



## Strategic Priorities –Q2 2022 Progress Report

Item 10

September 29, 2022

Board of Directors

**Report: TCHC:2022-66**

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

**From:** President and Chief Executive Officer

**Date:** September 2, 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”) 2022 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. The 2022 Strategic Priorities continue to build on the work that is underway in six key priority areas. These priorities 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 Q2 2022.

As noted in the Q1 progress report, a number of key personnel have been re-deployed to support the emergency response at Swansea Mews. This has had a direct impact on our ability to deliver on some of the Strategic Priorities. Management reviewed the scope and resources, required to keep the initiative on track and the risk to the organization if the work is delayed or modified. As a result, it was concluded that one of the initiatives, which had already been largely completed at the end of 2021, (The Hub information profiles) would be removed from the Strategic Priorities and moved to day to day operations. The Hub Information profiles project will continue, with staff focusing on consulting with end users to review and update the current format of the profile. In Q12023, the updated profile data set will be updated with year – end data.

Operations and Human Resources (HR) will be working together to develop a plan to revise the training and capacity building priorities for front line staff for the remainder of 2022. The goal will be to focus on enhancing training in key tenancy management procedures. This will likely result in milestones and metrics needing to be adjusted for some of the HR initiatives..

The attached scorecard focuses on measuring the success of initiatives in Q2 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

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 in Q2 where we are continuing to build on the success of 2021:

### Increased Internet Access for TCHC Tenants (Goal 1)

The Community Librarian Pilot program was launched at two sites in the West. The Swansea Mews community was also added to the Community Librarian Pilot program in order to provide additional community resources for tenants.

An additional 32 buildings (29 family and 3 seniors) were added to the common space Wi-Fi access initiative with the City. This is bringing public Wi-Fi to 14,580 tenants who can access the internet close to their building's common room.

### Violence Reduction Program (VRP) (Goal 1)

Staff have been working with the City of Toronto Safe TO Team to develop the Summer Safety Strategy. This initiative will be ongoing from July to the first week in September and is being supported by the Community Safety Unit's VRP team across the City as well as selected patrol zones..

### Hub Team Proficiency in Culture Model (Goal 2)

The Leadership Toolkit was developed as part of the sustainment strategy for the Better Together Training. This toolkit provides people managers a specific methodology to evaluate their teams' proficiency in adopting the culture model, and helps them develop an action plan to address any identified gaps. The approved Toolkit and resources were introduced and socialized with each Regional Leadership Team.

### Arrears Collection Process (ACP) and tenancy management training (Goal 5 & 3)

The review of the ACP continued in Q2 and included the consultation of Tenancy Management front line staff to identify additional training needs to support consistent process delivery across all regions. Consultations are also underway with end users to update arrears reporting so that staff have the tools they need to properly track arrears allowing them to take appropriate action to address arrears with tenants in accordance with process timelines.

### Hybrid Work Policy (Goal 5)

The Hybrid Work Policy was reviewed by the Executive Leadership Team in Q2. Final implementation of the policy was delayed as a result of the Swansea Mews emergency response from the original target of end of June. The revised launch date of July 18 was successfully achieved with communications on the new policy being sent out to all staff. The focus of Q3 will be on continuing to implement and formalize all hybrid work arrangements for eligible employees.

### Tenants First (Goal 6)

The transfer of standalone homes is continuing on track with 101 units transferred to Circle Community LandTrust (CCLT) on June 4. Additional transfers to CCLT will be taking place on July 29, September 1 and September 29.

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”*

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Jag Sharma  
President and Chief Executive Officer

### **ATTACHMENT:**

1. Strategic Priorities Scorecard – Q4 Update

### **STAFF CONTACT:**

Paula Knight, Vice President, Strategic Planning and Communications  
416-981- 5255  
Paula.Knight@torontohousing.ca