

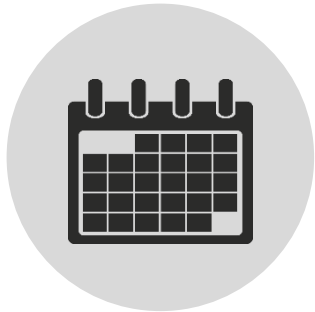
President & CEO Presentation

TCHC Board of Directors | October 7, 2021

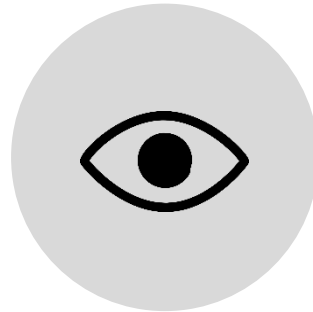


Toronto
Community
Housing

Agenda



First 60 Days



Early Observations



**Key Focus
Opportunities**



**Toronto
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Housing**



Gratitude



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100 Day Plan

30
Days



Listen and Immerse

- Tours to TCHC's 3 Regions
- Hub Openings
- Internal Team Meetings
- Stakeholder Engagement
- Business Review with ELT
- Strategic Priorities Review
- Financial Review

60
Days



Learn and Review

- Tenants First
- Seniors Housing Corporation Engagement
- Stakeholder Engagement
- Hub Openings
- Issues and Risks Review
- Systems and Processes
- Community Meetings

90+
Days



Continuous Improvement

- Budget Process
- Strategic Priorities Business Reviews
- Data Governance and Analysis
- Audit Process
- TCHC Community Visits
- Emergency Response
- Empowered Leadership
- Lean Six Sigma

Early Observations



Landlord Plus

- The “**plus**” is core to TCHC’s service and cannot be underestimated
- Tenants have **significant support needs** to enable successful tenancies
- Partnerships and **strong** relationships with community are critical
- **Shareholder** engagement and support are vital
- Employee **empowerment** is a key enabler of success



People

- **Tenants** care about their communities and the homes they live in, and advocate for high social housing standards
- Strong **leadership** team who are committed to the success of employees and tenants
- Hard working **employees** who are passionate about the work that they do at every level of the organization
- On the path to becoming a **healthy** and **performance-based** culture

