

**Toronto Seniors Housing Corporation**  
**2023-2025 Strategic Plan Roadmap**  
**Updated February 2024**

## 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	<ul style="list-style-type: none"><li>A. Implement recommendations of safety and security Quality Improvement Project</li><li>B. Develop partnerships with safety and security organizations in the broader community</li><li>C. Conduct regular safety audits and carry out recommendations</li></ul>
2. Provide clean and well-maintained buildings and units	<ul style="list-style-type: none"><li>A. Conduct annual unit inspections</li><li>B. Improve effectiveness of pest management by carrying out recommendations from the Quality improvement project</li><li>C. Support tenant accessibility needs in the buildings and units</li><li>D. Provide timely response to maintenance requests</li><li>E. Provide high standards of cleanliness in and around the buildings</li><li>F. Prepare empty units for new tenants</li><li>G. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans</li></ul>
3. Work with tenants to support stable tenancies	<ul style="list-style-type: none"><li>A. Support tenants to understand their rights and responsibilities in their lease</li><li>B. Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility</li><li>C. Reduce incidents of cluttering or hoarding</li><li>D. Work with tenants to prevent evictions for arrears or other reasons</li></ul>

<b>Objective 1: An excellent landlord</b>	
<b>To provide safe, clean and well-maintained buildings and to support stable tenancies</b>	
<b>Initiative 1: Promote safety and security in our buildings and communities</b>	
<b>Action A: Implement recommendations of Safety and Security Quality Improvement Project (QIP)</b>	
Time limited/Projects <ul style="list-style-type: none"> <li>• Complete Safety and Security QIP</li> <li>• Streamline process for tenants to report security/safety incidents – TCHC</li> <li>• Investigate all tenant gaining access to the lobby camera – TCHC</li> <li>• Investigate what doing a pilot project in buildings with highest calls for service would require</li> </ul>	Expected Completion <b>Q3 2023 (Completed)</b> Q3 2024 – TCHC dependency 2025+ – TCHC dependency Q4 2024 – TCHC dependency
<b>Action B: Develop partnerships with safety and security organizations in the broader community</b>	
Ongoing <ul style="list-style-type: none"> <li>• Oversight of CSU provision of service to TSHC</li> <li>• Community Safety Advisor continues to connect with Toronto Fire and Toronto Police Services</li> </ul>	
Time limited/Projects <ul style="list-style-type: none"> <li>• Develop business case to support additional level of CSA to provide service to all 83 buildings</li> <li>• Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings</li> </ul>	Expected Completion Q4-2023 - TCHC  Q1 2024 -TCHC
<b>Action C: Conduct regular safety audits and carry-out recommendations</b>	
Ongoing <ul style="list-style-type: none"> <li>• Work with CSU to complete safety audits every three years with tenant participation TCHC - TBD</li> <li>• TSHC to acknowledge safety audit findings within 30 days</li> <li>• Work with TCHC to develop a plan for TCHC implementation of recommendations beyond TSHC scope - TCHC CSU</li> </ul>	
Time limited/Projects <ul style="list-style-type: none"> <li>• Work with TCHC to develop schedule for building safety audits</li> </ul>	Expected Completion Q4 2023

<b>Objective 1: An excellent landlord</b>	
<b>To provide safe, clean and well-maintained buildings and to support stable tenancies</b>	
<b>Initiative 2: Provide clean and well- maintained buildings and units</b>	
<b>Action A: Conduct Annual Unit Inspections</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Implement findings from unit inspections</li> <li>• Referrals for vulnerable tenants</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Annual Unit Inspections, including pests and balcony clutter</li> </ul>	Q4 2023/Q4 2024/Q4 2025
<b>Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project</b>	
Ongoing	
Implement Pest Management QIP recommendations in the areas of:	
<ul style="list-style-type: none"> <li>• Analytics</li> <li>• Prevention</li> <li>• Treatment</li> <li>• Tenant Support and Participation</li> <li>• High Risk Buildings</li> </ul>	

