

Toronto Seniors Housing Corporation

Board of Directors Meeting Agenda

Date: Thursday, July 18, 2024

Time: 3:00 pm to 5:30 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Type of Item	Presenter
1.	3:00 pm 2min	Chair's Remarks	Information	N/A	Chair
2.	3:02 pm 2min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:04 pm 1min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:05 pm 1min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:06 pm 1min	Approval of Public Session Board Minutes April 25, 2024 and May 2, 2024	Approval	Minutes	Chair
6.	3:07 pm 1min	Approval of Closed Session Board Minutes April 25, 2024 and May 2, 2024	Approval	Minutes	Chair
7.	3:08 pm 2min	Matters arising – Action Items	Information	Action Items List	Chair
8.	3:10 pm 3 min	CEO's Report	Information	Verbal Report	Tom Hunter
9.	3:13 pm 4 min	<i>Corporate Governance and Human Resources Committee Report</i>	Information	Verbal Report	Councillor Crisanti

Item	Time	Description	Action	Type of Item	Presenter
10.	3:17 pm 2 min	Quality and Tenant Engagement Committee Report	Information	Verbal Report	Linda Jackson
	3:19 pm 10 min	<ul style="list-style-type: none"> Strategic Directions Progress Update Q1 2024 	Information	Report	Grant Coffey
	3:29 pm 30 min	<ul style="list-style-type: none"> Tenant Experience Survey 	Information	Report	Grant Coffey/ Forum Research
11.	3:59 pm 2min	Audit, Finance and Risk Committee Report	Information	Verbal Report	Lawrence D'Souza
	4:01 pm 5 min	<ul style="list-style-type: none"> Q1 & April 2024 Financial Results 	Information	Report	Vince Truong
12.	4:06 pm 14 min	2025 Budget	Information	Report	Vince Truong
13.	4:20 pm 1min	Motion to move into Closed Session	Approval	N/A	Chair
14.	4:21 pm 1 min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Approval	N/A	Chair
15.	4:22 pm 10 min		Approval	Report	Grant Coffey
16.	4:32 pm 5 min		Approval	Report	Carol Francis
17.	4:37 pm 10 min		Approval	Report	Tom Hunter
18.	4:47 pm 10 min		Approval	Report	Carol Francis/ Dave Slater
19.	4:57 pm 20 min		Information	Presentation	Tara Anderson
20.	5:22 pm		Approval	N/A	Chair

Item	Time	Description	Action	Type of Item	Presenter
	1 min				
21.	5:23 pm 2 min	Motion to Approve Closed Session Decisions	Approval	N/A	Chair
22.	5:25 pm	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its public meeting on April 25, 2024, at 3:00 p.m. (EDT) via video conference. The meeting was live streamed on YouTube and subsequently posted to the City's website for TSHC.

Directors in Attendance:

Fareed Amin – *Chair and Director*

Lawrence D’Souza – *Vice Chair and Director*

Councillor Vincent Crisanti – *Director*

Deputy Mayor & Councillor Amber Morley -
Director

Linda Jackson – *Director*

Warren Law – *Director*

Brenda Parris – *Director*

Jim Meeks – *Director*

Maureen Clohessy - *Director*

TSHC representatives present:

Tom Hunter, *Chief Executive Officer*

Grant Coffey, *Director, Strategy and Business Management*

Arlene Howells, *Director, Engagement, Partnerships and Communications (I)*

Dave Slater, *Special Advisor, People and Culture*

Vince Truong, *Finance Lead*

Brad Priggen, *Director, Operations*

Fatima Mahmood, *Executive Assistant*

Carol Francis, *Director, People and Culture*

Ashleigh Kong, *Policy Advisor, Council Relations, Office of Councillor Vincent Crisanti*

Karyn Bawden, *Executive Assistant to the CEO, Board Secretary*

Andrea Austen, *Director, Senior Services & Community Programs*

Board Secretary present:

Monique Hutchins – *Corporate Secretary – DSA Corporate Services Inc.*

Vandana Lakhanpal – *DSA Corporate Services Inc.*

Invited Guests:

Philip Rich, *Sr. Account Manager at Flex Surveys*

CONSTITUTION AND NOTICE OF MEETING

Mr. Amin served as Chair of the Meeting and Ms. Hutchins served as recording secretary.

A majority of the Directors being present with notice of the Meeting being given, the Chair declared the Meeting to have been properly called and constituted for the transaction of business.

ITEM 1: CHAIR'S REMARKS

The Chair welcomed everyone to the Board meeting and stated that the meeting was being live streamed on YouTube. The Chair welcomed back Tom Hunter to his CEO role at TSHC.

