# Toronto Seniors Housing Corporation
# Interim Strategic Directions Roadmap

## For Board Review

## April 27, 2023

**Toronto Seniors
Housing Corporation**

# Roadmap Assumptions

**Roadmap is focused on activities to support the mandate and moving towards the vision**
- All TSHC staff should be able to see their work in the roadmap and how it contributes to the mandate and vision

**Roadmap reflects the 12 – 18-month timeframe of the Interim Strategic Directions**
- The actions in the roadmap will be undertaken in 12 – 18 months which is the timeframe for the Interim Strategic Directions
- Ongoing activities and some actions may begin but not be completed within the timeframe

**Roadmap should be achievable**
- The roadmap should be achievable with the available resources of TSHC
- All proposed actions in the draft ISD have been reviewed based on the 12 – 18-month timeframe and available resources

**Ongoing and time limited (project) work**
- Ongoing work includes the work that is done on a continuous basis
  - It includes much of the day-to-day operations work (e.g., ongoing cleaning work contributes to "clean buildings" in the mandate
  - While ongoing work may not have an end date, it may have time-based improvement targets
  - Ongoing work also includes ongoing communications support, ongoing financial processing, etc.
- Time limited work generally has an end date for completion
  - The roadmap shows the anticipated completion date
  - Completion dates are staggered to make the workload realistic
  - Some time-limited work will begin within the timeframe of the ISD, but not be completed.  Completion is shown as Q3 2024+

**Roadmap vs. Operational Planning**
- The roadmap is a high-level view of the work of the organization over the next 12 to 18 months
- It is expected that more detailed work plans will be developed within the organization to support achieving the goals of the roadmap
- The roadmap is currently a draft—to be refined prior to April 27 board meeting and periodically over the 12 – 18 month timeframe

**Accountability**
- The accountable director is shown for each objective and enabler
- The director is responsible for assigning work within his/her team
- The director is also responsible to involve others in the organizations as needed to ensure that work is not siloed

**Strategic Objective 1: An Excellent Landlord**

**To provide safe, clean, and well-maintained buildings and to support stable tenancies**

**Accountability:  Director, Operations**

| Strategic Initiative | Actions |
|---|---|
| 1. Promote safety and security in our buildings and communities | A. Implement recommendations of safety and security Quality Improvement Project<br>B. Develop partnerships with safety and security organizations in the broader community<br>C. Conduct regular safety audits and carry out recommendations |
| 2. Provide clean and well-maintained buildings and units | A. Conduct annual unit inspections<br>B. Improve effectiveness of pest management by carrying out recommendations from the Quality improvement project<br>C. Support tenant accessibility needs in the buildings and units<br>D. Provide timely response to maintenance requests<br>E. Provide high standards of cleanliness in and around the buildings<br>F. Prepare empty units for new tenants<br>G. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans |
| 3. Work with tenants to support stable tenancies | A. Support tenants to understand their rights and responsibilities in their lease<br>B. Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility<br>C. Reduce incidents of cluttering or hoarding<br>D. Work with tenants to prevent evictions for arrears or other reasons |

| Objective 1: An excellent landlord<br>To provide safe, clean and well-maintained buildings and to support stable tenancies | |
|---|---|
| **Initiative 1:  Promote safety and security in our buildings and communities** | |
| **Action A: Implement recommendations of Safety and Security QIP** | |
| Time limited/Projects<br>• Complete Safety and Security QIP<br>• Streamline process for tenants to report security/safety incidents – TCHC<br>• Investigate all tenant gaining access to the lobby camera – TCHC<br>• Investigate what doing a pilot project in buildings with highest calls for service would require | Expected Completion<br>Q2-2023<br>TBD - TCHC<br>TBD - TCHC<br>TBD – TCHC<br>TBD - TCHC |
| **Action B: Develop partnerships with safety and security organizations in the broader community** | |
| Ongoing<br>• Oversite of CSU provision of service to TSHC<br>• Community Safety Advisor continues to connect with Toronto Fire and Toronto Police Services | |
| Time limited/Projects<br>• Develop business case to support additional level of CSA to provide service to all 83 buildings.<br>• Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings | Expected Completion<br>Q4-2023 - TCHC<br><br>Q1 2024 -TCHC |
| **Action C:  Conduct regular safety audits and carry-out recommendations** | |
| Ongoing<br>• Work with CSU to complete safety audits every three years with tenant participation     TCHC - TBD<br>• TSHC to acknowledge safety audit findings within 30 days<br>• Work with TCHC to develop a plan for TCHC implementation of recommendations beyond TSHC scope  - TCHC CSU - TBD | |
| Time limited/Projects<br>• Work with TCHC to develop schedule for building safety audits | Expected Completion<br>Q4 2023 |

