Toronto Seniors Housing Corporation
2023-2025 Strategic Plan Roadmap
Updated Q1 2025

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 B. Develop partnerships with safety and security organizations in the broader community C. Conduct regular safety audits and carry out recommendations
2. Provide clean and well-maintained buildings and units	A. Conduct annual unit inspections B. Improve effectiveness of pest management by carrying out recommendations from the Quality improvement project C. Support tenant accessibility needs in the buildings and units D. Provide timely response to maintenance requests E. Provide high standards of cleanliness in and around the buildings F. Prepare empty units for new tenants 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 B. Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility C. Reduce incidents of cluttering or hoarding D. Work with tenants to prevent evictions for arrears or other reasons

Objective 1: An excellent landlord
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 Quality Improvement Project (QIP)

Ongoing

Time-limited/Projects	Expected Completion
• ~~Complete Safety and Security QIP~~	~~Q3 2023 (completed)~~
• Assess feasibility of doing a pilot project in highest call buildings	Q3 2025– TCHC dependency

Action B: Develop partnerships with safety and security organizations in the broader community

Ongoing
- Oversite of CSU provision of service to TSHC
- Community Safety Advisor continues to connect with Toronto Fire and Toronto Police Services
- Streamline process for tenants to report security/safety incidents – TCHC

Time-limited/Projects	Expected Completion
• ~~Develop a business case to support additional level of CSA to provide service to all 83 buildings~~	~~Q4 2023 – TCHC (completed Q3 2023)~~
• ~~Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings~~	~~Q4 2024 -TCHC dependency~~

Action C: Conduct regular safety audits and carry-out recommendations

Ongoing
- Work with CSU to complete safety audits every three years with tenant participation   TCHC - TBD
- TSHC to acknowledge safety audit findings within 30 days
- Work with TCHC to develop a plan for TCHC implementation of recommendations beyond TSHC scope - TCHC CSU

Time-limited/Projects	Expected Completion
• ~~Work with TCHC to develop a schedule for building safety audits~~	~~Q4 2023 (completed)~~

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 A: Conduct Annual Unit Inspections

Ongoing

- Implement findings from unit inspections
- Referrals for vulnerable tenants

Time-limited/Projects	Expected Completion
• Annual Unit Inspections, including pests and balcony clutter	~~Q4 2023 (completed)/Q4 2024(completed)~~/Q4 2025

Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project

Ongoing

Implement Pest Management QIP recommendations in the areas of:

- Analytics
- Prevention
- Treatment
- Tenant Support and Participation
- High Risk Buildings

Time-limited/Projects	Expected Completion
• ~~Integrated Pest Management Database and Analytics Tool~~	~~Q2 2023 (completed)~~
• ~~Identify automation opportunities for data collection and analysis~~	~~Q3 2023 (completed)~~
• ~~Expand annual unit inspections to include inspection for pest~~	~~Q4 2023 (completed)~~
• ~~Complete and evaluate the full building pilot~~	~~Q4 2023 (completed)~~
• Develop a business case for in-house pest management	Multi-year (2026+)

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 C: Support tenant accessibility needs in buildings and units

Ongoing

- Ongoing data collection and analysis
- Work with R-PATH to effectively deliver recommendations
- Assist tenants through the process of the application

Time-limited/Projects	Expected Completion
- ~~Hire an intake specialist (accessibility)~~	~~Q2 2023 (completed)~~

Action D: Provide timely response to maintenance requests

Ongoing

- Ongoing data collection and analysis
- Continue to meet the standard response to maintenance requests.
- To provide TCHC with regular reports for vendors that are under-delivering

Time-limited/Projects	Expected Completion
- ~~Determine response time for urgent vs regular requests~~	~~Q3 2023 (completed)~~
- Building Maintenance Service Standard QIP	Q4 2025

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 E: Provide high standards of cleanliness in and around buildings	

Ongoing
- Regular building cleaning according to the schedule
- Use HoMES clean building inspection quarterly and follow up on findings.
- Quarterly reporting for all actions

Time-limited/Projects	Expected Completion

Action F: Prepare empty units for new tenants	

Ongoing
- Continue to meet 60-day turnaround target timeframe as established with the City
- Provide quarterly reports to QTEC

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

Ongoing
- Provide quarterly reports to QTEC
- Capital plan will be part of building presentations to tenants

Time-limited/Projects	Expected Completion
Establish an annual capital plan with TCHC	~~Q3 2023(completed)/Q3 2024 (completed)/~~Q3 2025

Objective 1: An excellent landlord
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

- Collaborate with staff to review and make recommendations to streamline the leasing process
- Train frontline staff to respond to typical questions (e.g. via Resource Centre, Welcome Package, etc.)

