

Strategic Priorities 2020 – 2021

Q1 and Q2 Progress Update

6 October 2021



Toronto
Community
Housing



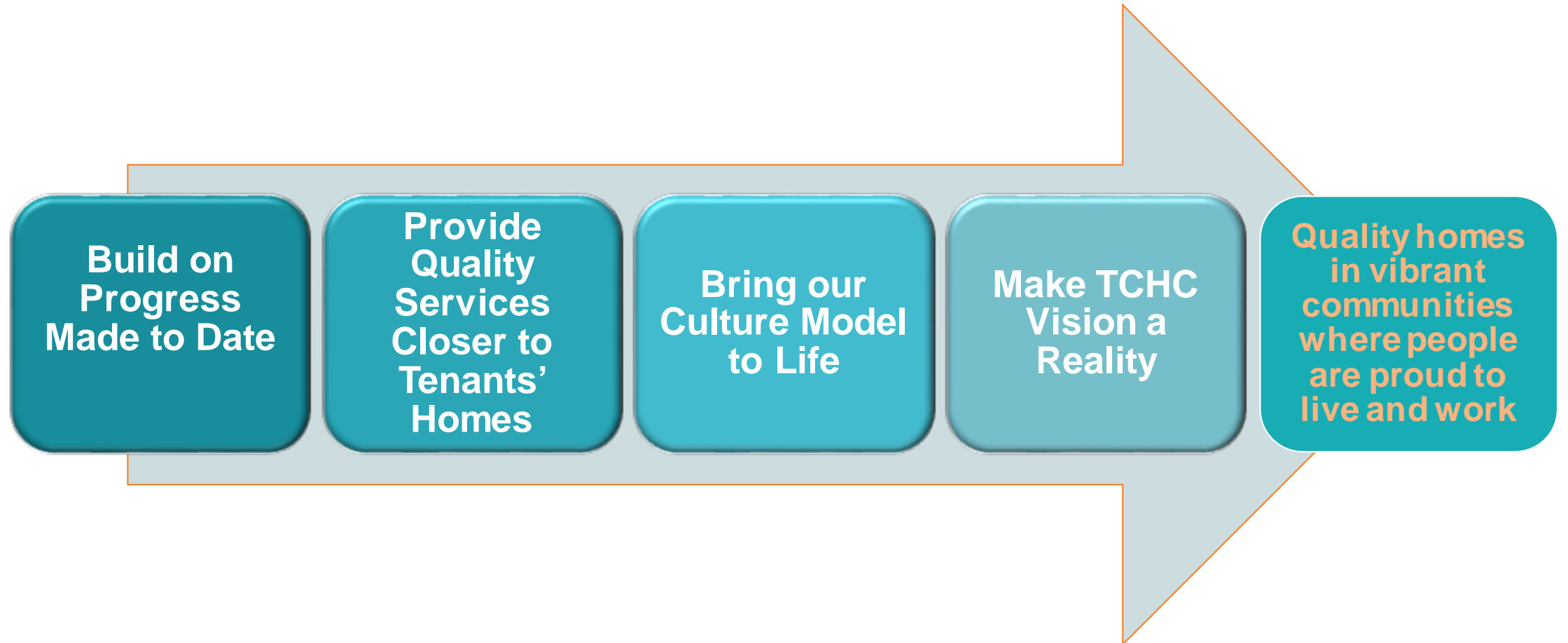
What we'll cover today

- Roadmap
- Strategic Priorities Framework
- Business Review Progress for Q1 and Q2



