

Toronto Seniors Housing Corporation Interim Strategic Directions

Expected Outcomes linked to Strategic Initiatives and
Actions and Proposed Metrics

Updated July 6, 2023





Strategic Objective 1: An Excellent Landlord

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

Strategic Initiative 1: Promote safety and security in our buildings and communities

Action	Proposed Metrics	Expected Outcomes
a. Implement recommendations of Safety and Security Quality Improvement Project(QIP)	<ul style="list-style-type: none">• # of Safety Incidents (broken down by category)• Tenant Satisfaction % – Safety and Security• Percentage of commitments, developed through the QIP, which have been implemented to improve safety and security	<p>Draft metrics and KPIs to come from QIP, e.g., percentage decrease in safety incidents (pick which type of incidents to monitor)</p> <p>Increased tenant satisfaction re: safety and security based on Senior Tenant Experience Survey</p>
b. Develop partnerships with safety and security organizations in the broader community	<ul style="list-style-type: none">• # of Safety Audits completed, prioritized, and actioned	<p>Percent of prioritized recommendations from safety audits adopted</p>
c. Conduct regular safety audits and carry out recommendations		



Strategic Objective 1: An Excellent Landlord

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

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

Action	Proposed Metrics	Expected Outcomes
a. Conduct Annual Unit Inspections	<ul style="list-style-type: none"> • NA 	Completion of Annual Unit Inspections
b. Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	<ul style="list-style-type: none"> • # of Pest Treatment Requests (broken down by pest type) • Tenant Satisfaction % – Cleanliness and Maintenance 	Percentage decrease in the number of pest treatment requests
c. Support tenant accessibility needs in the buildings and units	<ul style="list-style-type: none"> • # of Accessibility Projects Completed 	Percentage of approved accessibility projects completed in buildings
d. Provide timely response to maintenance requests	<ul style="list-style-type: none"> • % of Staff Work Orders Completed within the Service Standard • % of Vendor Work Orders Completed within the Service Standard 	<p>Percentage increase of work orders completed within the Service Standard</p> <p>Improved quality of work orders (future development)</p>
e. Provide high standards of cleanliness in and around the buildings	<ul style="list-style-type: none"> • # of Clean Building Inspections Completed • Average Clean Score 	Percentage of buildings with a cleaning score above 96% (TBC)
f. Prepare empty units for new tenants	<ul style="list-style-type: none"> • % of Units that met Turnover Standard (60-day turnover) 	Percentage increase of units that met turnover standard
g. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	<ul style="list-style-type: none"> • Approved annual capital plan • Changes in approved capital plan communicated to tenants 	Percentage of approved capital plan initiatives completed and communicated to tenants (Under Development)



Strategic Objective 1: An Excellent Landlord

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

Strategic Initiative 3: Work with tenants to support stable tenancies

Action	Proposed Metrics	Expected Outcomes
a. Support tenants to understand their rights and responsibilities in their lease	<ul style="list-style-type: none">Senior Tenant Experience Survey – understanding of rights and responsibilities	Percentage increase in number of tenants who have a better understanding and their role in key aspects of lease, rights and responsibilities (measured through Senior Tenant Experience Survey)
b. Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility	<ul style="list-style-type: none"># of Loss of Eligibility due to Incomplete Information (<i>Under Development</i>)# of Outstanding Rent Reviews	Percentage decrease in tenants who lose RGI eligibility due to incomplete information
c. Reduce incidents of cluttering or hoarding	<ul style="list-style-type: none"># of units with moderate or excessive clutter (hoarding) in annual unit inspection	Percentage decrease in number of units with moderate or excessive clutter (hoarding)
d. Work with tenants to prevent evictions for arrears or other reasons	<ul style="list-style-type: none"># of Tenants in Arrears (broken down by # of tenants in <u>managed</u> arrears and # of tenants in <u>unmanaged</u> arrears)# of Evictions Enforced due to Arrears# of Evictions Enforced for Cause	Percentage decrease of number of evictions resulting from arrears and/or cause



Strategic Objective 2: Tenant Engagement

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

Strategic Initiative 1: Engage tenants in their communities and create opportunities for tenant voices

Action	Proposed Metrics	Expected Outcomes
a. Review policies that support tenant-led programs and projects (e.g., Tenant Action Fund and Use of Space)	<ul style="list-style-type: none">• # of Tenant-led Programs	Approved updated tenant-facing policies
b. Streamline administrative processes including funding	<ul style="list-style-type: none">• Total Value of Tenant Action Funds Distributed• Time for tenants to receive funding (Under Development)	Decrease in the time for tenants to receive funding to support their initiatives
c. Build ability for tenants to develop and lead programming in their communities	<ul style="list-style-type: none">• # of Programs/Activities per Building	Percentage increase in the number of programs and initiatives led by tenants Percentage increase in the perception of tenant engagement within their communities via the Senior Tenant Experience Survey