Time-limited/Projects	Expected Completion
• ~~New leasing package and orientation for tenants~~	~~Q4 2024(completed)~~
• ~~Improve safe channels for tenants to express concerns about interactions with staff via the updated Tenant Complaint Process.~~	~~Q2 2024 (completed)~~

Action B: Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility

Ongoing

- Ongoing education for tenants on RGI requirements

Time-limited/Projects	Expected Completion
• ~~Enhanced RGI training for staff to be added to the TSHC training plan~~	~~Q2 2024 (completed)~~

Action C: Reduce incidents of cluttering or hoarding

Ongoing

- Support the complex tenants and the community
- Manage a complex tenancy team to support complex tenants
- Develop a tracking sheet for touch points for complex tenancies
- Referral from regional teams and SSHA

Time-limited/Projects	Expected Completion

Objective 1: An excellent landlord
To provide safe, clean and well-maintained buildings and to support stable tenancies
Initiative 3: Work with tenants to support stable tenancies
Action D: Work with tenants to prevent evictions for arrears or other reasons

Ongoing
- Work with tenants to resolve arrears
- 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~~	~~Q2 2024 (completed)~~

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) B. Streamline administrative processes including funding C. Build ability for tenants to develop and lead programming in their communities D. Work with tenants in the development of a new tenant engagement model 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 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 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
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	
Ongoing	
Time-limited/Projects	**Expected Completion**
• ~~Review and update the Tenant Funds Distribution Policy to support tenant engagement~~	~~Q4 2023 (completed)~~
• ~~Review and update Use of Space policies~~	~~Q3 2024 (completed)~~
• Review and update the Use of Space for Agencies Policy	Q1 2026
Action B: Streamline administrative processes, including funding	
Ongoing	
• Review tenant activities funding requests. Review and approve the Use of Community Space applications	
Time-limited/Projects	**Expected Completion**
• ~~Streamline tenant activities funding and distribution process~~	~~Q1 2024 (completed)~~
• ~~Implement the new Community Activities Fund policy and the process.~~	~~Q2 2024 (completed)~~
Action C: Build ability for tenants to develop and lead programming in their communities	
Ongoing	
• Support tenant initiatives on an ad hoc basis	
Time-limited/Projects	**Expected Completion**
• Introduce Volunteer Development Program	Q3 2025

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

- Implement a new tenant engagement model when approved

Time-limited/Projects	Expected Completion
• ~~Complete the project to design a new tenant engagement model~~	~~Q4 2023 (completed)~~

Action E: Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys

Ongoing

- Coordinate annual building meeting process (one building per year)
- Hold focus groups, workshops, etc., with tenants on an ad hoc basis. Host three regional tenant volunteer meetings (continuous feedback for continuous improvement)
- Coordination of Senior Tenants Advisory Committee (STAC) meetings
- Identify Community Connect+ tenant volunteers at the building level

Time-limited/Projects	Expected Completion
• ~~Develop an approach for annual building meetings~~	~~Q4 2023 (completed)~~
• ~~Develop an implementation table and plan with tenants~~	~~Q1 2024 (completed)~~
• ~~Identify Community Connect + Regional-level tenant volunteers~~	~~Q1 2024 (completed)~~

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
- 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.
- Minimize turn-over of building site staff within the provisions of the collective agreement

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
- Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby, including the use of alternate forms of communication to text, such as videos and YouTube

Time-limited/Projects	Expected Completion
• ~~Introduce email subscription service to tenants~~	~~Q4 2024 (completed)~~
• ~~Introduce tenant bulletin boards~~	~~Q4 2024 (completed)~~
• Introduce City Led Wi-Fi pilot project in 19 selected common rooms across sites	Q4 2025

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 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 volunteers

Time-limited/Projects	Expected Completion
- ~~Pilot tenant roundtables i.e., one building per region~~	~~Q4 2024 (completed)~~

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

- Provide translation and interpreter services
- Support tenants with visual or hearing limitations

Time-limited/Projects	Expected Completion
- ~~In collaboration with other departments to develop standard guidelines to support language and accessibility supports~~	~~Q1 2024 (completed)~~

