



Developing a Strategic Plan for TCHC (2024-2028)

Item 8

May 17, 2023

Governance, Communications and Human Resources Committee

Report: GCHRC:2023-21

To: Governance, Communications and Human Resources Committee (“GCHRC”)

From: Vice President, Strategic Planning and Communications

Date: May 2, 2023

PURPOSE:

The purpose of this report is to provide an overview of the next steps for developing the 2024-2028 strategic plan for Toronto Community Housing Corporation (“TCHC”). This report also addresses the action item from the January 24, 2023 GCHRC meeting, which requested an outline of the inputs to inform the 2024-2027 plan, the stakeholders involved and the work plan to develop the plan.

RECOMMENDATIONS:

It is recommended that the Governance, Communications and Human Resources Committee receive this report for information.

REASONS FOR RECOMMENDATIONS:

BACKGROUND:

It’s an exciting time for TCHC as we begin a comprehensive and data-driven strategic planning process. Developing a strategic plan is crucial to the organization's success as Canada’s largest social housing provider and allows us the opportunity to shape the future vision of the organization. TCHC is uniquely positioned to address the needs of a diverse tenant population with complex needs, as well the realities of leading the

organization through sector challenges such as aging housing stock, funding constraints, and increasing demands for housing supply across the income spectrum. In addition, we have an opportunity to align with the overall vision for the housing system as defined by our Service Manager and early discussions with the Housing Secretariat have been informative.

The strategic plan will prioritize data analysis, stakeholder engagement and environmental factors. It will be informed by a thorough understanding of the long-term sustainability financial strategy for the company. This will provide TCHC with the necessary focus to support the continuous improvement of its service to tenants while ensuring the sustainability of the critical public infrastructure in its care.

A strategic planning process that represents a broad set of inputs and works to define key outcomes and set clear measurable goals will allow TCHC to report and monitor its progress. This process will also identify and address risks in a timely manner. It is essential that TCHC uses both data and qualitative stakeholder input to inform its decision making and planning process.

INPUTS:

TCHC will gather inputs from a variety of sources, including:

1. **Stakeholders:** Feedback and advice gathered from various stakeholders who have a vested interest in the future of TCHC. This includes TCHC's tenants, TCHC employees, Board, Executive Leadership Team ("ELT"), divisions, community partners and the City of Toronto (the "City").
2. **Relevant Reports:** Reports that are pertinent to the decision being made. These include the Financial Sustainability Plan, Tenant Engagement forum reports, Tenant Survey, Auditor General ("AG")/Ombudsman, Tenants First/City reports, and Employee Engagement reports.
3. **Internal Business Review:** An assessment of the organization's current state and performance, with the goal of identifying areas for improvement. This includes a review of major initiatives/priorities, a review of business risks, and a review of past performance towards key performance indicators ("KPI") (i.e. vacancies, arrears, and service standards), and the 2020 to 2023 Strategic Directions.

4. **Council Direction:** Guidance provided by City Council including Tenants First and a review of the extant Shareholder Direction.

INPUTS	2019-2022	2020-2021*	2024-2028
CONSULTATIONS			
<ul style="list-style-type: none"> Tenant Engagement Board ELT Employees Divisions Community Partners City of Toronto 	X	X	X
RELEVANT REPORTS			
<ul style="list-style-type: none"> Financial Plan AG/Ombudsman Reports 	X	X	X
INTERNAL BUSINESS REVIEW			
<ul style="list-style-type: none"> Review of major initiatives/priorities to inform strategic plan Review of business risks Review of KPIs (vacancy, arrears, service standards, complaints) Tenant Engagement Reports Tenant Survey Results Employee Engagement Reports 	X	X	X
COUNCIL DIRECTION			
<ul style="list-style-type: none"> Tenants First Review of extant Shareholder Direction 	X	X	X

**2020-2021 – At its meeting on November 20, 2020, the Board of Directors approved TCHC’s 2020-2021 Strategic Priorities. These priorities were not intended to be a comprehensive strategic plan, but rather a prioritization of key focus areas that would help move the company closer to its vision of “quality homes in vibrant communities where people are proud to live and work” through to the end of 2021.*

NEXT STEPS:

The strategic planning process will take a phased approach, with project and change management support provided. The work plan outlined below lists out the phased approach and the necessary tasks required to develop the strategic plan, which include:

1. **PHASE 1 – FOUNDATIONAL WORK:** Conducting the necessary pre-work before beginning the project to include primary and secondary research and analysis.
2. **PHASE 2 – STAKEHOLDER ENGAGEMENT:** Working with stakeholders for input and feedback on the new strategic plan process.
3. **PHASE 3 - DEVELOPMENT OF STRATEGIC THEMES:** Summarizing the findings from phase 2 to have a better understanding of TCHC's priorities and what to include in the development of the strategic plan.
4. **PHASE 4 - DEVELOPMENT OF STRATEGIC PLAN:** Developing and implementing the strategic plan that will guide TCHC's operations over the next several years.