Strategic Objective 2: Tenant Engagement

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

Strategic Initiative 1: Engage tenants in their communities and create opportunities for tenant voices

Action	Proposed Metrics	Expected Outcomes
d. Work with tenants in the development of a new tenant engagement model	<ul style="list-style-type: none">• Metrics to be informed by and identified upon the development of a new tenant engagement model	New tenant engagement model with tenant input approved and implemented
e. Enable input through a variety of methods, e.g., building and regional meetings, focus groups, and tenant satisfaction surveys	<ul style="list-style-type: none">• # of Events/Consultations/Town Halls/Listening Tours/Focus Groups Held• # of Regional Tenant Leadership Meetings• # of tenants engaged	Percentage increase in satisfaction rate re: tenant engagement and the type of mechanisms used as measured through Senior Tenant Experience Survey



Strategic Objective 2: Tenant Engagement

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

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

Action	Proposed Metrics	Expected Outcomes
a. Carry out recommendations of Staff and Tenant Relations Quality Improvement Project(QIP)	<ul style="list-style-type: none">Number of commitments, developed through the QIP, which have been implemented to improve staff and tenant relationships	Increased tenant satisfaction based on Senior Tenant Experience Survey, focus on environment of respect, trust and inclusiveness
b. Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model (ISM) for tenants	<ul style="list-style-type: none"># of Issues of Seniors Speak and # of issues with tenant input# of Issues of Community LetterTenant Satisfaction % - Communication	Percentage of tenants who were able to receive and access the information and were pleased with the two-way communication tactics (through Senior Tenant Experience Survey)
c. Improve accessibility by working to provide translation and interpreter services, and support for tenants with visual, hearing or other limitations to enable participation of tenants	<ul style="list-style-type: none"># of tenants using translation and interpreter services (Under Development)# of tenants using/needing visual or hearing services (Under Development)	Percentage increase in number of tenants engaged because of the increase of translation, interpreter, visual, hearing and other supports provided



Strategic Objective 2: Tenant Engagement

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

Strategic Initiative 3: Communicate effectively with our tenants and other stakeholders

Action	Proposed Metrics	Expected Outcomes
a. Develop communications strategy, including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging	<ul style="list-style-type: none">• # of publications translated into # of languages• Online engagement: website traffic data, social media click rates, open rates, followers, impressions etc. (Under Development)• Feedback from tenants and staff re: communications via surveys	Increased effectiveness of communication tactics as measured through employee engagement survey and Tenant Experience Survey



Strategic Objective 3: Partnerships

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

Strategic Initiative 1: Facilitate access to priority health and community support services

Action	Proposed Metrics	Expected Outcomes
a. Maintain and create new partnerships to help senior tenants access the support and services they need and want	<ul style="list-style-type: none">Results of evaluation of service providers and other partnerships (Under Development), which include how well the service providers worked with staff and tenants	<p>Percentage increase in programs and services offered through each partnership which meet the needs of senior tenants</p> <p>Positive results from assessment of partnerships</p>



Strategic Objective 3: Partnerships

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

Strategic Initiative 2: Support service provider-led programs and initiatives

Action	Proposed Metrics	Expected Outcomes
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 well-being	<ul style="list-style-type: none">• # of Service Provider-led Programs• # of tenants participating in Service Provider-led Programs (under development)	Percentage increase in community partnerships which support community development and tenant wellbeing.



Strategic Objective 4: Innovation

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

Strategic Initiative 1: Partner and build relationships to research and test emerging trends and new practices

Actions	Proposed Metrics	Expected Outcomes
a. Collaborate on innovation with tenants, with experts and researchers in seniors social housing	• # of innovations undertaken/implemented	Increased number of innovations undertaken/implemented as a result of successful research, partnerships and external relationships
b. Evaluate and share learning from TSHC's innovative practices	• # of innovative practices shared by TSHC	Increased number of innovative practices shared by TSHC



Strategic Objective 4: Innovation

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

Strategic Initiative 2: Design and begin implementing an evaluation of TSHC

Actions	Proposed Metrics	Expected Outcomes
a. Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions	NA	Funding successfully secured; project developed in partnership with program evaluation funders