ITEM 2: LAND AND AFRICAN ANCESTRAL ACKNOWLEDGEMENTS

The Chair provided an Acknowledgement of the Land that are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosunee and the Wendat peoples and is now home to

many diverse First Nations, Inuit and Métis peoples and that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit and the Williams City signed with multiple Mississaugas and Chippewa bands.

The Chair also provided an African Ancestral Acknowledgement stating that most of the citizens have come to Canada as settlers, immigrants, newcomers in this generation or generations past. He acknowledges those who came here forcibly, particularly as a result of the Trans-Atlantic Slave trade. Therefore, we honour and pay tribute to the ancestors of African Origin and Descent.

ITEM 3: APPROVAL OF PUBLIC MEETING AGENDA

The Chair tabled the agenda for the meeting.

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Jackson and unanimously carried, **IT WAS RESOLVED THAT** the public meeting agenda as presented to the Board is hereby approved.

ITEM 4: CHAIR'S POLL RE: CONFLICT OF INTEREST

The Chair requested that members of the Board declare whether they were in conflict of interest, together with the nature of the interest, with any public agenda item. No conflicts were declared.

ITEM 5: APPROVAL OF PUBLIC SESSION BOARD MINUTES OF FEBRUARY 22, 2024

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board approves of public session board minutes of February 22, 2024.

ITEM 6: APPROVAL OF CLOSED SESSION BOARD MINUTES OF FEBRUARY 22, 2024

Motion carried **UPON MOTION**, duly made by Ms. Clohessy and seconded by Mr. Meeks and unanimously carried, **IT WAS RESOLVED THAT** the Board approves of closed session board minutes of February 22, 2024.

ITEM 7: MATTERS ARISING – ACTION ITEMS

The Chair reviewed the matters arising action items list and noted all action items had been completed.

The Chair indicated that all Board members should be issued ID Cards and Mr. Coffey noted that as an action item.

ITEM 8: CEO’S REPORT

The Chair welcomed back the CEO, Mr. Hunter, and asked him to present his report to the Board. The CEO extended his gratitude to Ms. Bada for her service to the Corporation during the interim period. He indicated that since his return he has attended 3 out of 4 regional tenant meetings and will be engaging in the tenants connecting with the CEO meetings in the following weeks. He also noted the recent Town Hall and set up meetings with the leadership team he attended, that gave him a better platform to connect with the staff. He also shared his experience of delving into the work of revitalization and re-development at Toronto Community Housing Corporation (the “TCHC”) and achieving the mayor’s initiatives of creating 65,000 rent supportive units.

The CEO provided a quick briefing on the federal announcement regarding the housing budget crisis and indicated that although the announcement did not directly affect TSHC, it provided better protection for Canadians making housing more affordable and tenants by protecting renters through the tenant protection fund.

The Chair asked if the Board had any questions. Ms. Parris suggested her views on innovative ways to quickly build more houses, which included researching new co-op partnerships, modular housing and quick to assemble units. She also asked that the Board be provided the dates which the CEO is having his tenant talks so they can attend, if they choose to.

ITEM 9: QUALITY AND TENANT ENGAGEMENT COMMITTEE REPORT

At the invitation of the Chair, Ms. Jackson provided a verbal report of the work conducted by the Quality and Tenant Engagement (the “QTE”) Committee and welcomed Mr. Hunter to the Committee meeting. She noted that the QTE Committee met in March 2024 and reviewed and updated the operational dashboard. She indicated that key metrics have positive results in areas such as vacancies and maintenance results. She indicated that the dashboard provided a good overview of work conducted by the QTE Committee and areas of concern.

Ms. Jackson discussed the presentation provided by Ms. Howells on communication undertaken with tenants and specific updates regarding translation services addressing concerns about language barriers. She also noted that the engagement and partnership work report provided by Ms. Howells reflected an increase in tenant led activities with 175 recurring community programs in 2023, showing a 48% increase since 2022. She noted that there was an increase in the number of volunteers from 73 to 400, some for one-time events and others across several events.

Ms. Jackson discussed the community activities fund and its continuous efforts in supporting tenant activities. She indicated that the Board could expect more updates on strategic directives, KPI dashboard, community activity fund, and community connect plus in the future.

Ms. Parris inquired if there was enough activities available for the increased number of volunteers and Ms. Clohessy replied that there are different means through which volunteers participate in community work.