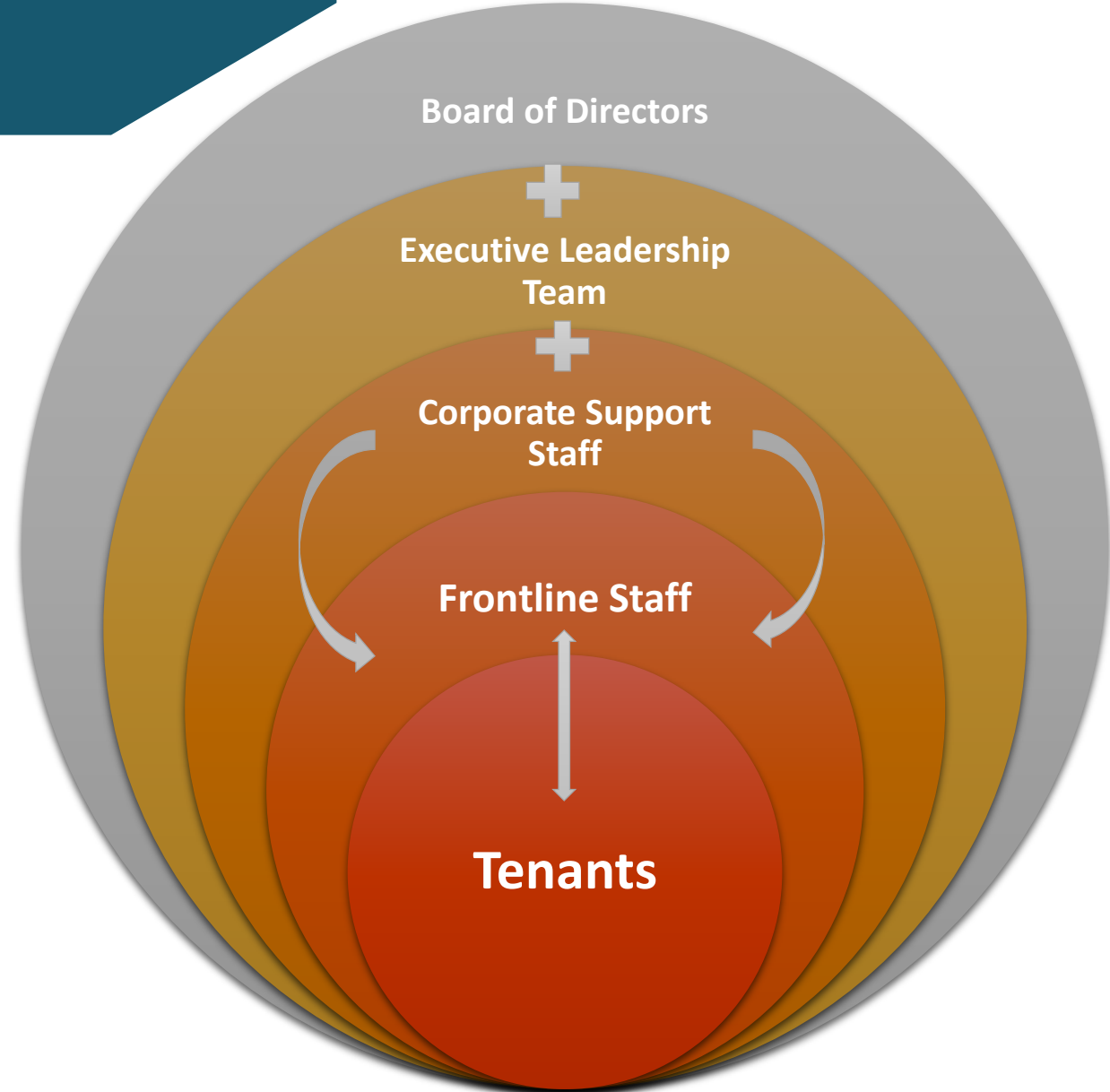


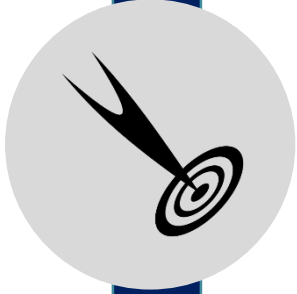
Strategy

- The **right strategic priorities** at the right time
- Effective business review process established
- Process measures, outcome measures to come
- Service model has **momentum**
- Service Quality Indicators are a powerful tool
- Modernizing TCHC’s **enterprise infrastructure** is a business imperative

Vision

Quality homes in vibrant communities where people are proud to live and work.





Key Focus Opportunities



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Strategic Priorities 2020–2021

The right Strategic Priorities at the right time.



Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
Support the rights of every tenant to have reasonable enjoyment of their homes.	Build high performing teams that bring to life a culture of tenant service.	Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs.	Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures.	Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools.	Deliver on Tenants First directives and commitments.
By the end of 2021...	By the end of 2021...	By the end of 2021...	By the end of 2021...	By the end of 2021...	By the end of 2021...
<p>Tenants' homes will be well-maintained and made accessible by TCHC.</p> <p>We will know what needs and supports are required for new and existing tenants and will be able to address needs as defined within our mandate.</p> <p>Tenants will feel supported and be connected to the services they need.</p> <p>We will have accurate and appropriate information that enables the delivery of quality service and support to tenants.</p>	<p>TCHC's Culture Model will be embedded in the way every employee works to support tenants.</p> <p>We will be on the path to having a diverse and inclusive work environment where employees feel safe, valued, empowered and inspired to deliver high quality service.</p> <p>Our culture will be one that supports and trusts employees to make tenant-focused decisions at every level of the organization.</p>	<p>Frontline leadership and employees will be engaged and equipped with a common understanding of TCHC's obligations and rights as a landlord and provider of services to tenants.</p> <p>We will have processes and tools in place that empower frontline leadership and employees to make tenant-focused decisions locally.</p>	<p>There will be trusted sources of data and governance in place that enable TCHC to collect and analyze data to make informed and timely business decisions.</p> <p>We will have begun the process to collect socio-economic and race-based data to enable a greater understanding of tenants and their experiences.</p> <p>We will have standardized performance measurement and will engage tenants locally in assessing the quality of service they receive.</p>	<p>HoMES will be fully operational, providing integrated housing and tenancy management services.</p> <p>All business processes will be clearly defined and aligned to the new decentralized tenant-facing organizational structure.</p> <p>We will be an agile service-oriented organization that provides a flexible work environment for staff.</p>	<p>We will have transitioned the Seniors Housing Unit into the City's new Seniors Housing Corporation.</p> <p>We will have operationalized the Integrated Service Model across the Seniors Housing Unit portfolio.</p> <p>We will have made progress towards the transfer of the 702 standalone homes under City direction.</p> <p>We will have clarity on the future of the Development team within TCHC.</p> <p>We will have concluded discussions with the City about the TCHC Mandate Agreement to form part of the new Shareholder Direction.</p>
How we plan to do it	How we plan to do it	How we plan to do it	How we plan to do it	How we plan to do it	How we plan to do it
<p>Support tenants through partnerships with key social services, setting them up for success and fostering reasonable enjoyment for the entire community.</p> <p>Collaborate with tenants on the design of tenant engagement systems.</p> <p>Engage and educate tenants to share appropriate information with TCHC and understand how this information will be used.</p> <p>Confront Anti-Black racism experienced by Black tenants.</p> <p>Repair and revitalize TCHC communities.</p>	<p>Complete tenant-focused leadership development training for every people manager at TCHC.</p> <p>Develop a tenant service excellence curriculum to be taken by every employee.</p> <p>Build tenant service orientation competencies into employee performance management systems.</p> <p>Develop a Diversity and Inclusion Strategy for recruitment and training that is reflective of the tenant populations we serve.</p> <p>Develop a TCHC Confronting Anti-Black Racism Strategy.</p>	<p>Identify barriers to positive tenant experiences and empower employees to act and drive improvements.</p> <p>Launch and operationalize tenant service hubs in 107 communities.</p>	<p>Define data requirements and best practices and implement data governance practices, forming a centre of excellence for the organization.</p> <p>Develop a data and analytics framework and integrated platform that will inform tenant-focused resource allocation decisions.</p> <p>Establish Key Performance Indicators that measure success and provide a clear understanding of performance, with measurable outcomes.</p> <p>Improve service delivery through the analysis of tenant complaint and tenant experience data.</p>	<p>Review and map all operational business processes and accompanying roles and responsibilities, to identify opportunities for the improvement of service to tenants.</p> <p>Identify efficiency measures that demonstrate the impact of improved processes in service to tenants.</p> <p>Develop robust and equitable flexible work policies for employees.</p>	<p>Implement the Integrated Service Model for the Seniors Housing Unit.</p> <p>Negotiate a Shared Service Agreement with the City's new Seniors Housing Corporation (pending Council direction).</p> <p>Facilitate the due diligence process with non-profit agencies for purchasing the standalone homes.</p>



Continuous Improvement and Learning



TCHC's Strategic Priorities are the right priorities at the right time for the organization. They set us up to deliver service excellence to tenants, empower employees and modernize the way in which we do business.



We have an opportunity to build business excellence through establishing practices that nurture continuous learning and improvement through data-informed decisions and ongoing evaluation of our impact.

Business Excellence

We have an opportunity to apply rigour to how we manage our business by establishing best practices that nurture continuous learning and improvement through data-informed decisions, ongoing evaluation of our work, and establishing meaningful measures of success.

Goals 1, 4, 5 and 6



Landlord-Plus

We have a long history providing homes and delivering traditional services of a good landlord. While this continues to be an area of focus, we have a unique responsibility to provide appropriate supports to our tenants which can be optimized through a data-informed understanding of their needs.

Goals 1, 2 and 4



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Tenant Service

Tenant Service Hubs and a regional structure create an opportunity to respond quickly to tenant needs and to build very local knowledge of the needs of TCHC communities.

Goals 1, 3 and 4



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People & Culture

TCHC employees are our greatest asset. They care deeply about their work and the opportunity to make a difference in the lives of tenants. Restoring the health and vibrancy of our culture is one of our biggest opportunities and is vital to delivering on the promise of service excellence for our tenants.

Goals 2, 3, 4 and 5



Randell Adjei, Poet Laureate of Ontario
and guest speaker at the TCHC Black
History Month Event



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Community & Partnerships

Much of the work that TCHC is striving to achieve can only be accomplished through strong partnerships with the City of Toronto, community agencies and groups, and key stakeholders.