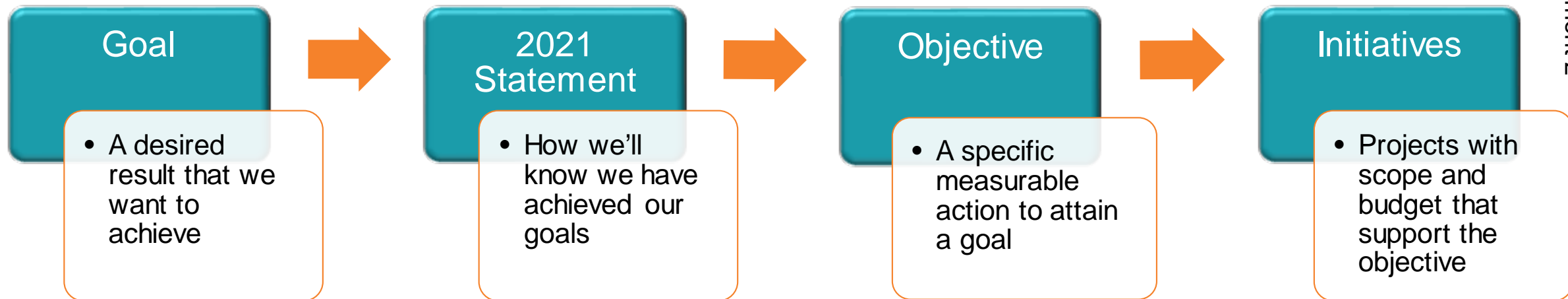


Roadmap Strategic Priorities 2020-2021





Strategic Priorities Framework





Strategic Goals

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



Goal 1

Support the rights of every tenant to have reasonable enjoyment of their homes

By the end of 2021...

- We will deliver \$1.56B of the total \$3.07B of the 2017 to 2026 10 year capital plan repairs for tenants' homes
- We will achieve an FCI of 15.9% (tracking to an FCI of 10% by the end of 2026)
- Tenants' homes will be well-maintained and made accessible by TCHC
- 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
- Tenants will feel supported and be connected to the services they need
- We will have accurate and appropriate information that enables the delivery of quality service and support to tenants

Strategic Objectives

- Support tenants through partnerships with key social services, setting them up for success and fostering reasonable enjoyment for the entire community
- Collaborate with tenants on the design of tenant engagement systems
- Engage and educate tenants to share appropriate information with TCHC and understand how this information will be used.
- Confront Anti-Black racism experienced by Black tenants
- Revitalize and repair TCHC communities



Goal 1: Support the rights of every tenant to have reasonable enjoyment in their homes

Q1	Q2
<ul style="list-style-type: none"> Hub dashboard designed to capture information to support tenants related to tenancy management, safety, community programming 	<ul style="list-style-type: none"> Data repository and dashboard design are in development Data set will support enhanced Hub level decision making
<ul style="list-style-type: none"> 491 tenants housed in 335 units in Phase I of the Rapid Rehousing Program, 90 tenants housed in 75 units in Phase II to date 	<ul style="list-style-type: none"> City of Toronto confirmed funding for 450 units in Phase II. To date, TCH has allocated 274 of the 450 Units.
<ul style="list-style-type: none"> 600 tenants and staff participated in the CABR strategy consultation sessions, surpassing the goal of consulting with 400 tenants 	<ul style="list-style-type: none"> Five tenant and staff sessions were held in June to review the CABR action plan content and provide feedback. 31 tenants attended sessions which informed the prioritization of tasks and success indicators.



Goal 2

Build high performing teams that bring to life a culture of tenant service

By the end of 2021...

- TCHC's Culture Model will be embedded in the way every employee works to support tenants
- 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
- Our culture will be one that supports and trusts employees to make tenant-focused decisions at every level of the organization

Strategic Objectives

- Complete tenant-focused leadership development training for every people manager at TCHC
- Develop a tenant service excellence curriculum to be taken by every employee
- Build tenant service orientation competencies into employee performance management systems
- Develop an Equity, Diversity and Inclusion strategy, applying an equity lens to all policies, processes and initiatives that are part of the employee life-cycle
- Develop a TCHC Confronting Anti-Black Racism Strategy for staff



Goal 2: Build high performing teams that bring to life a culture of tenant service

Q1	Q2
<ul style="list-style-type: none"> ● CABR divisional action plans in development across the corporation 	<ul style="list-style-type: none"> ● CABR divisional work plans consolidated and sent to the Board for review.
<ul style="list-style-type: none"> ▲ Incorporate employee engagement measures in to people leader performance reviews 	<ul style="list-style-type: none"> ● Conducted preliminary prioritization discussion with ELT to determine Corporate employee engagement action plan priorities.
<ul style="list-style-type: none"> ● 30% staff trained in “Better Together” curriculum 	<ul style="list-style-type: none"> ▲ Implementation of staff training temporarily put on hold due to Provincial lock down.



Goal 3

Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs

By the end of 2021...