ITEM 10: AUDIT, FINANCE AND RISK COMMITTEE REPORT

At the invitation of the Chair, Mr. D’Souza provided a verbal report about the meeting of the Audit, Finance and Risk Committee (the “AFR Committee”) held on April 4, 2024 where the auditors presented its Auditor’s report along with the 2023 draft audited financial statements. He informed that the AFR Committee is recommending that the Board approve the audited financial statements; audit findings report and auditor’s re-appointment for the year 2024. He informed that the AFR Committee also reviewed changes to 2 procurement orders due, agreement extensions and a presentation on emergency management and emergency response planning.

ITEMS 10a: 2024 AUDITOR RECOMMENDATION

At the invitation of the Chair, Mr. Truong tabled report (BD: 2024 TSHC External Auditor Recommendation to the City of Toronto – April 25, 2024).

Motion **UPON MOTION**, duly made by Mr. Law and seconded by Mr. Meeks
Carried and unanimously carried, **IT AS RESOLVED THAT** the Board of Directors recommend that the City of Toronto appoint KPMG LLP to be the TSHC’s external auditor for the year ending December 31, 2024, with remuneration to be set by the Board of Directors.

ITEMS 10b: PROCUREMENT CHANGE ORDERS

At the invitation of the Chair, Mr. Truong tabled report (BD: procurement Change Orders – April 25, 2024)

Motion **UPON MOTION**, duly made by Mr. Law and seconded by Mr. D’Souza
Carried and unanimously carried, **IT WAS RESOLVED THAT** that the Board approve the following change orders which the cumulative change

order for direct awards value exceeds 20% of the original commitment value of the contract:

a) Toronto Community Housing Corp (TCHC) – Service Delivery Agreement fee extension to February 2025 in the amount of \$11,389,952

b) iSecurity – Website maintenance and support services extension to December 31, 2025 in the amount of \$61,103.

ITEMS 10c: 2023 AUDITED FINANCIAL STATEMENTS REPORT

At the invitation of the Chair, Mr. Truong tabled report (BD: 2023 Audited Financial Statements Report – April 25, 2024)

Motion **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Jackson
Carried *and unanimously carried, IT WAS RESOLVED THAT* the Board approved:

a) the 2023 TSHC Audited Financial Statements and 2023 Audit Findings Report in Attachment 1 and 3 of the report)

b) and authorize the Chief Executive Officer to sign the Management Representation Letter as tabled in Attachment 2 of the report.

No in-camera session with the auditors was conducted.

ITEMS 11-15: MOTION TO MOVE INTO CLOSED SESSION

Motion **UPON MOTION**, duly made by Mr. Law and seconded by
carried Mr. D’Souza and unanimously carried, **IT WAS RESOLVED THAT** the Board close part of the meeting to the public to give consideration

to a report containing personal matters about an identifiable individual.

ITEM 16: MOTION TO APPROVE CLOSED SESSION DECISIONS

CEO 2023 PERFORMANCE EVALUATION

*Motion
carried*

UPON MOTION, duly made by Ms. Jackson and seconded by Ms. Clohessy and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors

form a special committee to review the CEO evaluation:

- 1.

**EXTENSION OF AGREEMENT FOR OFFICE OF THE COMMISSIONER
OF HOUSING EQUITY**

*Motion
carried*

UPON MOTION, duly made by Mr. Law and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors:

1. Approve the amendment to the Services Delivery Agreement substantially in the form as attached to this report; and.
2. Authorize the appropriate staff to take all necessary actions to give effect to the above recommendation.
3. Authorize the Chief Executive Officer to execute the amendment to the Services Delivery Agreement with such amendments as considered necessary and appropriate.

**ITEM 17: CORPORATE GOVERNANCE AND HUMAN RESOURCES COMMITTEE
REPORT**

At the invitation of the Chair, Councilor Crisanti informed the Board that the meeting of the Corporate Governance and Human Resources (the “CGHR Committee”) was held in March 2024 and provided an overview of the various reports presented at the meeting and work undertaken by the CGHR Committee towards employee engagement and equity, diversity and inclusion.

ITEM 17a: TSHC 2023 ANNUAL REPORT

At the invitation of Councilor Crisanti, Ms. Howells provided a review of report (BD: 2023 Annual Report – April 25, 2024) and recommended to the Board the approval of the 2023 annual report that includes the achievements of the TSHC during the year and work conducted by staff with tenants in the areas of operation and program partnership. She also noted that a separate report for tenants would be produced to make the report more accessible for tenants, highlighting the achievements in 2023.

