

Toronto Community Housing



Developing a Strategic Plan for TCHC (2025-2029)

Item 7

January 31, 2024

Governance, Communications and Human Resources Committee

Report: GCHRC:2024-03

To: Governance, Communications and Human Resources Committee (“GCHRC”)

From: Vice President, Strategic Planning and Communications

Date: January 5, 2024

PURPOSE:

The purpose of this report is to provide an update and overview of our efforts in shaping the 2025-2029 strategic plan for Toronto Community Housing Corporation (“TCHC”).

RECOMMENDATIONS:

It is recommended that the Governance, Communications and Human Resources Committee receive this report and forward it to the Board for its information.

BACKGROUND:

As we embark on the crucial journey of shaping Toronto Community Housing Corporation’s future, the strategic planning process, as reported to the GCHRC at its May 17, 2023 meeting ([Report GCHRC:2023-21](#)), has been methodically unfolding, beginning with foundational work and pre-planning stages. Building on previous updates, we continue to emphasize data analysis, stakeholder engagement, and environmental factors, informed by a thorough understanding of TCHC's long-term financial sustainability strategy. In the face of Toronto's housing affordability crisis, our strategic plan is pivotal in aligning TCHC's objectives with those of the City of Toronto (the “City”) to address issues of housing access and affordability. The plan aims to be forward-looking and actionable, and will

ensure our stakeholders provide input on the future direction of the organization. As we navigate these challenges, our focus remains steadfast on developing a strategy that not only aligns with, but also actively contributes to, resolving the City's broader housing objectives and delivers on the needs of tenants who call Toronto Community Housing home.

This period marks an opportune time for TCHC to continue its phased approach to developing the strategic plan, particularly with the evolving political environment and the impending arrival of a new President & CEO. It provides an opportunity for TCHC to create a supportive environment for tenants and to address the future operational demands of an aging housing stock. Recent directives from the City for TCHC to align with its goals to develop more affordable housing builds on our commitment to integrate City-wide housing goals within our operational framework, ensuring a synchronized approach to the housing affordability crisis and strategically positioning TCHC as a key player in the City's housing landscape.

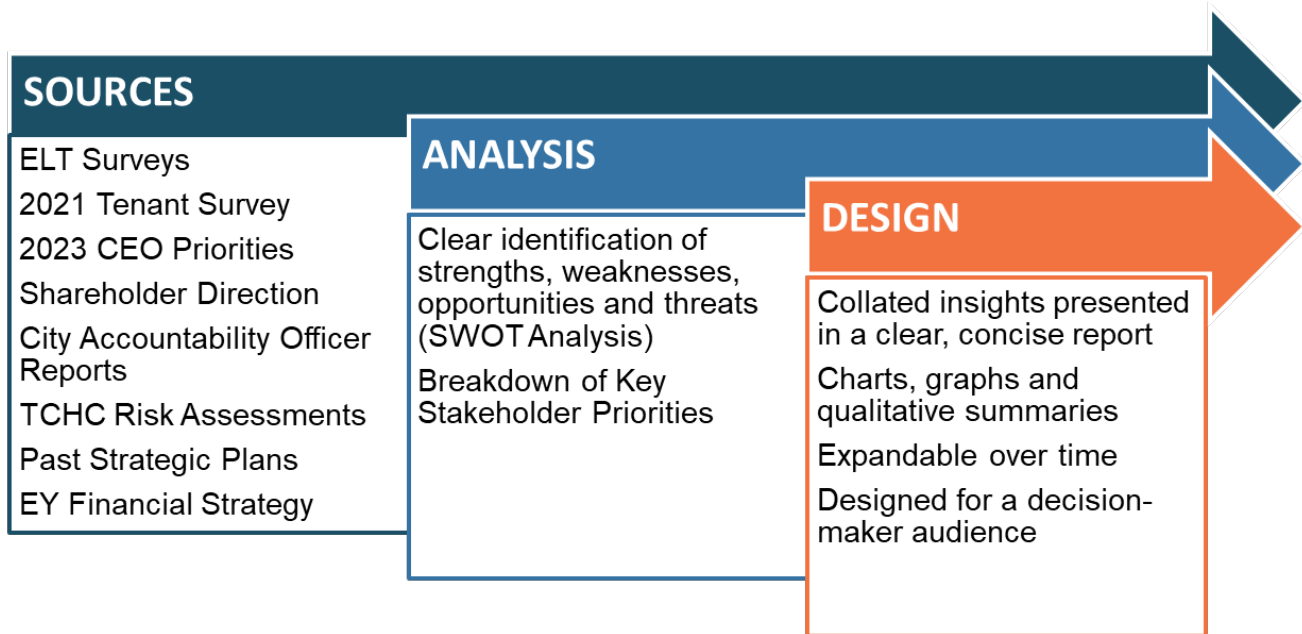
TIMELINES:

The strategic planning process is a phased approach and identifies key deliverables at each quarter. Phase 3 and 4, beginning in 2024, will focus on reviewing and analyzing additional inputs from stakeholders such as staff and tenants, along with further direction and information from the City's Development & Growth Services division. Phase 3 will focus on the development and implementation of a comprehensive stakeholder consultation plan.