<b>Objective 1: An excellent landlord</b>	
<b>To provide safe, clean and well-maintained buildings and to support stable tenancies</b>	
<b>Initiative 2: Provide clean and well- maintained buildings and units</b>	
<b>Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project</b>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Integrated Pest Management Database and Analytics Tool</li> <li>• Identify automation opportunities for data collection and analysis</li> <li>• Expand annual unit inspections to include inspection for pest</li> <li>• Complete and evaluate full building pilot</li> <li>• Develop business case for in-house pest management</li> </ul>	Q2 2023 (completed) Q3 2023 (completed) Q4 2023 Q4 2023 Multi-year (2025+)
<b>Action C: Support tenant accessibility needs in buildings and units</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Ongoing data collection and analysis</li> <li>• Work with R-Path to effectively deliver recommendations</li> <li>• Assist tenants through the process with the application</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Hire an intake specialist (accessibility)</li> </ul>	Q2 2023 (completed)
<b>Action D: Provide timely response to maintenance requests</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Ongoing data collection and analysis</li> <li>• Continue to meet the standard response to maintenance requests.</li> <li>• To provide TCHC with regular reports for vendors that are under delivering</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Determine response time for urgent vs regular requests</li> </ul>	Q3 2024
<b>Action E: Provide high standards of cleanliness in and around buildings</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Regular building cleaning according to the schedule</li> <li>• Use HoMES clean building inspection quarterly and follow up on findings.</li> <li>• Quarterly reporting for all actions</li> </ul>	

<b>Objective 1: An excellent landlord</b>	
<b>To provide safe, clean and well-maintained buildings and to support stable tenancies</b>	
<b>Initiative 2: Provide clean and well- maintained buildings and units</b>	
<b>Action F: Prepare empty units for new tenants</b>	
Ongoing <ul style="list-style-type: none"> <li>Continue to meet 60-day turnaround target timeframe as established with the City</li> <li>Provide quarterly reports to QTEC</li> </ul>	
Time limited/Projects	Expected Completion
<b>Action G: Work with TCHC to set priorities for capital investments and communicate with tenants about these plans</b>	
Ongoing <ul style="list-style-type: none"> <li>Provide quarterly reports to QTEC</li> <li>Capital plan will be part of building presentations to tenants</li> </ul>	
Time limited/Projects	Expected Completion Q3 2023/Q3 2024/Q3 2025
<ul style="list-style-type: none"> <li>Establish annual capital plan with TCHC</li> </ul>	

<b>Objective 1: An excellent landlord</b>	
<b>To provide safe, clean and well-maintained buildings and to support stable tenancies</b>	
<b>Initiative 3: Work with tenants to support stable tenancies</b>	
<b>Action A: Support tenants to understand their rights and responsibilities in their lease</b>	
Ongoing <ul style="list-style-type: none"> <li>Collaborate with staff to review and make recommendations to streamline the leasing process</li> <li>Train frontline staff to respond to typical questions (e.g. via Resource Centre, Welcome Package, etc.)</li> </ul>	
Time limited/Projects <ul style="list-style-type: none"> <li>New leasing package and orientation for tenants</li> <li>Improve safe channels for tenants to express concerns about interactions with staff, via the updated Tenant Complaint Process.</li> <li>Consider feasibility of appointment system</li> </ul>	Expected Completion Q3 2024 Q2 2024 Q2 2024
<b>Action B: Help tenants to meet the requirements for ongoing rent-gear-to-income (RGI) eligibility</b>	
Ongoing <ul style="list-style-type: none"> <li>Ongoing education for tenants on RGI requirements</li> </ul>	
Time limited/Project <ul style="list-style-type: none"> <li>Enhanced RGI training for staff to be added to the TSHC training plan</li> </ul>	Expected Completion Q2 2024
<b>Action C: Reduce incidents of cluttering or hoarding</b>	
Ongoing <ul style="list-style-type: none"> <li>Support the complex tenants and the community</li> <li>Manage a complex tenancy team to support complex tenants</li> <li>Develop tracking sheet for touch points for complex tenancies</li> <li>Referral from regional teams and SSHA</li> </ul>	
Time limited/Projects	Expected Completion
<b>Action D: Work with tenants to prevent evictions for arrears or other reasons</b>	
Ongoing <ul style="list-style-type: none"> <li>Work with tenants to resolve arrears</li> </ul>	