- 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
- We will have processes and tools in place that empower frontline leadership and employees to make tenant-focused decisions locally

Strategic Objectives

- Identify barriers to positive tenant experiences and empower employees to act and drive improvements.
- Launch and operationalize tenant service hubs in 88 communities



Goal 3: Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs

Q1	Q2
<p> Hub playbook updated and deployed in alignment with hub opening (3 hubs open)</p>	<p> Hub playbook updated and deployed in alignment with hub opening (11 hubs open)</p>
<p> Hubs open</p>	<p> 11 Hubs open</p>



Goal 4

Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures

By the end of 2021...

- 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 decision.
- We will have begun the process to collect socio-economic and race-based data to enable a greater understanding of tenants and their experiences
- We will have standardized performance measurement and will engage tenants locally in assessing the quality of service they receive

Strategic Objectives

- Define data requirements and best practices and implement data governance practices, forming a centre of excellence for the organization
- Develop a data and analytics framework and integrated platform that will inform tenant-focused resource allocation decisions
- Establish Key Performance Indicators that measure success and provide a clear understanding of performance, with measurable outcomes
- Improve service delivery through the analysis of tenant complaint and tenant experience data



Goal 4: Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures

Q1	Q2
<ul style="list-style-type: none"> ● 6 out of 24 process improvements made from tenant complaints 	<ul style="list-style-type: none"> ● 9 out of 24 process improvements made from tenant complaints.
<ul style="list-style-type: none"> ● Implementation of staff & tenant Service Quality Indicator (SQI) surveys completed 	<ul style="list-style-type: none"> ● Implementation of staff & tenant Service Quality Indicator (SQI) surveys completed
<ul style="list-style-type: none"> ▲ Implementation of Centre of Expertise 	<ul style="list-style-type: none"> ● Implementation of Centre of Expertise



Goal 5

Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools

By the end of 2021...

- HoMES will be fully operational, providing integrated housing and tenancy management services
- All business processes will be clearly defined and aligned to the new decentralized tenant-facing organizational structure
- We will be an agile service-oriented organization that provides a flexible work environment for employees.

Strategic Objectives

- Review and map all operational business processes and accompanying roles and responsibilities, to identify opportunities for the improvement of service to tenants
- Identify efficiency measures that demonstrate the impact of improved processes in service to tenants
- Develop robust and equitable flexible work policies for employees



Goal 5: Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools

Q1	Q2
<ul style="list-style-type: none"> ● Development of service standards, work breakdown structure & resource allocation formula 	<ul style="list-style-type: none"> ● A service standard implementation roadmap has been drafted to integrate and sustain the work within the Operations division.
<ul style="list-style-type: none"> ● Tenant satisfaction measured through tenant SQIs and improvement processes implemented 	<ul style="list-style-type: none"> ▲ Identified process improvements cannot be implemented due to the system freeze (HoMES).
<ul style="list-style-type: none"> ▲ Alignment of TCHC Flexible Remote Work Policy with Modern TO initiatives 	<ul style="list-style-type: none"> ● Draft policy under review by cross divisional working group



Goal 6

Work with the City of Toronto to expeditiously deliver on Tenants First directives and commitments

By the end of 2021...







- 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
- We will have operationalized the Integrated Service Model across the Seniors Housing Unit portfolio
- In collaboration with the City of Toronto, we will have issued purchase agreements for the transfer of 623 standalone homes
- We will have clarity on the future of the Development team within TCHC
- We will have concluded discussions with the City about the TCHC Mandate Agreement to form part of the new Shareholder Direction

Strategic Objectives

- Implement the Integrated Service Model for the Seniors Housing Unit
- Negotiate a Shared Service Agreement with the City's new Seniors Housing Corporation (pending Council direction)
- Facilitate the due diligence process with non-profit agencies for purchasing the standalone homes
- Work with the City to implement the transfer of the Development function to Create TO
- Work with the City to implement the mandate document as directed by city council



Goal 6: Work with the City of Toronto to expeditiously deliver on Tenants First directives and commitments




Q1	Q2
 Transfer of 643 standalone homes	 Transfer of 643 standalone homes
 Implement the Integrated Service Model for the Seniors Housing Unit	 Seniors Housing Corporation incorporated
 Transfer of the Development function to CreateTO	 Transfer of the Development function to CreateTO

Questions



Progress measures status definitions

The scorecard in the board report focuses on measuring the success of initiatives that help us achieve our goals. The scorecard includes a status update on the progress of the objectives towards the goal, 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