Goals 1, 4 and 6



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Changing the Narrative

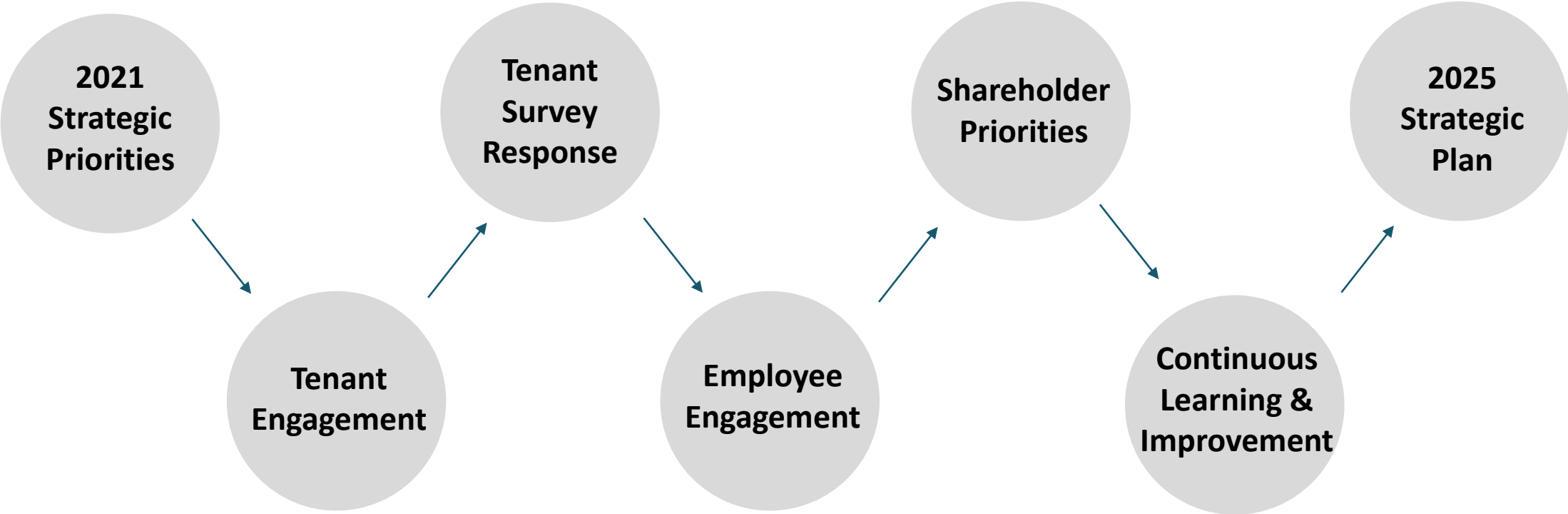
We are transforming as an organization and we have an incredible story to tell about the vibrant and diverse communities tenants call home and where over 2,000 employees choose to make a difference every day.

Goals 2, 3 and 5

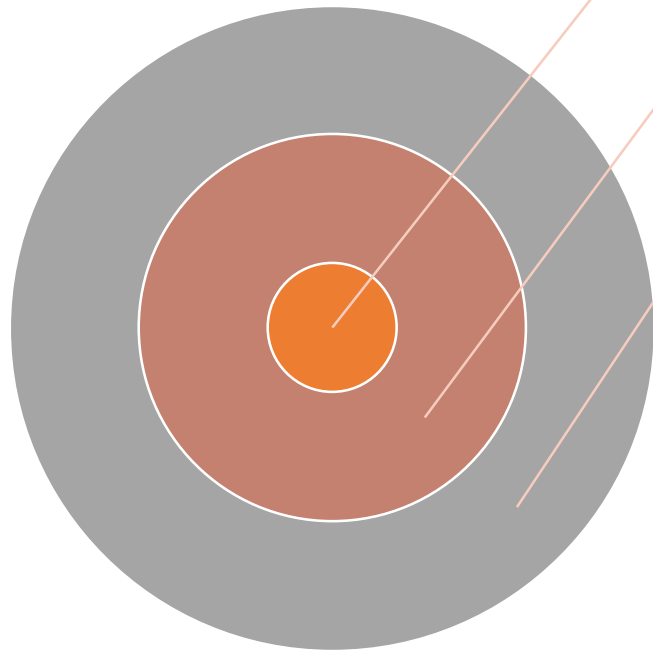


Moving Forward: Strategy

Building from a Place of Strength



Leadership Principles



Ensure Tenants and Staff are a Priority

Keep Momentum and Celebrate Success

Focus on Collaborative Leadership



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Thank you!



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