PHASE 1 – FOUNDATIONAL WORK: Comprehensive gathering and analysis of phase 1 inputs	Q1-Q2 2023
<ul style="list-style-type: none"> ✓ Completed Phase 1 document reviews ✓ Environmental scans (“SWOT”) ✓ Launched 2023 Tenant Engagement Survey 	
PHASE 2 – COLLATION OF DRAFT THEMES AND BACKGROUND: Formulating draft strategic themes and exploring potential options	Q3-Q4 2023
<ul style="list-style-type: none"> ✓ Completed ELT interviews/surveys ✓ Refined strategic methodologies/themes and alignment with emerging housing trends and needs 	

<p>PHASE 3 – STAKEHOLDER ENGAGEMENT: Development and implementation of comprehensive consultation process</p>	<p>Q1-Q2 2024</p>
<ul style="list-style-type: none"> ▪ Identify key strategic initiatives and priority areas based on comprehensive stakeholder feedback and data analysis ▪ 2023 tenant engagement survey results and analysis ▪ Further review and analysis of Phase 2 inputs/documents including DCM directives ▪ Develop comprehensive stakeholder consultation plan including staff, tenants, Board, ELT, vendors, community partners/agencies 	
<p>PHASE 4 – DEVELOPMENT OF STRATEGIC PLAN: Finalizing and documenting the strategic plan</p>	<p>Q2-Q3 2024</p>
<ul style="list-style-type: none"> ▪ Create a cohesive, actionable, and forward-looking strategic document that aligns with TCHC’s vision and City’s objectives 	

PHASE 1 AND 2 INPUTS:



COLLATION OF DRAFT THEMES AND BACKGROUND:

The review of Phase 1 and 2 inputs has been extensive, incorporating a range of critical documents, surveys, and stakeholder feedback. These inputs have been instrumental in identifying emerging trends and themes.

Notably, the 2023 Tenant Engagement Survey results, due in 2024, will provide additional insights to refine these priorities further along with the completion of Phase 3 and 4 deliverables.

ALIGNMENT WITH THE CITY'S DEVELOPMENT & GROWTH SERVICES DIVISION:

In response to the City report [2023.EX9.3, Generational Transformation of Toronto's Housing System to Urgently Build More Affordable Homes](#), TCHC is actively aligning its strategic planning with the City of Toronto's housing objectives. This response is driven by the urgent need to bolster the City's capacity to provide affordable housing. The coordination between TCHC's forthcoming strategic plan and the City's targets is crucial for seamless integration and accelerated delivery of housing solutions.

TCHC is mindful of the unprecedented housing affordability crisis facing Toronto in the development of the strategic plan. The process, conducted in collaboration with guidance and oversight by the City's Development & Growth Services division, embeds the City's housing goals within our operational framework. The City is instrumental in ensuring TCHC's strategic planning is in sync with the City's overarching housing strategy.

CONCLUSION:

As we await further guidance from the City's Development & Growth Services division and the 2023 Tenant Engagement Survey results, our immediate focus will be on developing a comprehensive stakeholder consultation plan. This inclusive approach will involve tenants, staff, ELT, the Board, and other stakeholders, ensuring collaborative input into the strategic direction of TCHC. Further refinement and analysis will continue to ensure our strategic priorities are accurately tailored to address the emerging needs and opportunities within the housing sector.

The development of TCHC's 2025-2029 strategic plan is timely and will be well positioned to align with the evolving political environment and emerging priorities of the City. Most importantly it will address the future needs of tenants and inspire those who work at TCHC. The phases currently underway to develop the 2025-2029 strategic plan will be a critical foundation to support the success of the incoming President & CEO in 2024, and will ensure that the leadership transition is smooth and set up to drive TCHC's strategy forward.

SIGNATURE:

“Ada Wong”

Ada Wong
Acting Vice President, Strategic Planning and Communications

ATTACHMENT:

1. Developing TCHC’s 2025 to 2029 Strategic Plan Presentation

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Developing TCHC's 2025 to 2029 Strategic Plan

Strategic Plan Development Update

January 2024

Toronto
Community
Housing





Overview of Approach and Considerations



Alignment with the City

TCHC's strategic planning aligns with the City of Toronto's housing goals, focusing on affordability and accessibility.