<ul style="list-style-type: none"> <li>Referral to OCHE for unresolved arrears</li> </ul>	
Time limited/Projects <ul style="list-style-type: none"> <li>Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action</li> </ul>	Expected Completion Q1 2024



## 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

<b>Objective 2: Tenant Engagement</b> <b>To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice</b>	
<b>Initiative 1: Engage tenants in their communities and create opportunities for tenant voices</b>	
<b>Action A: Review policies that support tenant-led initiatives</b>	
Ongoing	
Time limited/Projects <ul style="list-style-type: none"> <li>• Review and update the Tenant Funds Distribution Policy to support tenant engagement</li> <li>• Review and update Use of Space policies</li> <li>• Set priorities for additional tenant-facing policy reviews for the new Tenant Engagement Approach</li> </ul>	Expected Completion Q4 2023  Q3 2024  Q2 2024
<b>Action B: Streamline administrative processes including funding</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Review tenant activities funding requests Review and approve use of space applications</li> </ul>	
Time limited/Projects <ul style="list-style-type: none"> <li>• Streamline tenant activities funding and distribution process</li> <li>• Implement the new Community Activities Fund policy and the process.</li> </ul>	Expected Completion Q1 2024  Q2 2024
<b>Action C: Build ability for tenants to develop and lead programming in their communities</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Support tenant initiatives on an ad hoc basis</li> </ul>	
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

- Implement new tenant engagement model when approved

Time limited/Projects

- Complete project to design new tenant engagement model

Expected Completion

Q4 2023

**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
- Coordination of Senior Tenants Advisory Committee (STAC) meetings

Time limited/Projects

- Develop approach for annual building meetings
- Develop an implementation table and plan with tenants
- Identify Community Connect+ regional level tenant volunteers
- Identify Community Connect+ tenant volunteers at building level
- Introduce new volunteer management program

Expected Completion

Q4 2023

Q1 2024

Q1 2024

Q2 2024

Q4 2024

## 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
- 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 and YouTube

Time limited/Projects

#### Information

- Introduce email subscription service to tenants
- Evolve channels of communication such as mobile app and electronic bulletin boards
- Introduce tenant bulletin boards
- Introduce City Led Wi-Fi pilot project in eight elected common rooms across sites

Expected Completion

Q4 2024

Q4 2025

Q1 2024

Q4 2024

<b>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</b>	
Ongoing	
<ul style="list-style-type: none"> <li>Regular community meetings with the building teams, agencies, and tenant volunteers</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>Pilot tenant roundtables- i.e. one building per region</li> </ul>	Q4 2024
<b>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</b>	
Ongoing	
<ul style="list-style-type: none"> <li>Provide translation and interpreter services</li> <li>Support tenants with visual or hearing limitations</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>In collaboration with other departments to develop standard guidelines to support language and accessibility supports</li> <li>In collaboration with TCHC explore new technology to assist with real-time interpretation services</li> </ul>	Q1 2024
	Q2 2024

**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
- Communications support for other activities e.g., departmental and corporate announcements; Tenant engagement model implementation
- 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

Time limited/Projects

- Communications support for other activities e.g.
  - Staff on-boarding package
  - Staff survey and Tenant survey
  - MS Office and SharePoint roll-out support
  - Annual United Way campaign
- Listening Tours
- CEO Tour
- Annual Report
- New Intranet
- Branding

Expected Completion

- Q1 2024
- Q1 2024 (tenants)
- Q3 2023
- Q4 2023 /Q3 2024
- Q2 2023 (completed)
- Q4 2024
- Q2 2023/ Q2 2024
- Q4 2024+
- 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