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

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
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	<ul style="list-style-type: none"> • # of Board and Committee Meetings • # of training programs/modules Board members received • Board Self-evaluation Results 	<ul style="list-style-type: none"> • Degree of effectiveness and performance of the Board via self-evaluation re: Governance foundations, principles, and structure; Board responsibilities and oversight; Board processes; and Board effectiveness
2. Meet the requirements of our Shareholder Direction and the City as housing manager	a. Establish clarity on responsibilities and reporting expectations with the City as housing manager b. Ensure regular and annual reporting requirements are met	<ul style="list-style-type: none"> • Annual Report and Letter to the Shareholder • % of Units that Are Vacant (Vacancy Rate) • % of Units that Are Occupied (Occupancy Rate) • Total amount of arrears (TBC) 	<ul style="list-style-type: none"> • High degree of shareholder satisfaction of TSHC evaluation and annual reporting of achievements and results against strategic goals and timelines, and efficiency and effectiveness of business functions and processes
3. Collaborate with TCHC	a. Develop relationship management agreements to support a positive working relationship	NA	<ul style="list-style-type: none"> • New agreements in place • TCHC and TSHC satisfaction with the partnership

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate (cont'd)

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
4. Manage our financial resources responsibly	<ol style="list-style-type: none"> Work with TCHC and the City on annual budget process Implement sound financial management and accountability 	<ul style="list-style-type: none"> Financial Results (Actual vs. Forecast) Total revenue—forecast and actual Total expenditures forecast and actual Cash balance vs. projected 	<ul style="list-style-type: none"> Budget is approved/balanced, Financial resources are managed according to best financial management practices; external auditor is satisfied with results
5. Identify and reduce risks	<ol style="list-style-type: none"> Develop a TSHC risk and mitigation plan Ensure effective business continuity and emergency response 	NA	<ul style="list-style-type: none"> Initial risk identification and mitigation plans approved by the Board; annual report to the Board on risk management and mitigation Successful business continuity and emergency response
6. Be informed by data and driven by performance commitments	<ol style="list-style-type: none"> Improve access to quality data and apply data analytics Develop performance metrics and targets for reporting at all levels 	<ul style="list-style-type: none"> Establishment of performance metrics and dashboards at all levels 	<ul style="list-style-type: none"> Strategic directions reviewed and revised based on data to continue to meet and adapt to the needs of the tenants

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate (cont'd)

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
7. Improve service quality in areas important to our tenants	a. Implement priority quality improvement projects	<ul style="list-style-type: none"> • # of Quality Improvement Projects Completed • # of Recommendations 	<ul style="list-style-type: none"> • Percentage increase of tenant satisfaction of service quality and delivery by TSHC
8. Develop clear, plain language policies	a. Review priority policies to reflect TSHC values and principles	<ul style="list-style-type: none"> • # of Internal Policies Created/Reviewed 	<ul style="list-style-type: none"> • Increased understanding by tenants and TSHC staff of TSHC policies as measured through surveys.
9. Use technology effectively	a. Make best use of processes and data in the HoMES system	<ul style="list-style-type: none"> • % of staff received HoMES training 	<ul style="list-style-type: none"> • Increased extraction and analysis of data from HoMES

Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
1. Develop and implement a talent strategy	<ol style="list-style-type: none"> Identify, attract, recruit, and keep top talent Review total compensation strategy to keep a competitive edge Provide opportunities for growth and development to support staff in reaching their desired career goals 	<ul style="list-style-type: none"> Vacancy rate Turnover rate 	<ul style="list-style-type: none"> Talent strategy and implementation timelines developed with measurable outcomes over time Maintaining a vacancy rate of 3% Increased employee retention and reduced turnover rates
2. Embrace equity, diversity and inclusion (EDI)	<ol style="list-style-type: none"> Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion 	<ul style="list-style-type: none"> Staff Diversity gathered through the EDI Survey, metrics to be determined (under development) Diversity within people leaders (under development) Diversity within leadership roles (under development) 	<ul style="list-style-type: none"> Increased diversity of TSHC staff Increased awareness of diversity and belonging of staff measured through the Employee Engagement and EDI Survey
3. Create a positive culture with engaged employees	<ol style="list-style-type: none"> Develop and implement approaches for employee engagement at the local, regional, and corporate level Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff 	<ul style="list-style-type: none"> Results of Employee Engagement Survey 	<ul style="list-style-type: none"> Measurable increase in employee satisfaction that innovation is supported, as measured through Employee Engagement Survey

Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
4. Foster continuous learning and improvement	<ol style="list-style-type: none"> Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services 	<ul style="list-style-type: none"> # of training opportunities offered Participation rate of training 	<ul style="list-style-type: none"> Quality of training and direct application to job measured through Employee Engagement Survey Percentage of TSHC staff who have been trained on serving seniors, accessibility, confronting anti-black racism, anti-ageism and promoting equity, diversity and inclusion
5. Innovation to respond to a changing workplace	<ol style="list-style-type: none"> Review health, safety and wellness policies and programs to create a heightened “safety first” and “wellness” culture Develop and implement programs and initiatives to support employee health and well-being 	<ul style="list-style-type: none"> Results of Employee Engagement Survey 	<ul style="list-style-type: none"> Increased satisfaction with support for staff well-being, health and safety as measured through the Employee Engagement Survey