, who bring fresh, new ideas to our business. Diversity plays a key role in our ability to deliver on our mission to provide clean, safe, well-maintained, affordable homes for tenants.

TCHC is committed to diversity and inclusion within its community and encourages applications from Indigenous peoples, racialized persons/persons of colour, persons with disabilities, women, LGBTQ2S persons, and others who can help us provide vibrant communities and make our city a great place to live. TCHC is committed to equity in employment. Our goal is a diverse, inclusive, and barrier-free workplace that reflects the communities we serve.

TCHC will provide reasonable accommodation to applicants with disabilities at all stages of the hiring process in accordance with the Ontario Human Rights Code, the Accessibility for Ontarians with Disabilities Act, 2005, and Toronto Community Housing's Accessibility Policy.



CONTACT INFORMATION

If you are interested in being considered for this exciting and challenging senior executive leadership position, **please submit your confidential expression of interest (cover letter and current resume) by email to Ed Perkovic, VP Search Delivery at ed.perkovic@lhhknightsbridge.com with “President and CEO, TCHC” in the subject line.**

Should you have any questions regarding this opportunity, please contact a member of the Project Team:

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Lee Hecht Harrison Knightsbridge helps companies simplify the complexity associated with transforming their leadership and workforce, so they can accelerate results, with less risk. As leaders in Search, Talent and Leadership Development, and Career Solutions, we assist organizations in finding new talent, and helping their employees navigate change, become better leaders, develop better careers, and transition into new jobs. We have the local expertise, global infrastructure, and industry-leading technology and analytics required to simplify the complexity associated with executing critical talent and workforce initiatives, reducing brand and operational risk. Teams across Canada and around the world leverage our proven programs and global experience to deliver tailored solutions to clients that align talent with the needs of their business. Our global reach spans more than 300 locations in 65 countries, with a global workforce of over 3,000 experienced professionals.



APPENDIX A : TCHC CULTURE MODEL