<b>Objective 3: Partnerships</b>	
<b>To facilitate access to services and programs that tenants need and want</b>	
<b>Initiative 1: Facilitate access to priority health and community support services</b>	
<b>Action A: Maintain and create new partnerships to help senior tenants to access the support services they need and want</b>	
Ongoing <ul style="list-style-type: none"> <li>• Identify tenants who require assistance in their homes</li> <li>• Support health and social support program through referrals to agencies for individual tenant needs</li> <li>• Create new partnerships where there are gaps in service/supports</li> <li>• Evaluate services with respect to meeting the senior tenants' needs</li> </ul>	
Time limited/Projects <ul style="list-style-type: none"> <li>• Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process</li> <li>• Develop new partnership agreements that includes reporting metrics</li> <li>• Develop and implement a tenant participation satisfaction survey</li> </ul>	Expected Completion Q4 2023  Q3 2024 Q2 2024
<b>Initiative 2: Support service provider-led programs and initiatives</b>	
<b>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</b>	
Ongoing <ul style="list-style-type: none"> <li>• Maintain current partnerships that provide programs in our housing communities</li> <li>• Create new partnerships to provides that provide programs in our housing communities</li> </ul>	
Time limited/Projects <ul style="list-style-type: none"> <li>• Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and use of space policy</li> <li>• Continue Toronto Public Library Community Librarian Program to encourage e-literacy for seniors</li> </ul>	Expected Completion Q4 2024  Q4 2024



## 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

<b>Objective 4: Innovation</b>	
<b>To develop and promote innovation and leading practices which contribute to seniors' well-being</b>	
<b>Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices</b>	
<b>Action A: Collaborate on innovation with tenants, experts and researchers in seniors social housing</b>	
Ongoing <ul style="list-style-type: none"> <li>• Seek input of tenants, partners and other external stakeholders to inform innovation</li> <li>• Industry outreach (social housing, healthcare, seniors) and networking</li> <li>• Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate</li> </ul>	
Time limited/Projects <ul style="list-style-type: none"> <li>• Identify opportunities and priorities/research and collaboration opportunities</li> <li>• Target research partnership 1</li> <li>• Target research partnership 2</li> <li>• Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process</li> <li>• Partner with Humber College to develop an Alternative Dispute Resolution program for skill development for staff and mediation with tenants (two students per semester)</li> </ul>	Expected Completion Q2 2024 Q4 2024 Q2 2025 Q4 2023  Q4 2023
<b>Action B: Evaluate and share learning from TSHC's innovative practices</b>	
Ongoing <ul style="list-style-type: none"> <li>• Share learnings from the ISM</li> <li>• Build evaluation framework into new initiatives</li> </ul>	
Time limited/Projects <ul style="list-style-type: none"> <li>• Evaluate learnings from the QIPs</li> </ul>	Expected Completion Q3 2023 (completed)

<b>Objective 4: Innovation</b>	
<b>To develop and promote innovation and leading practices which contribute to seniors' well-being</b>	
<b>Initiative 2: Design and begin implementing an evaluation of TSHC</b>	
<b>Action A: Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions</b>	
Ongoing	
Time limited/Projects	Expected Completion
• Identify funding opportunities	Q4 2024
• Identify evaluation partners	Q2 2025
• Preliminary evaluation design	Q4 2025

## 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

<b>Enabler 1: Organizational excellence</b>	
<b>To strive for organizational excellence to ensure effective and efficient delivery of our mandate</b>	
<b>Initiative 1: Implement elements of good governance practices</b>	
<b>Action A: Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness</b>	
<p>Ongoing</p> <ul style="list-style-type: none"> <li>• Governance and internal Board support</li> <li>• Oversight <ul style="list-style-type: none"> <li>○ Tenant facing policies</li> <li>○ CEO performance</li> <li>○ Risk management/business continuity</li> <li>○ Implementation of Interim Strategic Directions and Quality Improvement</li> <li>○ Review of operational information/KPIs</li> <li>○ Partnership agreements</li> </ul> </li> <li>• Post meeting questionnaires on meeting effectiveness</li> <li>• Director development and training</li> </ul>	
<p>Time limited/Projects</p> <ul style="list-style-type: none"> <li>• Provide Board members with access to foundation documents</li> <li>• Participate in Strategic Financial Sustainability Plan</li> <li>• Skills matrix for Board members</li> <li>• Develop and implement Board Committee Membership and Chairs Process</li> <li>• Hire a Board Secretary to manage Board processes and activities</li> <li>• New member orientation</li> <li>• Full strategic planning process</li> <li>• Assess agenda and materials and review committee processes</li> <li>• Select governance best practices standard and governance review</li> </ul>	<p>Expected Completion</p> <p>Q1 2023 (completed)</p> <p>Q3 2023 (completed)</p> <p>Q2 2024</p> <p>Q4 2023 (completed)</p> <p>Q1 2024</p> <p>Q4 2023 (completed)</p> <p>Q4 2025</p> <p>Q3 2024</p> <p>Q2 2025</p>

