



Update on the 2025-2029 TCHC Strategic Plan Development

Item 6

May 15, 2024

Governance, Communications and Human Resources Committee

Report: GCHRC:2024-14

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

From: Acting Vice President, Strategic Planning and Communications

Date: April 22, 2024

PURPOSE:

This report is an update on the development of the 2025-2029 Strategic Plan for Toronto Community Housing Corporation (“TCHC”).

RECOMMENDATIONS:

It is recommended that the Governance, Communications and Human Resources Committee (“GCHRC”) receive this report for information.

BACKGROUND:

Progress has been made in shaping TCHC’s strategic planning process since the last update report to the GCHRC at its January 31, 2024 meeting ([Report GCHRC:2024-03](#)). We are now progressing into Phases 3 and 4 of the project’s five phases (see Figure 1). The foundation set by earlier phases has paved the way for this current, more intensive phase of stakeholder engagement in the development of strategic priorities.

CONSULTANT ENGAGEMENT:

The recruitment process for the Request for Proposal (“RFP”) has concluded, with the selected vendor expected to commence work in May 2024. The consultants will play a critical role in facilitating the strategic plan development process, delivering stakeholder engagement activities,

facilitating workshops, conducting environmental scans, and preparing essential documentation to support the Board’s decision-making process.

This engagement will take place throughout the rest of the year and will ensure that the 2025-2029 strategic plan aligns with TCHC’s vision and mission, incorporating a broad range of stakeholder inputs to refine strategic directions and objectives. The consultants will also assist in synthesizing feedback and data to develop a robust, actionable strategic plan that reflects both the immediate and long-term goals of TCHC.

Figure 1: Phase 3-5 Consultant Deliverables

PHASE 3	<div>REVIEWING & VALIDATING</div> <div>MAY 2024</div>	<ul style="list-style-type: none">• Reviewing and validating our preliminary strategic goals and initiatives, ensuring alignment with our vision and mission.
	<div>DEVELOPING & ENGAGING</div> <div>JUNE-AUG 2024</div>	<ul style="list-style-type: none">• Board leadership of the process.• Developing a stakeholder engagement plan to ensure all voices are heard and considered in the strategic planning process.• Engaging our leadership, staff at all levels, Tenants, Executive Leadership Team (ELT), and other stakeholders in a thorough and inclusive strategic planning process.
PHASE 4	<div>DRAFT AND REVIEW</div> <div>SEPT-OCT 2024</div>	<ul style="list-style-type: none">• Drafting a robust and actionable strategic plan, complete with performance metrics and a clear implementation framework.• Review process of the feedback received and draft versions of the plan.
	<div>APPROVAL & IMPLEMENTATION</div> <div>NOV-DEC 2024</div>	<ul style="list-style-type: none">• Prepare and submit the final strategic plan for TCHC Board approval, including a detailed implementation strategy. This strategy will outline the process for rolling

		out the strategic plan across the organization and specify methodologies for reporting and measuring progress against the newly established strategic objectives.
PHASE 5	MONITORING & REPORTING Q1 2025	<ul style="list-style-type: none">Implement the comprehensive reporting and monitoring framework, including change management plans, tools and methodologies for outcome reporting, and alignment with other planning and implementation cycles.

TENANT ENGAGEMENT:

A comprehensive tenant engagement plan is currently under development, ensuring the inclusion of a broad range of tenant voices in the strategic planning process. This plan will adopt a data-driven approach, focusing on localized solutions and actionable feedback loops (see Figure 2).

Engagement sessions with tenants will be structured to not only gather input, but to actively implement feedback into the strategic planning process. Confirmed dates for these critical engagement sessions include three Tenant Communication Action Table ("TCAT") meetings in June 2024, along with engagement sessions with the Tenant Advisory Committee ("TAC") in July and September 2024. The aim is to create a dynamic and responsive framework for our strategic plan that genuinely reflects the needs of our tenants.

Figure 2: Tenant Engagement Approaches

Data-Driven Insights Utilizing comprehensive data analysis	Local Approach Adopting a localized strategy to	Solutions-Driven Sessions Ensuring our engagement with tenants is	Actionable Feedback Loop Establishing a feedback loop that translates
--	---	---	---

to inform our understanding of tenants' needs focusing on actionable insights.	ensure that the unique needs of each community are acknowledged and addressed.	focused on finding practical and impactful solutions.	tenants' inputs into actional strategic initiatives
--	--	---	---

STAFF ENGAGEMENT:

A staff engagement plan is under development and will be further refined in collaboration with the consultants. The plan will include engagement opportunities with staff across the company, incorporating input from all staff levels. This will ensure the strategic plan is reflective of the knowledge, experience and needs of staff, identifying opportunities to strengthen corporate culture and employee engagement.

BOARD'S RESPONSIBILITIES:

As directed by the Shareholder, per the Shareholder Direction, and as outlined in TCHC's Board Charter, the Board holds significant responsibilities in the strategic planning process.

These responsibilities include guiding the strategic direction, approving strategic plans, and monitoring the organization's performance against strategic objectives. The Board ensures that strategic planning remains aligned with TCHC's mission and the broader objectives set forth by the Shareholder, reinforcing the Board's pivotal role in governance and strategic oversight.

Board Involvement Framework:

1. **Strategic Direction Setting:** Board to define overarching strategic priorities and objectives.
2. **Plan Review and Validation:** Periodic review sessions to validate strategic themes and initiatives.
3. **Final Plan Approval:** Board approves the final strategic plan, reaffirming its role as the plan's owner.

ALIGNMENT WITH THE CITY OF TORONTO (THE "CITY")

The strategic plan will maintain a strong alignment with the City's objectives, ensuring that TCHC's initiatives contribute effectively to the City's broader

housing strategies. To facilitate this, both the Board and project team will engage several touch points with City stakeholders.

CONCLUSION:

The ongoing strategic planning process is integral to setting a proactive direction for TCHC and in alignment with the City of Toronto's housing objectives. This report underscores our commitment to a transparent, inclusive and effective strategic planning process.

SIGNATURE:

"Ada Wong"

Ada Wong

Acting Vice President, Strategic Planning and Communications

STAFF CONTACT:

Anitha Valentine, Business Planner, Strategic Planning and Data Intelligence
416-318-9307

Anitha.Valentine@torontohousing.ca