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

- Publish Seniors Speak/Community Letter/Video
- Publish Staff Bulletin
- Staff Town Halls
- Supporting all internal and external communications, including staff, tenants, and media relations and major deliverables such as the annual report.
- Communications/Videos to support other activities
- Social media management
- Future CEO tenant engagement activities
- Posters/documents creation, updating and translation
- Internet and Intranet creation, maintenance and design
- Email subscription for tenants
- CEO Tour
- Support to current branding standards

Time-limited/Projects	**Expected Completion**
~~Listening Tours~~	~~Q2 2023 (completed)~~
~~Annual Report~~	~~Q2 2023 (completed)/Q2 2024 (completed)~~/Q2 2025
~~Staff onboarding package~~	~~Q1 2024 (completed)~~
~~Staff survey and Tenant survey~~	~~Q1 2024 (tenants) (completed)~~
~~MS Office and SharePoint roll-out support~~	~~Q3 2023 (completed)~~
~~Annual United Way campaign~~	~~Q4 2023/Q3 2024 (completed)~~
Intranet upgrade	Q2 2025 (TCHC dependent)

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
- Evaluate services with respect to meeting the senior tenants' needs
- Introduce and maintain building profiles through avenues such as tenant town halls to increase awareness of community programs and services available to tenants
- Participate and support the City's divisions to enhance their position on providing services to TSHC tenants

Time-limited/Projects	Expected Completion
- ~~Develop new partnership agreements that includes reporting metrics~~	~~Q3 2024 (completed)~~
- Develop and implement a tenant participation satisfaction survey	Q1 2025
- ~~Develop building profiles for staff, community partners, and tenants to better understand available programming.~~	~~Q4 2024 (completed)~~

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

Ongoing

- Maintain current partnerships that provide programs in our housing communities
- Create new partnerships that provide programs in our housing communities
- Continue Toronto Public Library Community Librarian Program to encourage e-literacy for seniors
- Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and Use of Community Space policy

Time-limited/Projects	Expected Completion
• Select and introduce three health and wellness pilot sites (through the Partnership table)	Q4 2025

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 build relationships to research and test emerging trends and new practices	A. Collaborate on innovation with tenants, experts and researchers in seniors social housing 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 from 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 2024 (completed)~~
~~Partner with Toronto Metropolitan University to develop student partnership on the annual building meeting process~~	~~Q4 2023 (completed)~~
~~Partner with Humber College to develop an Alternative Dispute Resolution program for skill development for staff and mediation with tenants (two students per semester)~~	~~Q4 2023 (completed)~~
~~Establish research partnership 1 with U of T Capstone Study (until April, 2025)~~	~~Q4 2024 (completed Q3 2024)~~
~~Establish research partnership 2 with Women's Age Lab~~	~~Q4 2024 (completed)~~
~~Establish research partnership 3 with Sheridan College project on anti-bullying among seniors (until October 2025)~~	~~Q2 2025 (completed Q4 2024)~~
Establish research partnership 4	Q4 2025
Establish research partnership 5	Q4 2025

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 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 (completed)~~
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	
• Scope program evaluation	Q1 2026
• Identify funding opportunities	Q4 2026
• Identify evaluation partners	Q2 2027
• Preliminary evaluation design	Q4 2027

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 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 B. Implement sound financial management and accountability
5. Identify and reduce risks	A. Develop a TSHC risk and mitigation plan 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 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 (completed)~~
- ~~Participate in the Strategic Financial Sustainability Plan~~	~~Q3 2023 (completed)~~
- ~~Develop and implement Board Committee Membership and Chairs Process~~	~~Q4 2023 (completed)~~
- ~~Hire a Board Secretary to manage Board processes and activities~~	~~Q1 2024 (completed)~~
- ~~New member orientation~~	~~Q4 2023 (completed)~~
- Assess agenda and materials and review committee processes	Q2 2025
- Select governance best practices standard and governance review	Q3 2025
- Skills matrix for Board members	Q2 2025
- Full strategic planning process	Q4 2025
- Review the Committee's Terms of Reference (TOR)	Q4 2025

• Renewed TSHC strategy	Q4 2025

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	**Expected Completion**
• ~~Discussion on agreement and reporting requirements with the City~~	~~Q3 2024 (completed)~~

Action B: Ensure regular and annual reporting requirements are met

Ongoing	
• Service Manager Reporting	
• ISM Accountability Framework Reporting	
Time-limited/Projects	**Expected Completion**
• Annual Report and Annual General Meeting Requirements	~~Q2 2023 (completed)/Q2 2024 (completed)~~/Q2 2025

