

Toronto Community Housing



TCHC Q4 2022 Strategic Priorities Update Report

Item 10

July 26, 2023

Board of Directors

Report: TCHC:2023-37**To:** Board of Directors (the “Board”)**From:** Vice President, Strategic Planning & Communications**Date:** July 19, 2023

PURPOSE:

The purpose of this report is to conclude the reporting cycle for the 2022 strategic priorities. Additionally, the report will outline next steps and the findings from a review of the 2022 business planning process that supported the implementation and performance against the strategic priorities across TCHC.

RECOMMENDATIONS:

It is recommended that the Board receive this report for information.

REASONS FOR RECOMMENDATIONS:

BACKGROUND:

The Toronto Community Housing Corporation (“TCHC”) uses a business planning process to ensure that divisions are meeting the organization's goals. The purpose of the business plan updates is to monitor progress and provide a framework for decision making. TCHC's 2020-2021 strategic priorities were carried over into 2022 and were:

1. Support tenants' rights to reasonable enjoyment in their homes;
2. Build high performing teams that bring to life a culture of tenant service;

3. Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs;
4. Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures;
5. Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools; and
6. Work with the City of Toronto to expeditiously deliver on Tenants First directives and commitments.

In 2020 through 2022, these goals were supported by 25 business initiatives that were tracked through monthly reporting to the executive leadership team, concluding in December 2022.

RESULTS:

Most of TCHC's business initiatives were achieved, however a number of them were impacted by changing circumstances and were either held or delayed. A summary of the outcomes follows

Completed Initiatives

16 initiatives were completed. Although initiatives aligned to 2022 priorities were complete, many of these initiatives will continue as part of the ongoing work within the business divisions.

1. Planning work for tenancy management dashboards.
2. Provide community safety-related initiatives (measured in terms of the number of initiatives supported, led, or initiated).
3. Resolve incidents of Anti-Black racism through the Centre for Advancing the Interests of Black People.
4. Deliver the capital repair program (measured in terms of meeting or exceeding the planned Facility Condition Index targets).
5. Implement an Equity, Diversity and Inclusion Strategy.
6. Administer and develop staff performance goals with year-end evaluations linked to Culture Model competencies.
7. Provide Culture Model training to staff.
8. Consult TCHC divisions regarding Race-Based Data Collection.
9. Conduct Service Quality Indicator surveys.
10. Develop a strategy to implement service standards in the Tenancy Management pillar.
11. Approve a hybrid work policy and program.
12. Formalize hybrid work arrangements for eligible employees.

13. Implement a shared services agreement with Toronto Seniors Housing Corporation.
14. Conduct the transfer of standalone homes to non-profit agencies, as per the Tenants First initiative.
15. Review and plan Better Together Hub Team projects.
16. Increase Hub Team proficiency in applying the Culture Model.

Partially Complete and Delayed Initiatives

Four initiatives require additional work to meet the goals planned for 2022 and are planned for completion in 2023. The nature of the delays and resolution are noted below:

1. Staff to complete Anti-Black Racism training module 1 and demonstrate increased competency.
 - Curriculum development and procurement of trainers have both experienced delays that have limited the ability to widely roll-out this training. The Centre is now on track to deliver 6,000 hours of training in 2023.
2. Develop and Implement Employee Engagement (“EE”) Action Plans across all business units.
 - Resource demands related to tenant-facing priorities have impacted the rollout of EE plans. As of the end of 2022, approximately half of business units had implemented an EE plan, with the remainder targeted for completion in 2023
3. Provide hub staff with training on the obligations and rights of tenants and landlords.
 - Curriculum development for this project was delayed due to competing demand on capacity in the participating business units. This work is on track to be completed by end of 2023.
4. Completion of tenancy management dashboards.
 - While some dashboards are currently available to staff, not all the desired functions are complete. Additional work in 2023 remains underway to fully complete this project.

Held Initiatives

Five initiatives were placed on hold and have an indeterminate path to completion at this time. In all cases, the hold is related to a business review of some kind that precludes the implementation of the planned initiative.

1. Bring existing referral agreements up-to-date.
 - Agreement renewals have been on hold while TCHC reviews the impact of applicable Care Homes legislation on these

agreements and other TCHC activities. TCHC has begun meeting with selected agencies to discuss renewal requirements, and is working with the City of Toronto to finalize compliance and reporting processes.

2. Pilot free internet in common spaces.
 - Four of six pilot sites have been operationalized through this program in partnership with City procurement, however the pilot is currently on hold pending a City-led review of the initiative.
3. Implement the Tenant Engagement System.
 - This initiative is on hold while the planned approach to tenant engagement is under review.
4. Open all permanent Tenant Service Hubs.
 - Hub rollout is on hold while TCHC is engaged in a review of the hub approach.
5. Complete the proposed plan to transfer the TCHC development function as approved by Council.
 - On hold subject to further direction from the City.

ALIGNMENT WITH THE STRATEGIC PLAN:

As previously reported to the Board, TCHC staff are undertaking a process to begin development of a new strategic plan for 2024-2027. Key learnings from the 2020-2022 Strategic Priorities business planning process supports the need to have a rigorous key performance indicator (“KPI”) development system and performance review process. Key areas for improvement identified will be considered in the development of the next strategic plan.

NEXT STEPS:

This report concludes the 2020-2022 business plan reporting cycle. In 2023, staff will continue to monitor the progress of the nine delayed or held business plan actions. A report on their status will be provided to the Board at the end of the year.

SIGNATURE:

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