| Objective 1: An excellent landlord<br>To provide safe, clean and well-maintained buildings and to support stable tenancies | |
|---|---|
| Initiative 2: Provide clean and well- maintained buildings and units | |
| Action A:  Conduct Annual Unit Inspections | |
| Ongoing<br><br>&bull;   Implement findings from unit inspections<br>&bull;   Referrals for vulnerable tenants | |
| Time limited/Projects<br>&bull;   Annual Unit Inspections, including pests and balcony clutter | Expected Completion<br>Q4 2023/Q4 2024 |
| Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project | |
| Ongoing<br>Implement Pest Management QIP recommendations in the areas of:<br>&bull;   Analytics<br>&bull;   Prevention<br>&bull;   Treatment<br>&bull;   Tenant Support and Participation<br>&bull;   High Risk Buildings | |

| Objective 1: An excellent landlord<br>To provide safe, clean and well-maintained buildings and to support stable tenancies | |
|---|---|
| **Initiative 2: Provide clean and well- maintained buildings and units** | |
| **Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project** | |
| Time limited/Projects<br>• Integrated Pest Management Database and Analytics Tool<br>• Identify automation opportunities for data collection and analysis<br>• Expand annual unit inspections to include inspection for pest<br>• Complete and evaluate full building pilot<br>• Develop business case for in-house pest management | Expected Completion<br>Q2 2023<br>Q3 2023<br>Q4 2023<br>Q3 2023<br>Q4 2024+ |
| **Action C: Support tenant accessibility needs in buildings and units** | |
| Ongoing<br>• Ongoing data collection and analysis<br>• Work with R-Path to effectively deliver recommendations<br>• Assist tenants through the process with the application | |
| Time limited/Projects<br>• Hire an intake specialist (accessibility) | Expected Completion<br>Q2-2023 |
| **Action D:  Provide timely response to maintenance requests** | |
| Ongoing<br>• Ongoing data collection and analysis<br>• Continue to meet the standard response to maintenance requests.<br>• To provide TCHC with regular reports for vendors that are under delivering | |
| Time limited/Projects<br><br>• Determine response time for urgent vs regular requests | Expected Completion<br><br>Q3-2023 |
| **Action E:  Provide high standards of cleanliness in and around buildings** | |
| Ongoing<br>• Regular building cleaning according to the schedule<br>• Use HoMES clean building inspection quarterly and follow up on findings.<br>• Quarterly reporting for all actions | |

| Objective 1: An excellent landlord |
|---|
| **To provide safe, clean and well-maintained buildings and to support stable tenancies** |

| Initiative 2: Provide clean and well- maintained buildings and units |
|---|

| Action F:  Prepare empty units for new tenants |
|---|

| Ongoing |  |
|---|---|
| • Continue to meet 60-day turnaround target timeframe as established with the City<br>• Provide quarterly reports to QTE | |
| Time limited/Projects | Expected Completion |

| Action G: Work with TCHC to set priorities for capital investments and communicate with tenants about these plans |
|---|

| Ongoing |  |
|---|---|
| • Provide quarterly reports to QTE<br>• Capital plan will be part of building presentations to tenants | |
| Time limited/Projects<br><br>• Establish annual capital plan with TCHC | Expected Completion<br>Q3 2023 and Q3 2024 |