PHASE 1 – FOUNDATIONAL WORK			
TASK	START	END	STATUS
Environmental Scan – Research, other housing providers' assessments	Feb 2023	April 2023	In Progress
Data Analysis: 1. Demographics 2. Tenant Input – Feedback, surveys, SQI, analysis of call centre data	March 2023	April 2023	In Progress
Preparation of Strategic Planning 101 Materials	March 2023	June 2023	In Progress
Financial Sustainability Plan	Feb 2023	June 2023	In Progress
City Priority and Document Review	March 2023	June 2023	In Progress

PHASE 2 – STAKEHOLDER ENGAGEMENT			
City Consultations	June 2023	October 2023	
Divisional Consultations – ELT members + Directors	June 2023	Sept 2023	
Toronto Seniors Housing Corporation (“TSHC”) Consultations	June 2023	Sept 2023	
Tenant Advisory Committee Consultations	June 2023	Sept 2023	
TCHC Employees	June 2023	Sept 2023	
Board Members –Board workshop and Individual Interviews	September 2023	October 2023	
PHASE 3 – DEVELOPMENT OF STRATEGIC THEMES			
TASK	START	END	STATUS
Consolidation of inputs/development of themes	October 2023	October 2023	
Refinement of themes and scoping of objectives by ELT + Board	November 2023	November 2023	
Internal consultations with business units – review of measurement framework and objective design	November 2023	November 2023	
PHASE 4 – DEVELOPMENT OF STRATEGIC PLAN			
Draft Strategic Plan	November 2023	December 2023	
Refinement and confirmation of measures & targets	November	December 2023	

Change Management + Communication Plans	December	January 2023	
Final input + approval by board	January 2023	January 2023	

BOARD ENGAGEMENT:

The board will be engaged throughout the strategic planning phases:



Note that Management had committed to undertake a joint Building Investment, Finance and Audit Committee (“BIFAC”) and GCHRC workshop to address an outstanding action item ‘Comparison of TCHC to Other Social Housing Providers, including a comparison of Governance Models’. It is anticipated that some of this work will be captured in the development of the Financial Sustainability Strategy and rather than address as an independent workshop, it is recommended that this should be incorporated into the planning process for the strategic plan. This approach has been shared with the Chairs of BIFAC and GCHRC and it was decided that this item is best addressed and satisfied through a Board Workshop at the outset of Board engagement on the strategic plan as part of the environmental scan. This workshop is planned to take place immediately following the approval of the Financial Strategy, in Q3 (date to be confirmed).

CONCLUSION:

The development of TCHC’s 2024 to 2028 Strategic Plan is timely and will be well positioned to align with the evolving political environment at the City and emerging priorities. Most importantly it will address the future needs of tenants and inspire those who work at TCHC.

RISKS:

Internal Capacity: Development of a comprehensive strategic plan requires dedicated resources and time. This is a large undertaking and internal capacity can be compromised by emerging issues within the organization where the strategy team provides support. To mitigate this risk, TCHC will look to engage external resource support for portions of the planning process such as stakeholder engagement.

Stakeholder Availability: Stakeholders play a crucial role in shaping the direction of the organization and their input is necessary for the strategic planning process. However, if key stakeholders are unavailable or unable to participate, this may delay the process and cause the timing to slip. To mitigate this risk, staff will prioritize stakeholder engagement early on in the process and work closely with them to schedule meetings and gather feedback.

Future Budget Constraints: The long-term financial position of the corporation and the City are expected to directly inform the scope and options available to the strategic plan. Constraints on the 2024 budget are also constraints on the financial plan and must be accounted for accordingly.

To mitigate this risk, Strategic Planning staff will work closely with the financial planning team to ensure that any potential constraints are identified early in the process. TCHC should also communicate regularly with City stakeholders and seek their input to ensure that the strategic plan remains aligned with the City's financial environment.

Impacts to Shareholder Policy Following the Mayoral Election: Given the significant influence of the Mayor on the direction of City housing policy, it is not possible to accurately predict the direction of shareholder policy towards TCHC for the coming term of council.

To mitigate this risk, the development of the strategic themes and final strategic plan elements have been scheduled to occur after the outcome of the mayoral by-election. It may be necessary to further revise this schedule depending on the course of events during the mayoral transition and first months in office.

SIGNATURE:

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