Motion **UPON MOTION**, duly made by Ms. Parris and seconded by Ms. Jackson
Carried and carried unanimously, **IT WAS RESOLVED THAT** that the Board of Directors approve the 2023 Toronto Seniors Housing Corporation’s Annual Report.

ITEM 17b: EMPLOYEE ENGAGEMENT AND EQUITY DIVERSITY AND INCLUSION SURVEY 2023 RESULTS

At the invitation of the Chair, Ms. Francis provided an overview of report (BD: 2023 Employee Engagement Survey – April 25, 2024) indicating that the survey was scheduled for Q3 of 2023 wherein all staff were invited to participate, with the participation percentage being 79%. She noted the survey highlights such as overall engagement rate of being 82%, endorsement rate of 90% and satisfaction rate of 3.8 on a 5-point scale.

At the invitation of Ms. Francis, Mr. Rich presented the survey results. He indicated that there was growth in participation rate from 2021 and focused on engagement related survey results. He informed that there were highly positive results on engagement. He discussed survey results on endorsement that reflected strong positive results thereby pushing stronger engagement with the community. He presented an overall distribution of different scores across different questions on the survey and highlighted that while the vast majority of feedback was positive, there was still room for improvement in communication and engagement.

Mr. Rich presented an external comparative analysis with other similar organizations noting context being external benchmarking and highlighted that a vast majority comparison showed strong results.

Mr. Rich focused on the Equity, Diversity, and Inclusion (EDI) part of the survey and indicated that a few questions focused on tracking EDI and noted that continued area of focus and work was required in the area.

Through the Chair, Ms. Jackson indicated that she appreciated the results of the survey and asked Mr. Rich if there were any high-level recommendations. Mr. Rich informed that small changes regarding better communication and engagement should provide better results in the future. The Chair further appreciated the results of the survey and appreciated Ms. Jackson for conducting the survey and providing a better action plan to work on.

Ms. Parris recommended that an EDI survey be conducted with the Board and suggested that the Board considers the suggestion for its future discussions.

ITEM 18: TSHC ANNUAL GENERAL MEETING AND 2023 AUDITED FINANCIAL STATEMENTS

At the invitation of the Chair, Mr. Coffey provided an update on report (BD: TSHC AGM and 2023 Audited Financial Statements – April 25, 2024) and informed the Board that this agenda item addresses the requirements under the Business

Corporations Act (*Ontario*) and Shareholder Direction to conduct an Annual General Meeting (AGM). He indicated that the report was prepared in consultation with the City of Toronto and noted that it would form part of an upcoming meeting of executive committee in June 2024 and council meeting in July 2024 to form the AGM for TSHC.

Motion **UPON MOTION**, duly made by Ms. Parris and seconded by Councilor
Carried Morley and unanimously carried, **IT WAS RESOLVED THAT** the Chief Executive Officer recommends that:

1. The Board arrange with the City Clerk to call the Annual General Meeting of the Shareholder for Toronto Seniors Housing Corporation during the portion of the City Council meeting at which these recommendations are considered, and recommends that City Council:
 - a) receive the Board-approved “Toronto Seniors Housing Corporation 2023 Annual Report”;
 - b) receive the Board-approved “Toronto Seniors Housing Corporation 2023 Audited Financial Statements”;
 - c) appoint KPMG LLP as the Auditor of Toronto Seniors Housing Corporation for fiscal year 2024, and authorize the Board of Directors of Toronto Senior Housing Corporation to set the fee of the Auditor, as recommended by the Board;
 - d) receive the Toronto Seniors Housing Corporation’s 2023 executive compensation disclosure forming the Attachment 1 to this Report;
2. The Board recommends that City Council receive the Financial Impact section regarding known and anticipated financial outlooks and impacts

(current and future years) for Toronto Seniors Housing Corporation, forming Attachment 2 to this Report.

3. The Board authorizes the Chief Executive Officer, on behalf of the Board, to submit the Board's recommendations and materials identified in Recommendations 1 and 2, once approved by the Board at its meeting of April 25, 2024, to the City Clerk for consideration by Executive Committee and City Council.

ITEM 19: ADJOURNMENT

Motion carried **UPON MOTION**, duly made by Councilor Morley and seconded by Ms. Jackson and unanimously carried, **IT WAS RESOLVED THAT** the public meeting terminate at 5:20 p.m. (EST).