| Objective 1: An excellent landlord<br>To provide safe, clean and well-maintained buildings and to support stable tenancies ||
|---|---|
| Initiative 3: Work with tenants to support stable tenancies ||
| Action A: Support tenants to understand their rights and responsibilities in their lease ||
| Ongoing<br>• Collaborate with staff to review and make recommendations to streamline the leasing process ||
| Time limited/Projects<br>• New leasing package and orientation for tenants<br>• Improve safe channels for tenants to express concerns about interactions with staff –<br>• Consider feasibility of appointment system<br>• Train staff to answer as many typical questions as possible e.g., protocol for requests that can't be met; requests that cause the most frustration for tenants; help tenants to understand what is involved in responding to a request | Expected Completion<br>Q1-2024<br>Q1-2024<br>Q2-2024<br>Q1-2024 |
| Action B: Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility ||
| Ongoing<br>• Ongoing education for tenants on RGI requirements ||
| Time limited/Project<br>• Enhanced RGI training for staff (TBD) to be added to the TSHC training plan | Expected Completion<br>TBD |
| Action C: Reduce incidents of cluttering or hoarding ||
| Ongoing<br>• Support the complex tenants and the community<br>• Manage a complex tenancy team to support complex tenants<br>• Develop tracking sheet for touch points for complex tenancies<br>• Referral from regional teams and SSHA ||
| Time limited/Projects | Expected Completion |
| Action D: Work with tenants to prevent evictions for arrears or other reasons ||
| Ongoing<br>• Work with tenants to resolve arrears<br>• Referral to OCHE for unresolved arrears ||

| Time limited/Projects | Expected Completion |
|---|---|
| • Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action | Q3-2023 |

## Strategic Objective 2: Tenant Engagement

**To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice**

### Accountability: Director, Engagement, Partnerships and Communications

| Strategic Initiative | Actions |
|---|---|
| 1. Engage tenants in their communities and create opportunities for tenant voices | A. Review policies that support tenant-led programs and projects (e.g., Tenant Action Fund and Use of Space)<br>B. Streamline administrative processes including funding<br>C. Build ability for tenants to develop and lead programming in their communities<br>D. Work with tenants in the development of a new tenant engagement model<br>E. Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys |
| 2. Promote an environment of respect, trust and inclusiveness | A. Carry out recommendations of the staff and tenant relations quality improvement project<br>B. Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants<br>C. Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing or other limitations to enable participation of tenants |
| 3. Communicate effectively with our tenants and other stakeholders | A. Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging |

| Objective 2: Tenant Engagement<br>To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice | |
|---|---|
| **Initiative 1: Engage tenants in their communities and create opportunities for tenant voices** | |
| **Action A: Review policies that support tenant-led initiatives (e.g., Tenant Action Fund (TAF) and Use of Space)** | |
| Ongoing | |
| Time limited/Projects<br>• TAF, use of space and tenant engagement policy development<br>• Set priorities for additional tenant-facing policy reviews<br>• Review and approve priority policies | Expected Completion<br>Q4 2023<br>Q4 2023<br>TBD |
| **Action B: Streamline administrative processes including funding** | |
| Ongoing<br>• Review TAF funding requests and distribute funds<br>• Review and approve use of space applications | |
| Time limited/Projects<br>• Streamline TAF funding and distribution process.<br>• Streamline interim process and align with new policy | Expected Completion<br>Q3 2023 |
| **Action C: Build ability for tenants to develop and lead programming in their communities** | |
| Ongoing<br>• Support tenant initiatives on an ad hoc basis | |
| Time limited/Projects | Expected Completion |

| **Objective 2:  Tenant Engagement** |
|---|
| **To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice** |

| **Initiative 1:  Engage tenants in their communities and create opportunities for tenant voices** | |
|---|---|
| **Action D: Work with tenants in the development of a new tenant engagement model** | |
| Ongoing<br>• Implement new tenant engagement model when approved | |
| Time limited/Projects<br>• Complete project to design new tenant engagement model | Expected Completion<br>Q1 2024 |
| **Action E: Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys** | |
| Ongoing<br>• Coordinate annual building meeting (one building per year)<br>• Hold focus groups, workshops, etc. With tenants on an ad hoc basis<br>• Organize quarterly regional tenant leadership meetings | |
| Time limited/Projects<br>• Develop approach for annual building meetings | Expected Completion<br>Q4 2023 |

| Objective 2: Tenant Engagement |
|---|
| To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice |

**Initiative 2: Promote an environment of respect, trust and inclusiveness**

**Action A: Implement recommendations of the staff and tenant relations quality improvement project**

Ongoing

Relationship Building

- Conduct outreach to encourage tenants to participate in building activities and "meet and greets"
- Ensure timely posting and communication of staff absences and backup
- Minimize turn-over of building site staff within the provisions of the collective agreement
- Stay connected with tenants by allocating staff time to tenant activities, checking after service provided if needs have been met
- Encourage a "human touch" by acknowledging good news, nodding, following up on earlier conversations, etc.

Interaction

- Communicate process for requests to be fulfilled, including who will be involved and how long it might take

Information and communication

- Ongoing communication with tenants of building events

| Time limited/Projects | Expected Completion |
|---|---|
| Information | |
| - Evolve channels of communication such as email, mobile app, electronic bulletin boards – | Q4-2024+ |
| - Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos, YouTube and TikTok (TikTok not feasible) | Q4 2023 |
| - Install whiteboards outside superintendent office for daily updates) | Not feasible |

**Action B: Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants**

| Ongoing | |
|---|---|
| - Regular community meetings with the building teams, agencies, and tenant leaders | |
| Time limited/Projects | Expected Completion |
| - Pilot roundtables- one building per region | Q4 2023 |

| Action C: Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing or other limitations to enable participation of tenants | |
|---|---|
| Ongoing<br><br>• Provide translation and interpreter services<br>• Support tenants with visual or hearing limitations | |
| Time limited/Projects<br>• In collaboration with other divisions develop standard guidelines to support language and accessibility supports | Expected Completion<br><br>Q4 2023 |

| Objective 2:  Tenant Engagement |||
|---|---|---|
| **To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice** |||
| **Initiative 3:  Communicate effectively with our tenants and other stakeholders** |||
| **Action A: Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging** |||
| Ongoing<br>• Publish Seniors Speak/Community Letter/Video<br>• Publish Staff Bulletin<br>• Staff Town Halls<br>• Communications support for other activities e.g., departmental and corporate announcements; Tenant engagement model implementation<br>• Communications/Videos to support other activities<br>• Social media management<br>• Future CEO tenant engagement activities<br>• Posters/documents creation, updating and translation<br>• Internet and Intranet creation, maintenance and design |||
| Time limited/Projects | | Expected Completion |
| • Communications support for other activities e.g. | | |
|    o  Staff on-boarding package | | Q1 2024 |
|    o  Staff survey (timeline TBD) and Tenant survey | | Q4 2023 |
|    o  Tenant engagement model development | | Q1 2024 |
|    o  MS Office and SharePoint roll-out support | | Q3 2023 |
|    o  Annual United Way campaign | | Q3 2023 |
| • Listening Tours | | Q2 2023 |
| • Annual Report | | Q2 2023/ Q2 2024 |
| • New Intranet | | Q4 2024[+] |
| • Branding | | Q4 2024[+] |

# Strategic Objective 3: Partnerships

## To facilitate access to services and programs that tenants need and want

### Accountability: Director, Engagement, Partnerships and Communications

| Strategic Initiative | Actions |
| --- | --- |
| 1. Facilitate access to priority health and community support services | A. Maintain and create new partnerships to help senior tenants to access the support services they need and want |
| 2. Support service provider-led programs and initiatives | A. Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing |

| Objective 3: Partnerships |
|---|
| **To facilitate access to services and programs that tenants need and want** |

| **Initiative 1: Facilitate access to priority health and community support services** |
|---|

| **Action A: Maintain and create new partnerships to help senior tenants to access the support services they need and want** |
|---|

