



Strategic Priorities –Q1 2022 Progress Report

Item 6

July 28, 2022

Board of Directors

Report: TCHC:2022-54

To: Board of Directors (the “Board”)

From: President and Chief Executive Officer

Date: July 4, 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 Q1 2022.

While this report represents TCHC work on Strategic Priorities through the end of Q1 2022, it is important to note that as we move into Q2 and even Q3, that there are expected impacts as a result of the Swansea Mews emergency response. A number of key personnel have been re-deployed from their core duties to lead and support at Swansea Mews and some of that core work represents initiatives within the Strategic Priorities. Management will update the Board at the September meeting as to any goals and outcomes that may need to be delayed or modified.

The attached scorecard focuses on measuring the success of initiatives in Q1 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 Q1 where we are continuing to build on the success of 2021:

Collaborative Partnerships to Resolve Complex Tenancies (Goal 1)

An inventory has been developed of agency partnerships that are part of the Rapid Rehousing program and Referral Agreements. Using the inventory we will be working to identify areas of overlapping services within these programs and align agencies to avoid duplication and better meet tenant needs.

Confronting Anti-Black Racism (“CABR”) (Goals 1, 2 & 4)

A resolution process, and supporting intake documents, have been developed to resolve Anti-Black Racism (ABR) related incidents involving tenants. A tracking tool that monitors tenant to staff, tenant to tenant, staff to tenant incidents ABR and their resolution has also been developed. The information from this tool will provide the leadership team with greater insight into the type and rate of incidents as well as TCHC’s ability to resolve them.

The Centre for Advancing the Interests of Black People is developing a plan for ethical race-based data collection and has begun meeting with stakeholders from across the organization to identify the current state of race-based data collection. Data collection will help enable the identification of equity goals, while assessing progress and impact of interventions.

Tenant Service Hubs (Goal 3)

Ten permanent Tenant Service Hubs were completed in Q1 2022, an additional three hubs are expected to be completed by the end of April.

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

Management identified that the virtual training conducted in Q1 2021 was not optimal for providing training to front line staff on the updated ACP. Consultations with staff are currently underway to identify specific gaps in the current training and obtain feedback on the updated ACP. The revised in person refresher training will provide regional teams a better opportunity to refine their understanding of the ACP and strategize for more effectively engaging tenants who are in arrears.

Hybrid Work Policy (Goal 5)

The draft Hybrid Work Policy was completed and reviewed by the Executive Leadership Team. All divisions have identified which positions are eligible for hybrid work considering what provides for optimal service delivery and effectiveness. Once approved in Q2, the policy will be rolled out to affected staff.

Tenants First (Goal 6)

The transfer of standalone homes is continuing on track with 153 units being transferred to Neighbourhood Land Trust on April 4th. The due diligence process has ended with Circle Community Land Trust and transfers will be taking place at the end of Q2 and beginning of Q3. We have set up knowledge mobilization sessions with Circle Community Land Trust staff to ensure they are able to successfully manage the portfolio.

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 – Q4 Update

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