Stakeholder engagement

The plan will involve comprehensive data analysis and stakeholder engagement for informed decision making.



Sustainable development

TCHC's plan will address the housing affordability crisis and sets a path for sustainable community development.



Adapting to challenges

The plan will be designed to adapt to the evolving political, environmental, and operational challenges.



New President & CEO

A new President & CEO's arrival is pivotal in steering the strategic direction. The timing of the new strategic plan will accommodate for this arrival.

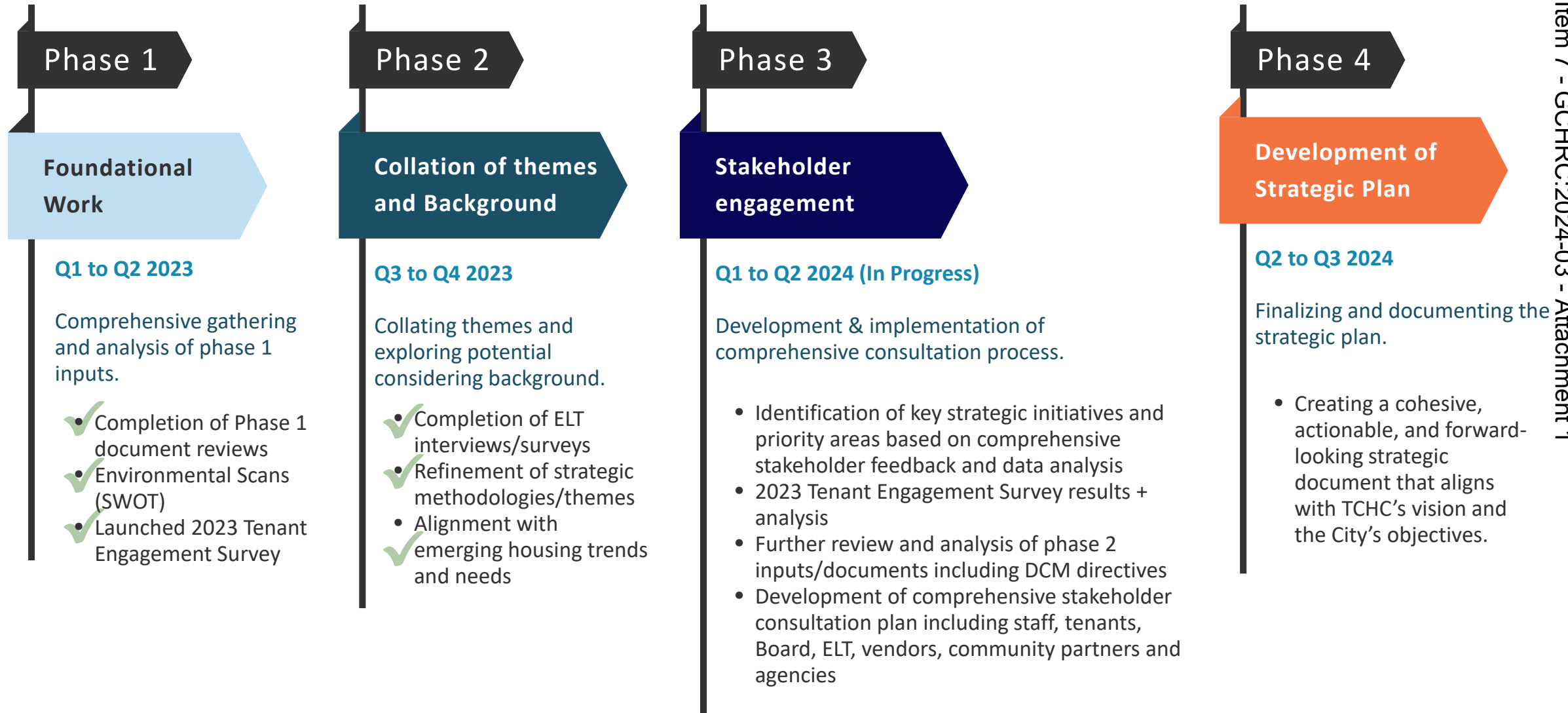


TCHC and Toronto

The strategic plan is a critical tool for TCHC to position itself in Toronto's housing landscape.



Strategic Planning timeline to date





Background work to date (Phase 1 and 2)

The Strategic Planning division has completed significant work to date including incorporating a range of critical documents, surveys, and stakeholder feedback. These inputs have been instrumental in identifying emerging trends and formulating our draft areas of focus as we proceed into the next phase of the project.

Notably, the 2023 Tenant Engagement Survey results, due in 2024, will provide additional insights to refine these areas along with the full completion of Phase 3 and 4 deliverables.

The new plan will inform the 2025 Budget Cycle. It will cover the period of 2025-2029.