Ongoing
- Identify tenants who require assistance in their homes
- Support health and social support program through referrals to agencies for individual tenant needs
- Create new partnerships where there are gaps in service/supports

| Time limited/Projects | Expected Completion |
|---|---|
| • Evaluate services with respect to meeting the senior tenants needs | Q4-2023 |

| **Initiative 2: Support service provider-led programs and initiatives** |
|---|

| **Action A: Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing** |
|---|

Ongoing
- Maintain current partnerships that provide programs in our housing communities
- Create new partnerships to provides that provide programs in our housing communities

| Time limited/Projects | Expected Completion |
|---|---|
| • Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and use of space policy based | Q4-2023 |

# Strategic Objective 4: Innovation

## To develop and promote innovation and leading practices which contribute to seniors' well-being

### Accountability:  Director, Strategy and Business Management

| Strategic Initiative | Actions |
|---|---|
| 1. Partner and cultivate relationships to research and test emerging trends and new practices | A. Collaborate on innovation with tenants, experts and researchers in seniors social housing<br>B. Evaluate and share learning from TSHC's innovative practices |
| 2. Design and begin implementing an evaluation of TSHC | A. Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions |

| Objective 4: Innovation |
|---|
| **To develop and promote innovation and leading practices which contribute to seniors' well-being** |
| **Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices** |
| **Action A: Collaborate on innovation with tenants, experts and researchers in seniors social housing** |

Ongoing
- Seek input of tenants, partners and other external stakeholders to inform innovation
- Industry outreach (social housing, healthcare, seniors) and networking
- Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate

| Time limited/Projects | Expected Completion |
|---|---|
| • Identify opportunities and priorities/research and collaboration opportunities | Q3 2023 |
| • Target research partnership 1 | Q1 2024 |
| • Target research partnership 2 | Q4 2024 |

| **Action B: Evaluate and share learning from TSHC's innovative practices** |
|---|

Ongoing
- Share learnings from the ISM
- Build evaluation framework into new initiatives

| Time limited/Projects | Expected Completion |
|---|---|
| • Evaluate learnings from the QIPs | Q3 2023 |

| Objective 4: Innovation |
|---|
| To develop and promote innovation and leading practices which contribute to seniors' well-being |
| Initiative 2: Design and begin implementing an evaluation of TSHC |
| Action A: Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions |
| Ongoing |

| Time limited/Projects | Expected Completion |
|---|---|
| • Identify funding opportunities | Q4 2023 |
| • Identify evaluation partners | Q1 2024 |
| • Preliminary evaluation design | Q4 2024 |

# Enabler 1: Organization excellence

**To strive for organizational excellence to ensure effective and efficient delivery of our mandate**

**Accountability:  Director, Strategy and Business Management**

| Strategic Initiative | Actions |
|---|---|
| 1. Implement elements of good governance practices | A. Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness |
| 2. Meet the requirements of the Shareholder Direction and the City as housing manager | A. Establish clarity on responsibilities and reporting expectations with the City as housing manager<br>B. Ensure regular and annual reporting requirements are met |
| 3. Collaborate with TCHC | A. Develop relationship management agreements to support a positive working relationship |
| 4. Manage our financial resources responsibly | A. Work with TCHC and the City in annual budget process<br>B. Implement sound financial management and accountability |
| 5. Identify and reduce risk | A. Develop a TSHC risk and mitigation plan<br>B.  Ensure effective business continuity and emergency response |
| 6. Be informed by data and driven by performance commitments | A. Improve access to quality data and apply data analytics<br>B. Develop performance metrics and targets for reporting at all levels |
| 7. Improve service quality in areas important to our tenants | A. Implement priority quality improvement projects |
| 8. Develop clear, plain language policies | A. Review priority policies to reflect TSHC values and principles |
| 9. Use technology effectively | A. Make best uses of processes and data in HoMES system |

| Enabler 1: Organizational excellence | |
|---|---|
| **To strive for organizational excellence to ensure effective and efficient delivery of our mandate** | |
| **Initiative 1:  Implement elements of good governance practices** | |
| **Action A: Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness** | |

