



## Strategic Priorities – Q1 2021 Progress Report

Item 5

April 27, 2021

Board of Directors

**Report:** TCHC:2021-23

**To:** Board of Directors (the “Board”)

**From:** Acting President and Chief Executive Officer

**Date:** April 9, 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 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 an overview of some of the highlights on the progress made on implementing the strategic priorities. Goals have been combined thematically for this summary and are referenced in brackets.

The attached scorecard focuses on measuring the success of initiatives in Q1 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

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 have 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. We are also developing a Diversity and Inclusion 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 through training programs. The “Better Together” training is aimed at enabling staff in the service hubs to work together as a high functioning team, across service pillars and across roles. The trainings 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 currently underway. The program embeds TCHC's Culture Model and how to support staff working in hubs to make tenant-focused decisions.

Providing staff with the tools they need to deliver for tenants is a key theme within the strategic priorities. Management's current efforts on this front include a focus on the development of the Hub Playbook. 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 being included in the Regional management dashboard so that Management understands where and how to address 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 trends from complaints and tenant experience data to make informed timely decisions and develop standardized practices and responses to common complaints.

In addition, staff have been looking at how business processes can be improved. We are leveraging partnerships to better support tenants, and are reviewing use of space partnerships 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 as well as response time.

### Deliver on Tenants First outcomes (Goal 6)

We are working on process improvement activities within the Seniors Housing Unit, and will develop standardized agreements and processes to be aligned to TCHC's overall work on agency partnership processes to support the Integrated Service Model ("ISM").

This includes establishing a draft terms of reference for new strategic and operational tables with Toronto Central Local Health Integration Network ("LHIN"), TCHC and the City, to support the ISM in Phase 1 and overall planning.

Staff have been actively engaging with tenants in the ISM design and the South East Seniors Health & Wellness Hub so that the final system will meet their needs.

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.

We are in the midst of negotiating the agreements of purchase and sale for the transfer of the scattered houses to the successful proponents from the Request for Proposal process.

### **SIGNATURE:**

*"Sheila Penny"*

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Sheila Penny  
Acting President and Chief Executive Officer

### **ATTACHMENT:**

1. Strategic Priorities Scorecard – Q1 Update

### **STAFF CONTACT:**

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