<b>Enabler 1: Organizational excellence</b>	
<b>To strive for organizational excellence to ensure effective and efficient delivery of our mandate</b>	
<b>Initiative 2: Meet the requirements of the Shareholder Direction and the City as housing manager</b>	
<b>Action A: Establish clarity on responsibilities and reporting expectations with the City as housing manager</b>	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Discussion on agreement and reporting requirements with the City</li> </ul>	Q1 2024
<b>Action B: Ensure regular and annual reporting requirements are met</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Service Manager Reporting</li> <li>• ISM Accountability Framework Reporting</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Annual Report and Annual General Meeting Requirements</li> </ul>	Q2 2023/Q2 2024/Q2 2025

<b>Enabler 1: Organizational excellence</b>	
<b>To strive for organizational excellence to ensure effective and efficient delivery of our mandate</b>	
<b>Initiative 3: Collaborate with TCHC</b>	
<b>Action A: Develop relationship management agreements to support a positive working relationship</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Support joint steering committee</li> <li>• Service management planning</li> <li>• Regular touchpoint with TCHC/TSHC Service Providers</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Complete a report card for existing agreements with TCHC</li> <li>• Update to existing legal relationship</li> <li>• Clarify future legal relationship</li> </ul>	<b>Q4 2023 (Completed)</b> Q4 2024 Q4 2024

<b>Enabler 1: Organizational excellence</b>	
<b>To strive for organizational excellence to ensure effective and efficient delivery of our mandate</b>	
<b>Initiative 4: Manage our financial resources responsibly</b>	
<b>Action A: Work with TSHC and the City in annual budget process</b>	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Budget planning – 2024</li> <li>• Present draft budget to the Board – 2024</li> <li>• Budget finalizing – 2024</li> <li>• Budget planning - 2025</li> <li>• Present draft budget to the Board – 2025</li> <li>• Budget finalizing – 2025</li> <li>• Budget planning – 2026</li> <li>• Present draft budget to the Board – 2026</li> <li>• Budget finalizing – 2026</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2023 (completed)</li> <li>Q4 2023 (completed)</li> <li>Q1 2024</li> <li>Q3 2024</li> <li>Q4 2024</li> <li>Q1 2025</li> <li>Q3 2025</li> <li>Q4 2025</li> <li>Q1 2026</li> </ul>
<b>Action B: Implement sound financial management and accountability</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Review actuals against budget</li> <li>• On-going procurement and vendor management</li> <li>• On-going relationship with TCHC and reconciliation</li> <li>• Prepare monthly financial information for management team</li> <li>• Prepare monthly financial information for Board meeting</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Participate in short-term strategic financial sustainability approach</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2023 (completed)</li> </ul>



<b>Enabler 1: Organizational excellence</b>	
<b>To strive for organizational excellence to ensure effective and efficient delivery of our mandate</b>	
<b>Initiative 5: Identify and reduce risk</b>	
<b>Action A: Develop a TSHC risk and mitigation plan</b>	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Develop a high-level risk management scope and assessment</li> <li>• Conduct a comprehensive risk assessment and implement mitigation plan</li> <li>• Review Emergency Response Plan</li> </ul>	Q3 2024 Q2 2025 Q2 2024
<b>Action B: Ensure effective business continuity and emergency response</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Participate in business continuity exercises</li> <li>• Incident/emergency response</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Develop business continuity plan</li> </ul>	Q4 2025

<b>Enabler 1: Organizational excellence</b>	
<b>To strive for organizational excellence to ensure effective and efficient delivery of our mandate</b>	
<b>Initiative 6: Be informed by data and driven by performance commitments</b>	
<b>Action A: Improve access to quality data and apply data analytics</b>	
Ongoing	
<ul style="list-style-type: none"> <li>Improve skills, resources, and tools (capability)</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>Develop data analytics plan including new data management</li> </ul>	Q2 2025
<b>Action B: Develop performance metrics and targets for reporting at all levels</b>	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>Define performance metrics</li> <li>Develop a dashboard</li> <li>Conduct Senior Tenant Experience Survey</li> </ul>	Q2 2023 (completed) Q3 2023 (completed) Q1 2024