Ongoing
- Governance and internal Board support
- Oversight
  - Tenant facing policies
  - CEO performance
  - Risk management/business continuity
  - Implementation of Interim Strategic Directions and Quality Improvement
  - Review of operational information/KPIs
  - Partnership agreements
- Post meeting questionnaires on meeting effectiveness
- Director development and training

| Time limited/Projects | Expected Completion |
|---|---|
| • Provide Board members with access to foundation documents | Q1 2023 |
| • Participate in Strategic Financial Sustainability Plan | Q3 2023 |
| • Skills matrix for Board members | Q1 2024 |
| • New member orientation | Q4 2023 |
| • Full risk assessment | Q3 2024 |
| • Full strategic planning process | Q3 2024+ |
| • Assess agenda and materials and review committee processes | Q3 2024 |
| • Select governance best practices standard and governance review | Q3 2024 + |

| Enabler 1:  Organizational excellence |
|---|
| **To strive for organizational excellence to ensure effective and efficient delivery of our mandate** |

| Initiative 2:  Meet the requirements of the Shareholder Direction and the City as housing manager |
|---|

| Action A: Establish clarity on responsibilities and reporting expectations with the City as housing manager | |
|---|---|
| Ongoing | |
| Time limited/Projects<br>• Discussion on agreement and reporting requirements with the City | Expected Completion<br>Q4 2023 |

| Action B: Ensure regular and annual reporting requirements are met | |
|---|---|
| Ongoing<br>• Service Manager Reporting<br>• ISM Accountability Framework Reporting | |
| Time limited/Projects<br>• Annual Report and Annual General Meeting Requirements | Expected Completion<br>Q2 2023/Q2 2024 |

| Enabler 1: Organizational excellence |||
|---|---|---|
| **To strive for organizational excellence to ensure effective and efficient delivery of our mandate** |||
| **Initiative 3: Collaborate with TCHC** |||
| **Action A: Develop relationship management agreements to support a positive working relationship** |||
| Ongoing<br>• Support joint steering committee<br>• Service management planning<br>• Regular touchpoint with TCHC/TSHC Service Providers |||
| Time limited/Projects<br>• Update to existing legal relationship<br>• Clarify future legal relationship | | Expected Completion<br>Q4 2023<br>Q4 2024[+] |

| Enabler 1: Organizational excellence |  |
|---|---|
| **To strive for organizational excellence to ensure effective and efficient delivery of our mandate** |  |
| **Initiative 4: Manage our financial resources responsibly** |  |
| **Action A: Work with TSHC and the City in annual budget process** |  |
| Ongoing |  |
| Time limited/Projects | Expected Completion |
| • Budget planning | Q3 2023 |
| • Present draft budget to the Board | Q4 2023 |
| • Budget finalizing | Q1 2024 |
| **Action B: Implement sound financial management and accountability** |  |
| Ongoing<br>• Review actuals against budget<br>• On-going procurement and vendor management<br>• On-going relationship with TCHC and reconciliation<br>• Prepare monthly financial information for management team<br>• Prepare monthly financial information for Board meeting |  |
| Time limited/Projects | Expected Completion |
| • Participate in short-term strategic financial sustainability approach | Q3 2023 |

| Enabler 1: Organizational excellence<br>To strive for organizational excellence to ensure effective and efficient delivery of our mandate | |
|---|---|
| Initiative 5: Identify and reduce risk | |
| Action A: Develop a TSHC risk and mitigation plan | |
| Ongoing | |
| Time limited/Projects<br>• Develop a high-level risk management scope and assessment<br>• Conduct a comprehensive risk assessment and implement mitigation plan | Expected Completion<br>Q3 2023<br>Q2 2024 |
| Action B: Ensure effective business continuity and emergency response | |
| Ongoing<br>• Participate in business continuity exercises<br>• Incident/emergency response | |
| Time limited/Projects<br>• Develop business continuity plan | Expected Completion<br>Q4 2023 |

