



Strategic Priorities –Q4 2021 Progress Report

Item 2M

February 25, 2022

Board of Directors

Report: TCHC:2022-02

To: Board of Directors (the “Board”)

From: President and Chief Executive Officer

Date: January 22, 2022

PURPOSE:

The purpose of this report is to provide the Board of Directors with a progress update on Toronto Community Housing Corporation’s (“TCHC”) 2020 – 2021 Strategic Priorities progress.

RECOMMENDATIONS:

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




BACKGROUND:

At its meeting on November 20, 2020, the Board of Directors approved TCHC’s 2020-2021 Strategic Priorities. These six priorities are meant to build on the progress made to date and they serve to focus the company on:

- Delivering reliable and quality services closer to tenants;
- Bringing the Culture Model to life; and
- Inspiring staff so that we can continue to make our vision a reality.

This report provides highlights on the progress made on implementing the strategic priorities in Q4.

The attached scorecard focuses on measuring the success of initiatives in Q4 against the defined metrics, and includes a status update on the progress of the objectives towards the goals, with the following category definitions:

-  On track (includes projects in planning and implementation phases that may not be measurable against target until later quarters).
-  Not on track but can be fixed
-  Action required

Some initiatives have already met their annual targets, and four initiatives are behind target. Updates on their status is provided below:

Goal 3: Launch and operationalize tenant services hubs in 86 communities. All 86 Hubs were complete as of the end of Q4, with the remaining 2 hubs ready to open in their permanent location by mid-February. As has been previously reported, COVID – 19 pandemic caused significant material and labour shortages not just in the supply chain but also in the permit issuances all of which impacted staff's ability to complete the tasks as per timeline.

Goal 4: Define data requirements and best practices and implement data governance practices, forming a Centre of excellence for the organization. Work was initiated to develop a standardized organization wide approach to data management. In Q4, a key staff resource leading this work left the company. TCHC will work to replacing this role this year to ensure continuity.

Goal 5: Implementation of HoMES. Track 2B development and testing is continuing including the development of training materials. Staff have also completed the Track 2B –w support plan and incorporated the project team and business in the design of the model.

Goal 6: Work with the City to implement the transfer of the development function to Create TO. This deliverable has been delayed until Q1 2022 as Create TO staff work with a consultant to undertake a comprehensive review of the development and planning functions. Once the results of the

report are complete, TCHC will work with CreateTO to complete the appropriate requirements for the successful transfer of the appropriate functions.

Management has aimed to provide clear and transparent information on these initiatives so that the board has an accurate understanding of the progress being made to achieve the strategic priorities at the end of Q4. These are recorded in detail in the attached scorecard.

Management meets monthly to review the operational progress on the strategic priorities and have been working with the teams to ensure that all challenges are given the resources required to complete.

SIGNATURE:

“Jag Sharma”

Jag Sharma
President and Chief Executive Officer

ATTACHMENT:

1. Strategic Priorities Scorecard – Q4 Update

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