



Strategic Priorities – Q3 2022 Progress Report

Item 9

December 8, 2022

Board of Directors

Report: TCHC:2022-82

To: Board of Directors (the “Board”)

From: President and Chief Executive Officer

Date: November 14 2022

PURPOSE:

The purpose of this report is to provide the Board of Directors with the Q3 progress update on Toronto Community Housing Corporation’s (“TCHC”) 2022 Strategic Priorities.

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 Q3 2022.

As noted in the Q2 progress report, a number of key personnel were deployed to support the emergency response at Swansea Mews. This had a direct impact on our ability to deliver on some of the Strategic Priorities that extended into the beginning of Q3. In particular, Human Resources had dependencies on Operations to implement several initiatives.

In Q3, Operations and Human Resources (“HR”) met to prioritize the deliverables that could realistically be implemented by the end of the year to ensure that the training and capacity building priorities for front line staff for the remainder of 2022 would be completed. Learning and Organizational Development and Operations have agreed to prioritize the creation of a community of practice within the tenancy management pillar to address emerging concerns around the calculation of rent, managing arrears and vacancies. This community of practice will design and implement rent-geared-to-income and Arrears Collection Process training for the tenancy management pillar and focus on providing the leadership teams with a toolkit.

Q3 also saw the completion of other Strategic Priority initiatives, including:

- The Equity, Diversity and Inclusion Strategy was approved by the Board in Q3. Staff are now working on refining the implementation plan.
- As part of the Tenants First initiative, the Seniors Housing Unit was successfully transitioned to the Toronto Seniors Housing Corporation.
- In addition, the transfer of the scattered houses to nonprofit housing providers was completed.

The attached scorecard focuses on measuring the success of initiatives in Q3 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 targets 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 Q3 where we are continuing to build on the success of 2021.

Equity Diversity and Inclusion (Goal 2)

After the Strategy was approved by the Board, staff have launched the implementation plan, which includes a staff communication plan and tools for staff to use, and is currently under review with internal stakeholder groups.

Leadership Proficiency in Culture Model (Goal 2)

The Culture Competency assessment tool has been included in the 2022 corporate performance program. In 2023, it will be expanded to be a part of the year-end evaluation process for people leaders. Culture Leadership training for management has begun with active support from HR.

Hybrid Work Policy (Goal 5)

Implementation of the Hybrid Work Policy has been successful, with approximately 60% of hybrid eligible staff having submitted their formalized work agreements to HR. The focus of Q4 will be on continuing to implement and formalize all hybrid work arrangements for eligible employees.

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”

Jag Sharma
President and Chief Executive Officer

ATTACHMENT:

1. Strategic Priorities Scorecard – Q3 Update

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