| Enabler 1:  Organizational excellence | |
|---|---|
| **To strive for organizational excellence to ensure effective and efficient delivery of our mandate** | |
| **Initiative 6:  Be informed by data and driven by performance commitments** | |
| **Action A: Improve access to quality data and apply data analytics** | |
| Ongoing<br>• Improve skills, resources, and tools (capability) | |
| Time limited/Projects<br>• Develop data analytics plan including new data management | Expected Completion<br>Q2 2024 |
| **Action B: Develop performance metrics and targets for reporting at all levels** | |
| Ongoing | |
| Time limited/Projects<br>• Define performance metrics<br>• Develop a dashboard<br>• Tenant experience survey | Expected Completion<br>Q2 2023<br>Q3 2023<br>Q1 2024 |

| Enabler 1: Organizational excellence | |
|---|---|
| **To strive for organizational excellence to ensure effective and efficient delivery of our mandate** | |
| **Initiative 7: Improve service quality in areas important to our tenants** | |
| **Action A: Implement priority quality improvement projects** | |
| Ongoing<br>• Complete 3 initial QIPs<br>• On-going monitoring of QIP activities | |
| Time limited/Projects<br>• Establish a process for monitoring and implementing existing QIPs<br>• Conduct lessons learned on existing QIP<br>• Review and adapt QIP approach<br>• Identify future QIPS | Expected Completion<br>Q2 2023<br>Q2 2023<br>Q3 2024<br>Q4 2024[+] |

| Enabler 1:  Organizational excellence<br>To strive for organizational excellence to ensure effective and efficient delivery of our mandate | |
|---|---|
| Initiative 8:  Develop clear, plain language policies | |
| Action A: Review priority policies to reflect TSHC values and principles | |
| Ongoing<br>• Policy improvement initiative<br>• Develop policy implementation guidance materials | |
| Time limited/Projects<br>• Develop corporate policy framework and plan/priorities<br>• Implement policy improvement initiatives for Use of Space and Tenant Action Fund<br>• Post-transition Policy clean up | Expected Completion<br>Q4 2023<br>Q4 2023<br>Q4 2023 |

| Enabler 1:  Organizational excellence |
| :---: |
| **To strive for organizational excellence to ensure effective and efficient delivery of our mandate** |
| **Initiative 9: Use technology effectively** |
| **Action A: Make best uses of processes and data in HoMES system** |

| Ongoing | |
| :--- | :---: |
| • Participating in IT Operational Steering Committee | |
| • Continue Improving data analytics and reporting | |

| Time limited/Projects | Expected Completion |
| :--- | :---: |
| • Internet contract renewal | Q2 2023 |
| • Current SharePoint Clean up/management | Q3 2023 |
| • Email consolidation and Office 365 deployment (Timeline TBC) | Q3 2023 |
| • Identify opportunities for mobile computing | Q4 2023 |
| • Identification of TSHC HoMES requirement | Q4 2023 |
| • Participant in intranet solution refresh RFP | Q4 2024[+] |

# Enabler 2: Employer of choice

## To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

### Accountability: Director, People and Culture

| Strategic Initiative | Actions |
|---|---|
| 1. Develop and implement a talent strategy | A. Identify, attract, recruit, and keep top talent<br>B. Review total compensation strategy to keep a competitive edge<br>C. Provide opportunities for growth and development to support staff in reaching their desired career goals |
| 2. Embrace equity, diversity and inclusion (EDI) | A. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace<br>B. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion |
| 3. Create a positive culture with engaged employees | A. Develop and implement approaches for employee engagement at the local, regional, and corporate level<br>B. Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff |
| 4. Foster continuous learning and improvement | A. Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles<br>B. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services |
| 5. Innovation to respond to a changing workplace | A. Review health, safety and wellness policies and programs to create a heightened "safety first" and "wellness" culture<br>B. Develop and implement programs and initiatives to support employee health and well-being |