Fareed Amin, Chair

Monique Hutchins, Secretary

Toronto Seniors Housing Corporation Board of Director's Meeting Public Minutes

The TSHC Board held a Special Board of Director's meeting on Thursday, May 2, 2024 at 3:00 pm via WebEx video conference. **Part of the meeting was livestreamed and can be seen [here: Part 1](#); and [Part 2](#)**

Members in attendance:

Fareed Amin, Chair
Lawrence D'Souza
Warren Law
Councillor Vincent Crisanti
Brenda Parris
Jim Meeks
Linda Jackson
Maureen Clohessy
Andrea Austen

TSHC staff:

Tom Hunter, *Chief Executive Officer*
Grant Coffey, *Director, Strategy and Business Management*
Carol Francis, *Director, People & Culture*
Dave Slater, *Strategic Consultant*

Karyn Bawden, *EA and Board Secretary*
Liz Dizig, *EA to CEO (I)*
Fatima Mahmood, *EA*

Item 1: Chair's remarks

The Chair welcomed the participating board members and the leadership team, as well as the virtual audience and thanked them for joining us. He then noted that the meeting would be mostly in closed session, and we would return to the public realm for Approval of Motions.

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African Ancestral acknowledgements.

Item 3: Approval of Public meeting Agenda

The Chair asked if there were any changes to the public meeting Agenda, being none, the Chair asked for a motion to approve the Public Agenda of May 2nd, 2024 as presented.

Moved: Brenda Parris
Seconded: Jim Meeks

With All in favour, it was resolved that the Public Agenda of May 2nd, 2024, was approved as presented **Carried**

Item 4: Chair’s poll re: Conflict of Interest

The Chair asked the members of the Committee whether they were in conflict of interest with any agenda item. With no conflicts of interest being declared, the Chair continued to next Action Item.

Item 5: Approval to Move into Closed Session

The Chair asked for a motion to approve the meeting move into Closed Session

Moved: Councillor Crisanti
Seconded: Warren Law

With all in favour, it was resolved that the public meeting be terminated, and it move into a Closed Session **Carried**

The meeting went to Closed Session and upon return, the Chair went to next Public Agenda Item

Item 9: Motion to Approve Closed Session Items

The Chair asked for a motion for the Board of Directors to approve the following recommendations:

1. Accept the TSHC CEO’s performance review for the 2023 calendar year
2. Approve a performance rating for the TSHC CEO for the 2023 calendar year; and
3. Approve a salary adjustment, effective January 1, 2024, which reflects a merit-based increase in consideration of 2023 performance achievements as CEO of TSHC

Moved: Councillor Crisanti
Seconded: Warren Law

With all in favour, it was resolved that the CEO 2023 Performance Evaluations and recommendations were approved as presented **Carried**

Item 10: Adjournment

The Chair thanked the Board members, staff and all our online attendees and asked for a motion to adjourn the meeting.

Moved: Warren Law
Seconded: Brenda Parris

With all in favour, it was resolved that the meeting terminate **Carried**

Fareed Amin, Chair
TSHC Board of Directors

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Board of Directors Action Items List April/May 2024

Open Action Items				
	Meeting Arising From	Description	Resp.	Status
	April 25, 2024	Issue ID Cards for ALL Board	Grant Coffey	In progress
Completed Action Items				
	February 22, 2024	Ensure Operational Dashboard is visually easier to track	Brad Priggen	Complete
	February 22, 2024	Provide 2023 Town Hall Dates/Agenda to Board	Brad Priggen	Complete
	January 4, 2024	Determine if Budget discussions can be held in Public session	Grant Coffey	Complete

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: July 18, 2024

Topic: Strategic Directions Progress Report – Q1 2024

Item Number: 10a

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: June 17, 2024

Purpose: For Information

Recommendation:

It is recommended that the Board of Directors (the Board) receive this report for information.

This report was reviewed by the Quality and Tenant Engagement Committee (QTEC) in its May 29, 2024 meeting.

Reason for Recommendation:

At the Board of Directors meeting on February 22, 2024 the Board approved the updated 2023-2025 Strategic Directions (SD) Roadmap, shifting from the 18-month Interim Strategic Directions Roadmap (2023-2024) to a 2023-2025 Strategic Directions Roadmap. The Strategic Directions Roadmap outlines the key initiatives and milestones that will guide our progress until the end of 2025. This report provides highlights on the progress made on implementing the Strategic Directions in Q1 2024.