<b>Enabler 1: Organizational excellence</b>	
<b>To strive for organizational excellence to ensure effective and efficient delivery of our mandate</b>	
<b>Initiative 7: Improve service quality in areas important to our tenants</b>	
<b>Action A: Implement priority quality improvement projects (QIPs)</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Complete 3 initial QIPs</li> <li>• On-going monitoring of QIP activities</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Establish a process for monitoring and implementing existing QIPs</li> <li>• Conduct lessons learned on existing QIP</li> <li>• Review and adapt QIP approach</li> <li>• Identify future QIPs</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023 (completed)</li> <li>Q2 2023 (completed)</li> <li>Q3 2024</li> <li>Q1 2025</li> </ul>

<b>Enabler 1: Organizational excellence</b>	
<b>To strive for organizational excellence to ensure effective and efficient delivery of our mandate</b>	
<b>Initiative 8: Develop clear, plain language policies</b>	
<b>Action A: Review priority policies to reflect TSHC values and principles</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Policy improvement initiative</li> <li>• Develop policy implementation guidance materials</li> <li>• Engage departments into an annual policy planning process</li> </ul>	
Time limited/Projects	Expected Completion
• Develop a corporate Policy Management Framework and plan/priorities	Q1 2024
• Review and update the Human Rights Policy	Q3 2024
• Review and update the tenant Human Rights Complaint Procedure	Q3 2024
• Establish a TSHC Policy Inventory to keep track of all policies	Q2 2024
• Develop an annual Policy Development/Review Plan/Schedule	Q2 2024
• Develop an Access to Information Process	Q1 2024
• Post-transition Policy clean up	Q2 2024
• Develop a TSHC Accessibility Plan	Q4 2023

<b>Enabler 1: Organizational excellence</b>	
<b>To strive for organizational excellence to ensure effective and efficient delivery of our mandate</b>	
<b>Initiative 9: Use technology effectively</b>	
<b>Action A: Make best uses of processes and data in HoMES system</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Participating in IT Operational Steering Committee</li> <li>• Continue Improving data analytics and reporting</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Internet contract renewal</li> <li>• Current SharePoint clean up/management</li> <li>• Email consolidation and Microsoft 365 deployment</li> <li>• Explore opportunities for paperless tenant document management</li> <li>• Identify opportunities for mobile computing</li> <li>• Identification of TSHC HoMES requirements</li> <li>• Participate in intranet solution refresh</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2023 (complete)</li> <li>Q3 2024</li> <li>Q1 2024</li> <li>Q2 2024</li> <li>Q2 2024</li> <li>TBD</li> <li>Q4 2024+</li> </ul>

## 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	<ul style="list-style-type: none"> <li>A. Identify, attract, recruit, and keep top talent</li> <li>B. Review total compensation strategy to keep a competitive edge</li> <li>C. Provide opportunities for growth and development to support staff in reaching their desired career goals</li> </ul>
2. Embrace equity, diversity and inclusion (EDI)	<ul style="list-style-type: none"> <li>A. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace</li> <li>B. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion</li> </ul>
3. Create a positive culture with engaged employees	<ul style="list-style-type: none"> <li>A. Develop and implement approaches for employee engagement at the local, regional, and corporate level</li> <li>B. Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff</li> </ul>
4. Foster continuous learning and improvement	<ul style="list-style-type: none"> <li>A. Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles</li> <li>B. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services</li> </ul>
5. Innovation to respond to a changing workplace	<ul style="list-style-type: none"> <li>A. Review health, safety and wellness policies and programs to create a heightened “safety first” and “wellness” culture</li> <li>B. Develop and implement programs and initiatives to support employee health and well-being</li> </ul>

