



Strategic Priorities – Progress Report

Item 6

July 22, 2021

Board of Directors

Report: TCHC:2021-51

To: Board of Directors (the “Board”)

From: Acting President and Chief Executive Officer

Date: June 30, 2021

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 November 20, 2020 meeting, 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.

[https://www.torontohousing.ca/events/Documents/Board/2020%20Board%20Meetings/November%2020%202020%20%20Board%20Meeting%20\(Rescheduled%20from%20Oct%2030%202020\)/Item%204%20-](https://www.torontohousing.ca/events/Documents/Board/2020%20Board%20Meetings/November%2020%202020%20%20Board%20Meeting%20(Rescheduled%20from%20Oct%2030%202020)/Item%204%20-)

[%20Strategic%20Priorities%202021-21%20Oct%202020%20-%20Final.pdf](#)




At its April 27, 2021 meeting, the Board of Directors received for its information the Strategic Priorities – Q1 2021 Progress Report, which provided an overview of progress made on implementing the strategic priorities in the first quarter of 2021.

<https://www.torontohousing.ca/events/Documents/Board/2021%20Board%20Meetings/April%2027%202021/Item%205%20-%20Strategic%20Priorities%20-%20Q1%202021%20Progress%20Report.pdf>

This report provides an overview of some highlights of the progress made on implementing the strategic priorities, and provides a summary and update on Q1 and Q2 progress. Goals have been combined thematically for this summary and are referenced in brackets.

The attached scorecard (see Attachment 1) focuses on measuring the success of initiatives in Q1 with metrics that help us achieve our goals. The Q2 results are not yet available and the scorecard with Q2 results will be presented to the Board in October 2021.

The attached scorecard includes a status update on the progress of the objectives towards each 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

In some instances, the progress measure against the annual target is zero, while the status is reflected as 'green' (on track). This is because in each instance, project development is progressing according to plan, but has not yet been implemented. Management has included the status indicator to ensure that the Board is able to gain deeper insight into the scope and scale of initiatives. What follows is a selection of some key successes we achieved in Q1.

Confronting Anti-Black Racism (“CABR”) Strategy and Diversity and Inclusion Framework (Goals 1 & 2)

The CABR Strategy was developed and approved by the Board of Directors in February 2021, and the staffing plan for the Centre for Advancing the Interests of Black people was approved by the Board of Directors in June 2021. We are also developing a Diversity and Inclusion Framework (the “Framework”). Implementation of the Framework includes designing and conducting a comprehensive training program needs assessment for all staff.

Provide staff with the proper training and tools to empower them to serve tenants better (Goals 2-5)

One current area of focus is on building the skills of front-line staff to serve tenant needs through training programs. The “Better Together” training is aimed at enabling staff in the service hubs to work together as high functioning teams, across service pillars and across roles. The training sessions are supporting them with strategies on how to resolve challenges locally and meet tenants’ needs.

In addition to this focus on training front-line staff, the Leadership Development training (cycle 1) has been delivered to people leaders and design of cycle 2 is almost complete. The program embeds TCHC’s Culture Model including treating tenants with respect and to be proactive problem solvers. We are focusing on how to support staff working in hubs to make tenant-focused decisions.

Providing staff with the tools that empower them to deliver service to tenants is a key theme of the strategic priorities. Management’s current efforts on this front include a focus on the development of the Hub Playbook to document for all staff the outcome of tenant service improvements. As we learn in the field we document and share between staff across the company. The first iteration of the Playbook was launched to coincide with the opening of the first three tenant service hubs in 2020. The Hub Playbook is a living document that will be used as a reference guide for staff working in the Tenant Service Hubs to help them respond to tenant requests.

The Operations team has been working on developing service standards in each of the four service pillars (cleaning, maintenance, tenancy management, community safety and support). These service standards will

serve as the ‘north star’ for staff to ensure that we meet a high level of service for daily tasks. How we are doing in delivering against these standards is being assessed by tenants and staff through the Service Quality Indicators (“SQI”). The information collected from the SQI process is used by Regional management to understand where and how to address tenant service gaps in each hub.

Take the results of staff work to improve business processes and service delivery (Goal 4)

We have started to use emerging trends from tenant complaints and tenant experience data to make informed timely decisions and implement process changes to address and fix common complaints.

In addition, staff have been looking at how business processes can be improved. We are leveraging partnerships to better support tenants, are reviewing use of space partnerships and agreements, and creating accountability measures to ensure they are supporting target populations.

Finally, Management has also developed a standardized approach to reviewing and assessing the highest impact business processes to eliminate waste and inefficient ways of working. By streamlining our processes, we will improve services to tenants, getting them the services they need faster.

Deliver on Tenants First outcomes (Goal 6)

Staff have been actively working to operationalize the new Integrated Service model including hiring the new staff complement and building an inventory of existing service partnerships to provide supports to seniors. We are working closely with the City to transition the Seniors Housing Unit including supporting the City’s procurement of a consultant to assess the shared services needs of the new corporation.

To ensure that TCHC transfers the 623 scattered houses in an efficient and effective way, Management has established a working group to oversee all internal stakeholder activities and deliverables.

On June 25, the City announced the two successful proponents for the property transfers, The Neighbourhood Land Trust and the Circle Community Land Trust. Both successful proponents are committed to providing and expanding affordable housing options to low-income tenants

and ensuring that they will remain in the social housing portfolio in perpetuity.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Acting President and Chief Executive Officer

ATTACHMENT:

1. Strategic Priorities Scorecard – Q1 Update

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