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

- Support joint steering committee
- Service management planning
- Regular touchpoints with TCHC/TSHC Service Providers

Time-limited/Projects	Expected Completion
• ~~Complete a report card for existing agreements with TCHC~~	~~Q4 2023 (completed)~~
• Update to existing legal relationship	Q4 2025
• Clarify future legal relationship	Q2 2025
• Update to financial arrangement with TCHC	Q2 2025

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 – 2024~~	~~Q3 2023 (completed)~~
• ~~Present draft budget to the Board – 2024~~	~~Q4 2023 (completed)~~
• ~~Budget finalizing – 2024~~	~~Q1 2024 (completed)~~
• ~~Budget planning – 2025~~	~~Q3 2024 (completed)~~
• ~~Present draft budget to the Board – 2025~~	~~Q4 2024 (completed)~~
• Budget finalizing – 2025	Q1 2025
• Budget planning – 2026	Q3 2025
• Present draft budget to the Board – 2026	Q4 2025
• Budget finalizing – 2026	Q1 2026
Action B: Implement sound financial management and accountability	
Ongoing	
• Review actuals against budget	
• On-going procurement and vendor management	
• On-going relationship with TCHC and reconciliation	
• Prepare monthly financial information for the management team	
• Prepare monthly financial information for Board meeting	
Time-limited/Projects	**Expected Completion**
• ~~Participate in a short-term strategic financial sustainability approach~~	~~Q3 2023 (completed)~~

Enabler 1: Organizational excellence 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	**Expected Completion**
• Develop a high-level risk management scope and assessment • Conduct a comprehensive risk assessment and implement mitigation plan • Review Emergency Response Plan	Q1 2025 Q2 2025 Q3 2025
Action B: Ensure effective business continuity and emergency response	
Ongoing • Participate in business continuity exercises • Incident/emergency response	
Time-limited/Projects	**Expected Completion**
• Develop a business continuity plan	Q4 2025
• Support the development of a Crisis Management Plan for Cybersecurity with TCHC	TBD

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

- Improve skills, resources, and tools (capability)

Time-limited/Projects	**Expected Completion**
• Develop a data analytics plan, including new data management	Q4 2025
• Review KPIs	Q3 2025

Action B: Develop performance metrics and targets for reporting at all levels

Time-limited/Projects	**Expected Completion**
• ~~Define performance metrics~~	~~Q2 2023 (completed)~~
• ~~Develop a dashboard~~	~~Q3 2023 (completed)~~
• ~~Conduct Senior Tenant Experience Survey~~	~~Q2 2024 (completed)~~

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 (QIPs)

Ongoing

- Complete three initial QIPs
- On-going monitoring of QIP activities

Time-limited/Projects	Expected Completion
• ~~Establish a process for monitoring and implementing existing QIPs~~	~~Q2 2023 (completed)~~
• ~~Conduct lessons learned on existing QIP~~	~~Q2 2023 (completed)~~
• ~~Review and adapt QIP approach~~	~~Q3 2024 (completed)~~
• ~~Identify future QIPs (Maintenance)~~	~~Q1 2025 (completed Q4 2024)~~

Enabler 1: Organizational excellence
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
- Policy improvement initiative
- Develop policy implementation guidance materials
- Engage departments in an annual policy planning process

Time-limited/Projects	**Expected Completion**
~~Develop a corporate Policy Management Framework and plan/priorities~~	~~Q1 2024 (completed)~~
~~Review and update the Human Rights Policy~~	~~Q3 2024 (completed)~~
~~Establish a TSHC Policy Inventory to keep track of all policies~~	~~Q2 2024 (completed)~~
~~Develop an annual Policy Development/Review Plan/Schedule~~	~~Q2 2024 (completed)~~
~~Develop an Access to Information Process~~	~~Q1 2024 (completed)~~
~~Develop a TSHC Accessibility Plan~~	~~Q4 2023 (completed)~~
Review and update the tenant Human Rights Complaint Procedure	Q1 2025
Review and update the Fraud Prevention Policy	Q1 2025
Post-transition Policy clean-up	Q2 2025
Review and update the Translation and Interpretation Policy	Q2 2025
Develop the Tenant Transfer Policy	Q4 2025
Review and update the Accessibility Policy	Q4 2025
Review and update the Accessible Customer Service Policy	Q1 2026

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
- Identify opportunities for mobile computing
- Identification of TSHC HoMES requirements

