



Update on the 2025-2029 TCHC Strategic Plan Development

Item 11

July 3, 2024

Report: GCHRC: 2024-21

To: Governance, Communications, Human Rights Committee
("the GCHRC")

From: Acting Vice President, Strategic Planning and
Communications

Date: June 21, 2024

PURPOSE:

The purpose of this report is to provide the GCHRC with an update on the development of the 2025-2029 Strategic Plan for Toronto Community Housing Corporation ("TCHC").

RECOMMENDATIONS:

It is recommended that the GCHRC receive this report for information.

BACKGROUND:

Since the last update report to the GCHRC at its last meeting on May 15, 2024 (Report GCHRC: 2024-14), TCHC continues to make progress in the strategic planning process. We are currently in Phase 3 of the project, with comprehensive stakeholder engagement planning and activities underway.

CONSULTANT ENGAGEMENT:

KPMG has been engaged as the consultants to facilitate the strategic plan development process. Their role includes delivering stakeholder engagement activities, facilitating workshops, conducting an environmental scan, and preparing essential documentation to support the Board's decision-making process.

This engagement aims to ensure that the 2025-2029 strategic plan aligns with TCHC’s vision and mission, incorporating a broad range of stakeholder inputs to determine strategic direction and objectives. KPMG will also assist in synthesizing feedback and data to develop a robust, actionable strategic plan, complete with performance metrics and a clear implementation strategy.

Figure 1: Phase 3-5 Consultant Deliverables

PHASE 3	<div><div>REVIEWING & VALIDATING</div><div>MAY/JUNE 2024</div></div> <div><ul style="list-style-type: none">• Conduct a preliminary review and validation of strategic goals and initiatives. Final strategic goals will be determined upon completion, ensuring alignment with vision and mission.<div>Key Activities</div><ul style="list-style-type: none">• 1:1 ELT Interviews - complete• ELT Workshop - complete• Board Workshop - complete• Documentation review and jurisdictional scan - in progress</div>
	<div><div>DEVELOPING & ENGAGING</div><div>JUNE-AUG 2024</div></div> <div><ul style="list-style-type: none">• Developing a stakeholder engagement plan to ensure a broad range of stakeholder voices considered in the strategic planning process.<div>Key Activities</div><ul style="list-style-type: none">• Developing a stakeholder engagement plan including TCHC leadership and staff at all levels, tenants, community partners, the City and other stakeholders in a thorough and inclusive strategic planning process.• TCAT Workshops - complete• TAC Facilitated Discussion - in progress</div>

		<i>Note: All other engagements and consultations are in the planning stages</i>
PHASE 4	DRAFT AND REVIEW SEPT-OCT 2024	<ul style="list-style-type: none">• Drafting a robust and actionable strategic plan, complete with performance metrics and a clear implementation strategy.• Reviewing feedback received and revising the plan.
	APPROVAL & IMPLEMENTATION NOV-DEC 2024	<ul style="list-style-type: none">• Preparing and submitting the final strategic plan for Board approval, including a detailed implementation strategy. This strategy will outline the process for rolling out the strategic plan across the organization and specify an approach for reporting and measuring progress against the newly established strategic objectives.
PHASE 5	MONITORING & REPORTING Q1 2025	<ul style="list-style-type: none">• Implementing a comprehensive reporting and monitoring framework, including change management plans, tools and methodology for outcome reporting, and alignment with other business planning and implementation cycles.

TENANT ENGAGEMENT:

A comprehensive tenant engagement plan is under development to ensure the inclusion of a broad range of tenant voices in the strategic planning process. This plan aims to connect with tenants in their communities, adopting a data-driven approach, focusing on localized solutions and actionable feedback loops. Our goal is to create a dynamic and responsive framework for our strategic plan that genuinely reflects the needs of our tenants.

The first key touchpoints with tenants took place from June 18-20 with dedicated time at the regional Tenant Community Action Table ("TCAT"). At these sessions, KPMG and TCHC worked with tenant representatives to

set out a vision for the future of TCHC and to set out some solutions to identified priority areas. The Tenant Advisory Committee (“TAC”) engagements are also underway, with a facilitated discussion with KPMG on July 10th. A second facilitated discussion and report back is scheduled for September 2024.

Throughout the summer, further in-person engagements are being planned, including leveraging touchpoints at local community events and scheduling focus groups for different priority areas to ensure we are capturing diverse voices across the portfolio. The priority areas and issues for focus groups include youth development, female-led households, seniors, anti-black racism and accessibility. A full tenant survey will also be available virtually to gather any additional feedback and inputs.

STAFF ENGAGEMENT:

A comprehensive staff engagement plan is under development and will be further refined in collaboration with KPMG. The plan will include engagement opportunities with staff across the company, incorporating input from all staff levels to ensure the strategic plan reflects their knowledge, experience, and needs.

Engagement has launched with the Executive Leadership Team (ELT), including 1:1 interviews with each ELT member and a full-day workshop to do some discovery research and generate current state strengths and opportunities. Senior leadership have also been engaged through a short survey that was completed at the May 9th Leadership Exchange for initial insights on priorities and the future of TCHC. Further consultations are being planned with the leadership team and all staff levels across the organization.

BOARD’S INVOLVEMENT:

The Board has been actively involved in the strategic planning process. The Board’s involvement is crucial as it ensures that the strategic plan remains aligned with TCHC’s mission and the broader objectives set forth by the Shareholder. This collaboration reinforces the importance of this work and highlights the Board’s pivotal role in governance and strategic oversight.

A full day Board Workshop on the strategic plan took place on June 19, 2024. The purpose of this workshop was to generate current state

strengths and opportunities, and to understand the Board's focus areas over the next 5-years. Further facilitated discussions will be planned for Board members in the fall to review, validate and confirm emerging priorities and themes that incorporates the inputs and feedback throughout all stakeholder engagement activities.

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

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

To facilitate these engagements, the Board, project team and consultants will engage in several touch points with City stakeholders. The approach for engagement includes interviews with City staff and Councillors, as well as cross-divisional focus groups with City staff where alignment on priorities is necessary. TCHC has connected with City staff on the strategic plan development to find alignment with parallel discussions on the business and funding model.

ADDITIONAL STAKEHOLDERS

In the early planning stages, TCHC is looking to engage other key stakeholders that are critical partners in TCHC's service delivery model, or who work directly with tenants to provide a wide range of socio-economic and health care supports. This includes touchpoints with Toronto Seniors Housing Corporation, Office of the Commissioner of Housing Equity, the Ombudsman and other community partners and social service delivery providers.

CONCLUSION:

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

SIGNATURE:

"Ada Wong"

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