Sources

- ELT Surveys
- 2021 Tenant Survey
- 2023 CEO Priorities
- Shareholder Direction
- City Accountability Officer Reports
- TCHC Risk Assessments
- Past Strategic Plans
- EY Financial Strategy
- Ombudsman Report

Analysis

- Clear identification of strengths, weaknesses, opportunities and threats (SWOT Analysis)
- Breakdown of Key Stakeholder Priorities

Design

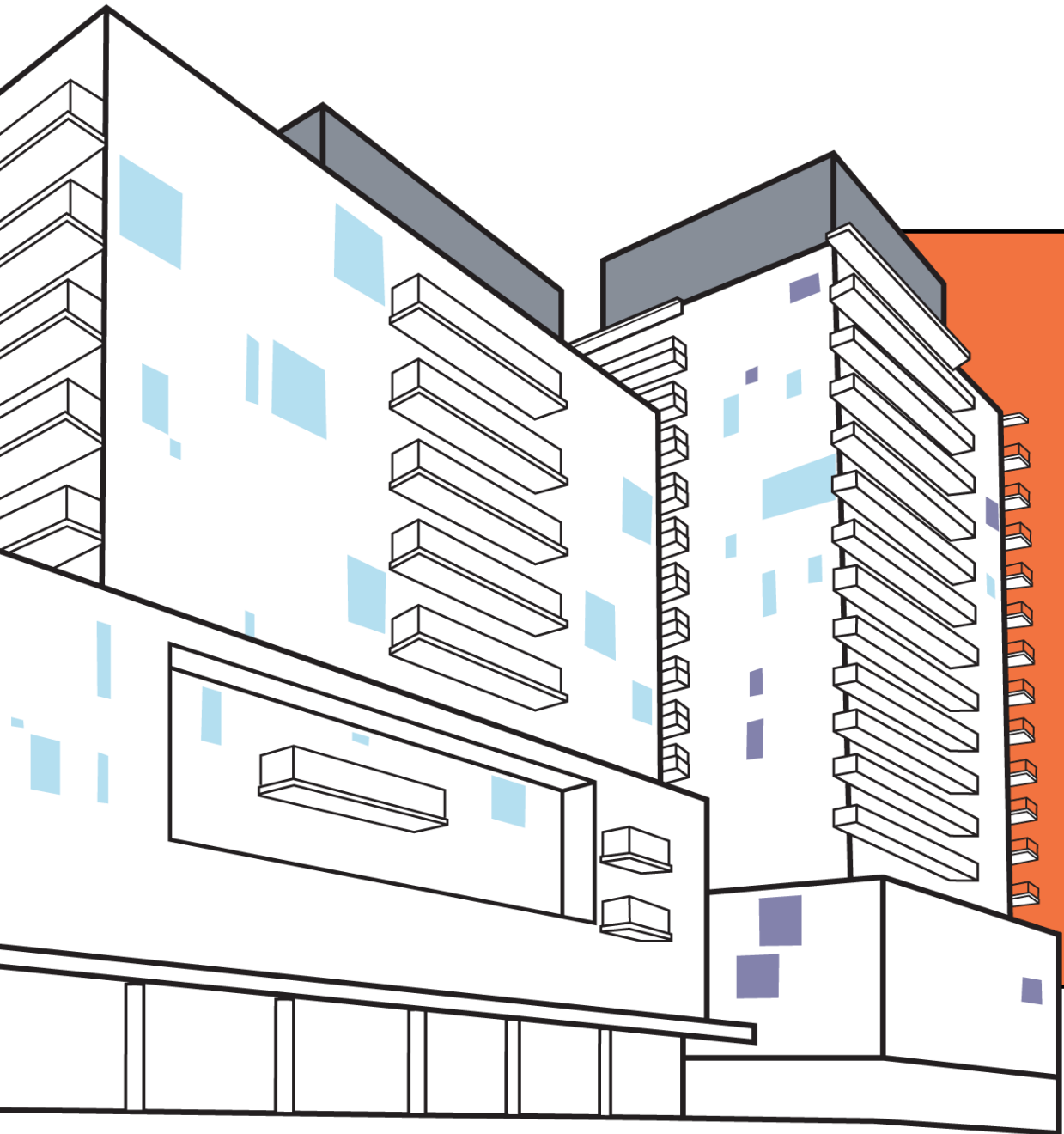
- Collated insights presented in a clear, concise report
- Charts, graphs and qualitative summaries
- Expandable over time
- Designed for a decision-maker audience

Stakeholder Engagement

Our strategic planning process emphasizes comprehensive stakeholder involvement through various engagement formats.

This inclusive approach ensures every relevant voice can contribute, shaping a plan that effectively represents and addresses the diverse needs and aspirations of our community.





Thank you!