| Enabler 2: Employer of choice | |
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| **To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff** | |
| **Initiative 1: Develop and implement a talent strategy** | |
| **Action A: Identify attract, recruit, and retain top talent** | |
| Ongoing<br>• On-going recruitment<br>• Monitoring implementation to ensure the recruitment and retention of top talent | |
| Time limited/Projects | Expected Completion |
| • Review of current recruitment program and processes | Q3 2024 |
| • Review of employment offer letters | Q3 2024 |
| • Review of JD's to ensure they include the key knowledge and skills required | Q3 2024 |
| • Review of Job assessments to ensure there are no systemic barriers in the process and are reflective of the desired skills required | Q3 2024 |
| **Action B: Review of total compensation strategy to maintain a competitive edge** | |
| Ongoing<br>• Periodic review of total compensation strategy | |
| Time limited/Projects | Expected Completion |
| • Review and make necessary adjustments to the salary bands to ensure competitiveness | Q2 2023 |
| • Review and update of policies in relation to vacations, leaves and hours of work (e.g., hybrid work model) | Q3 2023 |
| • Review of management/exempt benefits programs | Q2 2024 |
| **Action C: Provide opportunities for growth and development to support staff in reaching their desired career goals** | |
| Ongoing<br>• Promotion of the Tuition Reimbursement Program | |
| Time limited/Projects | Expected Completion |
| • Development of a front-line training program to assist in the advancement of the skills required to move to a different position | Q3 2024 |
| • Development of a succession planning program, inclusive of all levels of the organization | Q3 2024 |

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| **To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff** |

| Initiative 2: Embrace equity, diversity and inclusion |
|---|

| **Action A: Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace** | |
|---|---|
| Ongoing | |
| Time limited/Projects | Expected Completion |
| • Creation of an EDI framework & strategy | Q2 2024 |
| • Ensure policies are written in plain language and are AODA compliant | Q4 2024[+] |
| • Review and update policies to be inclusive and remove any systemic barriers | Q4 2024[+] |

| **Action B: Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion** | |
|---|---|
| Ongoing | |
| Time limited/Projects | Expected Completion |
| • Develop training program to support the implementation of the EDI overall strategy, including CABR Anti-Black Racism training | Q3 2024 |

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| **To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff** | |
| **Initiative 3: Create a positive work culture with engaged employees** | |
| **Action A: Develop and implement approaches for employee engagement at the local, regional, and corporate level** | |
| Ongoing<br>• Develop and implement approaches which test innovative ideas through collaborative teamwork | |
| Time limited/Projects<br>• Employee engagement and EDI survey<br>• Action plans following the results of the survey | Expected Completion<br>Q1 2024<br>Q2 2024 |
| **Action B: Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff** | |
| Ongoing<br>• Regular labour management meetings to proactively respond to issues as they arise including grievances and harassment complaints | |
| Time limited/Projects | Expected Completion |

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| **To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff** |
| **Initiative 4: Foster continuous learning and improvement** |

| Action A: Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles | |
|---|---|
| Ongoing<br>• Support ongoing learning and coaching on performance management | |
| Time limited/Projects<br>• Provide training and learning on employee and labour relations | Expected Completion<br>Q4 2023 |
| **Action B: Develop, implement and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services** | |
| Ongoing<br>• On-boarding of new staff | |
| Time limited/Projects<br>• Create an onboarding program specific to TSHC for all new hires<br>• Support the creation of job specific orientation programs<br>• Assist in the development of job specific skill enhancement training programs | Expected Completion<br>Q3 2023<br>Q3 2024<br>Q3 2024 |

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| **To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff** |  |
| **Initiative 5: Innovation to respond to a changing workplace** |  |
| **Action A: Review health, safety and wellness policies and programs to create a heightened "safety first" and "wellness" culture** |  |
| Ongoing<br>• Provide support for JHSC members |  |
| Time limited/Projects<br>• Review and update of Health and Safety policies | Expected Completion<br>Q4 2024[+] |
| **Action B: Develop and implement programs and initiatives to support employee health and well-being** |  |
| Ongoing<br>• Continued promotion of the Employee and Family Assistance Plan<br>• Continuing to promote a culture that is inclusive and where staff feel they belong |  |
| Time limited/Projects<br>• Psychological safety and mental wellness program<br>• Review of respectful workplace policies | Expected Completion<br>Q4 2024[+]<br>Q4 2024[+] |