Time-limited/Projects	Expected Completion
- ~~Internet contract renewal~~	~~Q2 2023 (completed)~~
- ~~Email consolidation and Microsoft 365 deployment~~	~~Q1 2024 (completed)~~
- ~~Explore opportunities for paperless tenant document management~~	~~Q2 2024 (completed)~~
- Participate in intranet solution refresh	Q2 2025
- Current SharePoint clean-up/management	Q2 2025
- Identify TSHC technology opportunities	Q2 2025
- Participate in End-User Device Refresh	TBD (TCHC dependent)

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 B. Review total compensation strategy to keep a competitive edge 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 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 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 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 B. Develop and implement programs and initiatives to support employee health and well-being

Enabler 2: Employer of choice
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

- On-going recruitment
- 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 (completed)~~
Review of employment offer letters	Q2 2025
Review of JD's to ensure they include the key knowledge and skills required	Q3 2025
Review of Job assessments to ensure there are no systemic barriers in the process and are reflective of the desired skills required	Q4 2025

Action B: Review of total compensation strategy to maintain a competitive edge

Ongoing

- Periodic review of total compensation strategy
- Development of a front-line training program to assist in the advancement of the skills required to move to a different position

Time-limited/Projects	Expected Completion
~~Review and make necessary adjustments to the salary bands to ensure competitiveness~~	~~Q2 2023 (completed)~~
~~Approval of prioritized updated People and Culture Policies~~	~~Q4 2024 (completed)~~
~~Implementation of City Council direction regarding executive compensation~~	~~Q1 2024 (completed)~~
~~Review of management/exempt benefits programs~~	~~Q2 2024 (completed)~~

Enabler 2: Employer of choice

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 C: Provide opportunities for growth and development to support staff in reaching their desired career goals

Ongoing

- Promotion of the Tuition Reimbursement Program

Time-limited/Projects	**Expected Completion**
• ~~Development of a succession planning program, inclusive of all levels of the organization~~	~~Q4 2024 (completed)~~
• Launch and implement a succession planning program	Q2 2025

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

- Review and update policies to be inclusive and remove any systemic barriers

Time-limited/Projects	**Expected Completion**
• Ensure policies are Accessibility for Ontarians with Disabilities Act (AODA) compliant	Q4 2025

Action B: Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion

On-going

- Deliver on-going diversity training

Time-limited/Projects	**Expected Completion**
• ~~Launch Accessibility for Ontarians with Disabilities Act (AODA) training for staff~~	~~Q3 2024 (completed)~~
• ~~Deliver Confronting Anti-Black Racism (CABR) training~~	~~Q4 2024 (completed)~~
• Develop (Q1 2025) and implement (Q4 2025) the Inclusion, Diversity, Equity and Accessibility (IDEA) overall strategy	Q4 2025

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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

- Develop and implement approaches which test innovative ideas through collaborative teamwork

Time-limited/Projects	Expected Completion
- ~~Employee engagement and EDI survey~~	~~Q1 2024 (completed)~~
- ~~Action plans following the results of the survey~~	~~Q2 2024 (completed)~~

Action B: Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff

Ongoing

- Monthly labour management meetings to proactively respond to issues as they arise including grievances and harassment complaints

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

- Support ongoing learning and coaching on performance management
- Assist in the development of job-specific skill enhancement training programs

Time-limited/Projects	Expected Completion
- ~~Provide training and learning on employee and labour relations~~	~~Q4 2023 (completed)~~

Enabler 2: Employer of choice
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 B: Develop, implement and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services

Ongoing

- On-boarding of new staff

Time-limited/Projects	**Expected Completion**
• Create an onboarding program specific to TSHC for all new hires	Q1 2025
• Support the creation of job-specific orientation programs	Q3 2025
• Train staff with translation technology/app	TBD
• ~~Develop a Key People and Culture Policy Review Plan~~	~~Q1 2024 (completed)~~
• Roll-out Leadership Training	Q1 2025

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

- Provide support for JHSC members

Time-limited/Projects	**Expected Completion**
• Review and update of Health and Safety policies	Q2 2025

Action B: Develop and implement programs and initiatives to support employee health and well-being

Ongoing

- Continued promotion of the Employee and Family Assistance Plan
- Continuing to promote a culture that is inclusive and where staff feel they belong

Time-limited/Projects	**Expected Completion**
• Psychological safety and mental wellness program	Q2 2025
• Review of respectful workplace policies	Q2 2025