As indicated in the Q1 2024 KPI Dashboard, the first quarter showed encouraging results in areas such as the housing occupancy rate and rent collection rate. The rent collection rate remained at a strong level of 99 percent. The average unit turnover days in Q1 increased to 69 days, up from 62 days in Q4 2023. The Operations Team actively worked with tenants to address pest issues, resulting in 962 units being declared pest free in the first quarter (up from 897 in Q4 2023). In the first quarter, 68 Annual Building Planning Meetings were held with the focus on the use of the newly created Community Activities Fund (CAF). During this time there were no new Community Activities Fund Applications approved as the team has focused on organizing building meetings with tenants to identify priorities for each building's CAF budget. Through the annual building planning meetings tenants requested 351 tenant-led activities, along with 326 new program requests and 373 equipment requests. A total of 190 recurring programs led by tenants and service providers are currently being offered, reflecting an 8 percent increase as compared with those offered in Q4, 2023. The results of the Staff Engagement and Equity, Diversity and Inclusion Survey, conducted in Q4, were shared with the Board of Directors, the leadership team, and staff. Action plans for teams have been developed from the survey results, with support from the People and Culture team. Workshops on Equity, Diversity and Inclusion (EDI) have been conducted and the EDI strategy is under development. For more comprehensive details, please refer to Attachment 1. Note: Statement of Operations included in Attachment 1 has been updated since the QTEC meeting on May 29, 2024 to reflect an adjustment from the Q1 TCHC-TSHC Reconciliation.

The SD Roadmap translates the Strategic Directions into a plan for delivery. The Q1 2024 Roadmap Tracker demonstrates progress across various strategic initiatives. In the first quarter of 2024, 17 projects/activities were planned, with 12 completed on time and five

currently in progress. Among the five projects/activities with revised timelines, substantial progress has been made in five projects and the teams are committed to completing them according to the updated timelines. Attachment 2 provides highlights of the completed projects and outlines the details of those with revised timelines.

The progress achieved in implementing the Strategic Directions shows TSHC's dedication to realizing its vision and mandate. Management meets regularly to review the SD progress to ensure the organization remains focused on its strategic directions.

