

# Strategic Priorities

2020-2021



Toronto  
Community  
Housing

# The 2020-2021 Strategic Priorities are the roadmap to guide how we will work together over the next 18 months to continue to improve the lives of tenants living in TCHC buildings.

Developed to empower our company and inspire our staff, the plan builds on the progress made in delivering reliable and quality service closer to tenants through the restructuring of the Operations Division.

It brings to life the TCHC Culture Model so that we can continue to make our vision of **Quality homes in vibrant communities where people are proud to live and work** a reality for employees and tenants.



**Goal**

A desired result  
that we want to  
achieve



**2021 statement**

How we'll know we  
have achieved our  
goals

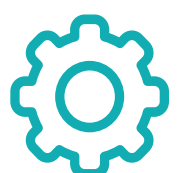


**How we plan to do it**

A specific  
measurable action  
to attain a goal

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Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
<p><b>Support the rights of every tenant to have reasonable enjoyment of their homes.</b></p>	<p><b>Build high performing teams that bring to life a culture of tenant service.</b></p>	<p><b>Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs.</b></p>	<p><b>Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures.</b></p>	<p><b>Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools.</b></p>	<p><b>Work with the City of Toronto to expeditiously deliver on Tenants First directives and commitments.</b></p>
<p><b>By the end of 2021...</b></p>	<p><b>By the end of 2021...</b></p>	<p><b>By the end of 2021...</b></p>	<p><b>By the end of 2021...</b></p>	<p><b>By the end of 2021...</b></p>	<p><b>By the end of 2021...</b></p>
<p>Tenants' homes will be well-maintained and made accessible by TCHC.</p> <p>We will deliver \$1.56b of the 2017 to 2026 10 year capital plan repairs for tenants' homes.</p> <p>We will achieve an FCI of 15.9% (tracking to an FCI of 10% by the end of 2026).</p> <p>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.</p> <p>Tenants will feel supported and be connected to the services they need.</p> <p>We will have accurate and appropriate information that enables the delivery of quality service and support to tenants.</p>	<p>TCHC's Culture Model will be embedded in the way every employee works to support tenants.</p> <p>We will be on the path to having a diverse and inclusive work environment where employees feel safe, valued, empowered and inspired to deliver high quality service.</p> <p>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.</p>	<p>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.</p> <p>We will have processes and tools in place that empower frontline leadership and employees to make tenant-focused decisions locally.</p>	<p>There will be trusted sources of data and governance in place that enable TCHC to collect and analyze data to make informed and timely business decisions.</p> <p>We will have begun the process to collect socio-economic and race-based data to enable a greater understanding of tenants and their experiences.</p> <p>We will have standardized performance measurement and will engage tenants locally in assessing the quality of service they receive.</p>	<p>HoMES will be fully operational, providing integrated housing and tenancy management services.</p> <p>All business processes will be clearly defined and aligned to the new decentralized tenant-facing organizational structure.</p> <p>We will be an agile service-oriented organization that provides a flexible work environment for staff.</p>	<p>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.</p> <p>We will have operationalized the Integrated Service Model across the Seniors Housing Unit portfolio.</p> <p>In collaboration with the City of Toronto, we will have issued purchase agreements for the transfer of 623 standalone homes.</p> <p>We will have clarity on the future of the Development team within TCHC.</p> <p>We will have concluded discussions with the City about the TCHC Mandate Agreement to form part of the new Shareholder Direction.</p>
<p><b>How we plan to do it</b></p>	<p><b>How we plan to do it</b></p>	<p><b>How we plan to do it</b></p>	<p><b>How we plan to do it</b></p>	<p><b>How we plan to do it</b></p>	<p><b>How we plan to do it</b></p>
<p>Support tenants through partnerships with key social services, setting them up for success and fostering reasonable enjoyment for the entire community.</p> <p>Collaborate with tenants on the design of tenant engagement systems.</p> <p>Engage and educate tenants to share appropriate information with TCHC and understand how this information will be used.</p> <p>Confront anti-Black racism experienced by Black tenants.</p> <p>Deliver the \$350 million 2021 capital repair program.</p> <p>Revitalize TCHC communities.</p>	<p>Develop a TCHC Confronting Anti-Black Racism Strategy for staff and tenants.</p> <p>Develop a Diversity and Inclusion Strategy for recruitment and training that is reflective of the tenant populations we serve.</p> <p>Complete tenant-focused leadership development training for every people manager at TCHC.</p> <p>Develop a tenant service excellence curriculum to be taken by every employee.</p> <p>Build tenant service orientation competencies into employee performance management systems.</p>	<p>Identify barriers to positive tenant experiences and empower employees to act and drive improvements.</p> <p>Launch and operationalize tenant service hubs in 107 communities.</p>	<p>Define data requirements and best practices and implement data governance practices, forming a centre of excellence for the organization.</p> <p>Develop a data and analytics framework and integrated platform that will inform tenant-focused resource allocation decisions.</p> <p>Establish Key Performance Indicators that measure success and provide a clear understanding of performance, with measurable outcomes.</p> <p>Improve service delivery through the analysis of tenant complaint and tenant experience data.</p>	<p>Review and map all operational business processes and accompanying roles and responsibilities, to identify opportunities for the improvement of service to tenants.</p> <p>Identify efficiency measures that demonstrate the impact of improved processes in service to tenants.</p> <p>Develop robust and equitable flexible work policies for employees.</p>	<p>Implement the Integrated Service Model for the Seniors Housing Unit.</p> <p>Negotiate a Shared Service Agreement with the City's new Seniors Housing Corporation (pending Council direction).</p> <p>Facilitate the due diligence process with non-profit agencies for purchasing the standalone homes.</p>





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