<b>Enabler 2: Employer of choice</b>	
<b>To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff</b>	
<b>Initiative 1: Develop and implement a talent strategy</b>	
<b>Action A: Identify, attract, recruit, and retain top talent</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• On-going recruitment</li> <li>• Monitoring implementation to ensure the recruitment and retention of top talent</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Review of current recruitment program and processes</li> <li>• Review of employment offer letters</li> <li>• Review of JD's to ensure they include the key knowledge and skills required</li> <li>• Review of Job assessments to ensure there are no systemic barriers in the process and are reflective of the desired skills required</li> </ul>	Q3 2024 Q3 2024 Q3 2024 Q2 2025
<b>Action B: Review of total compensation strategy to maintain a competitive edge</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Periodic review of total compensation strategy</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Review and make necessary adjustments to the salary bands to ensure competitiveness</li> <li>• Develop a Key People and Culture Policy Review Plan</li> <li>• Approval of prioritized updated People and Culture Policies</li> <li>• Review of management/exempt benefits programs</li> <li>• Implementation of City Council direction regarding executive compensation</li> </ul>	Q2 2023 (completed)  Q1 2024 Q4 2024 Q2 2024 Q1 2024
<b>Action C: Provide opportunities for growth and development to support staff in reaching their desired career goals</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Promotion of the Tuition Reimbursement Program</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Development of a front-line training program to assist in the advancement of the skills required to move to a different position</li> </ul>	Q3 2024

<ul style="list-style-type: none"> <li>Development of a succession planning program, inclusive of all levels of the organization</li> </ul>	Q3 2024
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<b>Enabler 2: Employer of choice</b>	
<b>To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff</b>	
<b>Initiative 2: Embrace equity, diversity and inclusion</b>	
<b>Action A: Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace</b>	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>Creation of an EDI framework &amp; strategy</li> <li>Ensure policies are AODA compliant</li> <li>Review and update policies to be inclusive and remove any systemic barriers</li> </ul>	Q2 2024
	Q4 2024+
	Q4 2024+
<b>Action B: Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion</b>	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>Develop and implement the EDI overall strategy</li> <li>Deliver CABR Anti-Black Racism training</li> <li>Launch AODA training for staff</li> </ul>	Q2 2024
	Q3 2024
	Q3 2024



<b>Enabler 2: Employer of choice</b>	
<b>To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff</b>	
<b>Initiative 3: Create a positive work culture with engaged employees</b>	
<b>Action A: Develop and implement approaches for employee engagement at the local, regional, and corporate level</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Develop and implement approaches which test innovative ideas through collaborative teamwork</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Employee engagement and EDI survey</li> <li>• Action plans following the results of the survey</li> </ul>	Q1 2024
	Q2 2024
<b>Action B: Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Monthly labour management meetings to proactively respond to issues as they arise including grievances and harassment complaints</li> </ul>	
Time limited/Projects	Expected Completion

<b>Enabler 2: Employer of choice</b>	
<b>To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff</b>	
<b>Initiative 4: Foster continuous learning and improvement</b>	
<b>Action A: Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles</b>	
Ongoing	
<ul style="list-style-type: none"> <li>Support ongoing learning and coaching on performance management</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>Provide training and learning on employee and labour relations</li> </ul>	Q4 2023
<b>Action B: Develop, implement and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services</b>	
Ongoing	
<ul style="list-style-type: none"> <li>On-boarding of new staff</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>Create an onboarding program specific to TSHC for all new hires</li> <li>Support the creation of job specific orientation programs</li> <li>Assist in the development of job specific skill enhancement training programs</li> </ul>	Q2 2024 Q3 2024 Q3 2024

<b>Enabler 2: Employer of choice</b>	
<b>To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff</b>	
<b>Initiative 5: Innovation to respond to a changing workplace</b>	
<b>Action A: Review health, safety and wellness policies and programs to create a heightened “safety first” and “wellness” culture</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Provide support for JHSC members</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Review and update of Health and Safety policies</li> </ul>	Q4 2024 <sup>+</sup>
<b>Action B: Develop and implement programs and initiatives to support employee health and well-being</b>	
Ongoing	
<ul style="list-style-type: none"> <li>• Continued promotion of the Employee and Family Assistance Plan</li> <li>• Continuing to promote a culture that is inclusive and where staff feel they belong</li> </ul>	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> <li>• Psychological safety and mental wellness program</li> <li>• Review of respectful workplace policies</li> </ul>	Q4 2024 <sup>+</sup> Q4 2024 <sup>+</sup>