Grant Coffey

Director, Strategy and Business Management

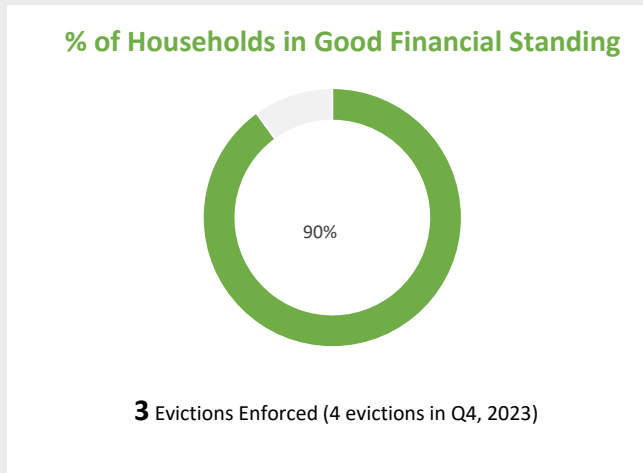
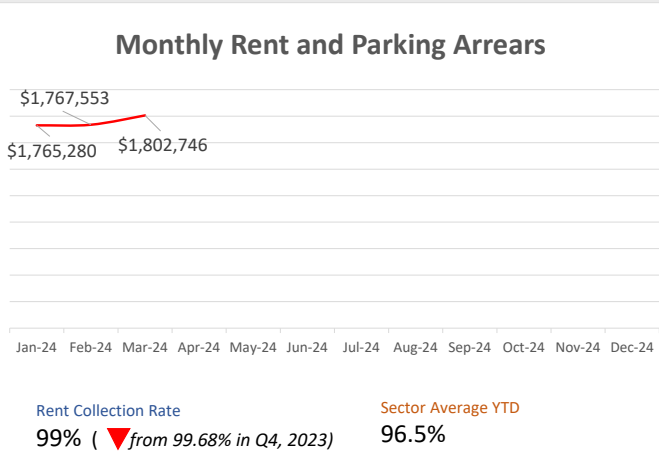
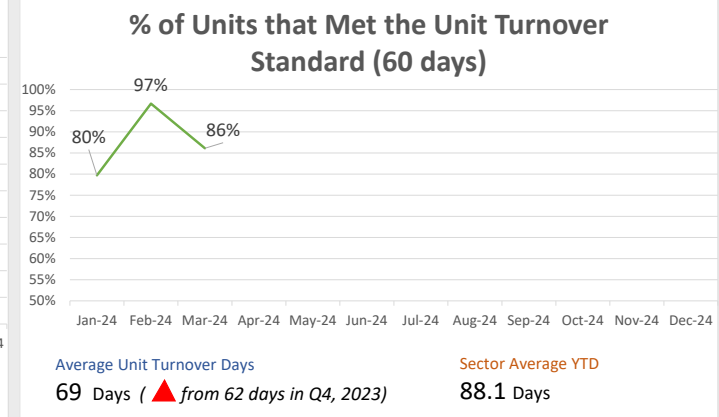
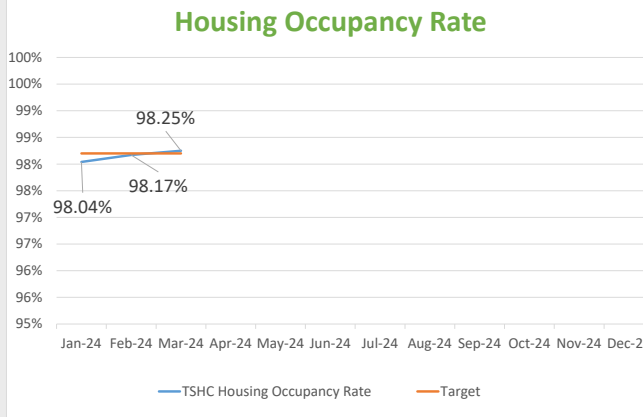
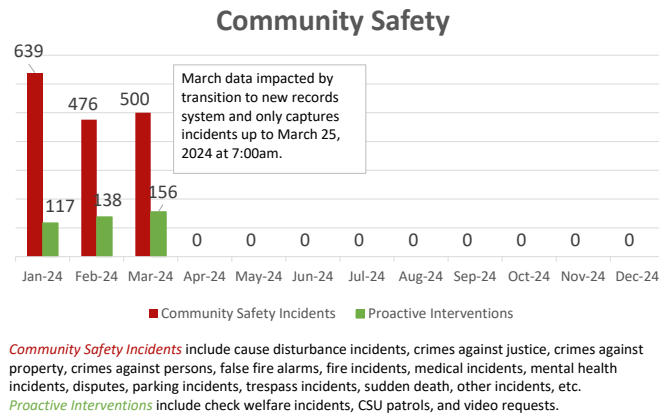
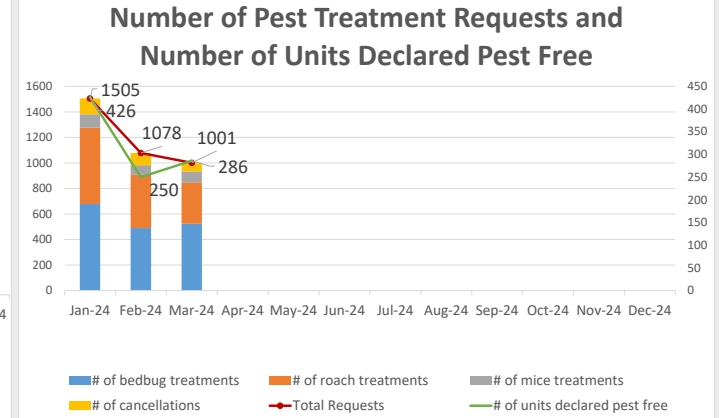
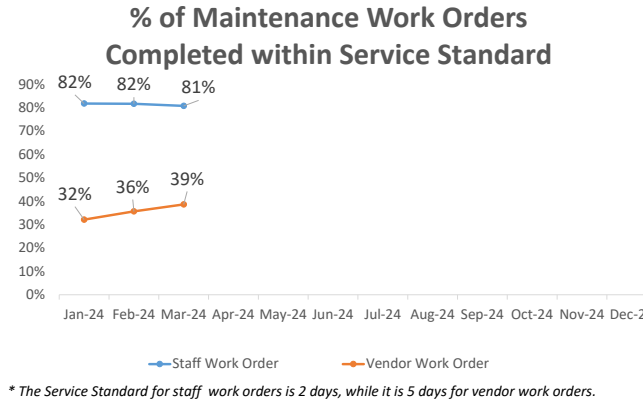
List of Attachments:

1. Attachment 1 – SD Key Performance Indicator Dashboard – Q1 2024
2. Attachment 2 – SD Roadmap Update – Q1 2024

Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Highlights:

- **Work Orders:** the percentage of work orders completed within Service Standards remained steady, where staff achieved a rate of 81% compliance and vendors achieved 39% compliance in March.
- **Pest Management:** In Q1, a total of 962 units were declared pest free. Staff have assisted 18 tenants in preparation for treatment and coordinated the preparation of 15 units with Toronto Public Health.
- **The housing occupancy rate** at the end of March stood at 98.25%, reaching the target of 98.2%. The average unit turnover days in Q1 were at 69 days, increasing from 65 days in the previous quarter.
- **Arrears:** TSHC achieved an impressive 99% rent collection rate in Q1. The arrears level has remained stable during Q1, with 90% of households maintaining good financial standing. A majority of households in arrears fell within the \$1 - \$2,000 range.



Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
\$1-\$2,000	1137
\$2,001-\$4,000	110
\$4,001-\$6,000	41
\$6,001-\$8,000	30
\$8,001-\$10,000	22
\$10,001 and above	27
Grand Total	1367

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

Highlights:

- Implementation of the newly created Community Activities Fund (CAF) was the focus of team in Q1. Through 68 Annual Building Planning Meetings, tenants have requested 351 tenant-led activities, along with 326 new program requests and 373 equipment requests.
- Black History Month (BHM): Created four BHM-specific staff newsletters; featured staff and tenants in social media posts (four staff and two tenants) and two tenant stories in Seniors Speak.
- International Women’s Day: Created a video featuring Interim CEO Jill Bada and women leaders at TSHC, which is posted on website and social media.

Community Activities Fund Distribution

\$ Community Activities Fund Distributed in this quarter:

\$0*

\$ Tenant Action Fund Distributed in the same quarter last year:

Tracking started in Q2 2023

Number of Community Activities Fund Applications Approved:

0*

*During Q1 2024, there were no applications approved (and therefore no funds were distributed) as focus was on building meetings held with tenants to identify priorities for each building’s Community Activities Fund budget.

Communications with Tenants:

- 1** issue of Seniors Speak and **1** Community Letter with Video
- 19** posters translated into top 8 languages and distributed

Tenant Engagement Activities

- 68** Annual Building Planning Meetings
- 2** Community Connect+ Implementation Table Meetings
- 1540** tenants participated

Online Engagement

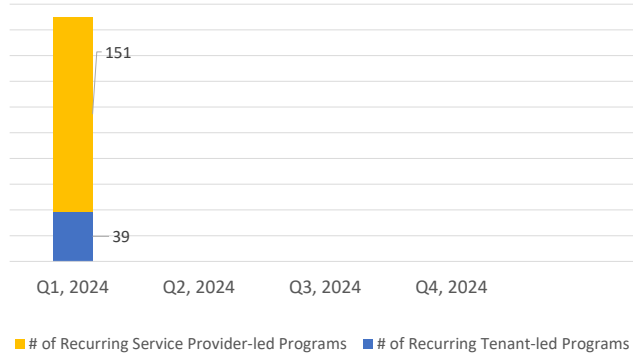
- Website Users: **11,223**
- Social Media Audience: **1,744**
- Social Media Audience Growth: **196**

Strategic Objective 3: To facilitate access to services and programs that tenants need and want

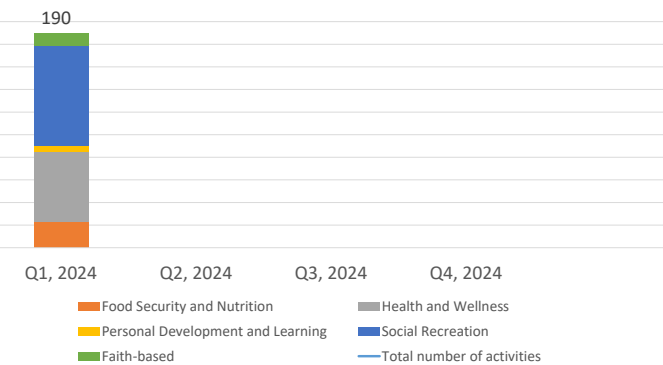
Highlights:

- A total of 190 recurring programs led by tenants and service providers are currently being offered, reflecting a 8% increase as compared with those offered in Q4, 2023.
- Community Connect+ established a tenant focused Implementation Table with seven tenants who are advising on priorities and metrics for the program for 2024. The Table has met three times.

Recurring Programs



Building Activities

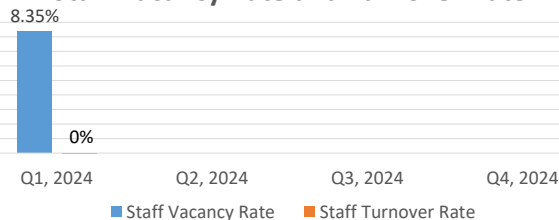


Strategic Objective 4: To promote innovation

innovations implemented across the organization

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

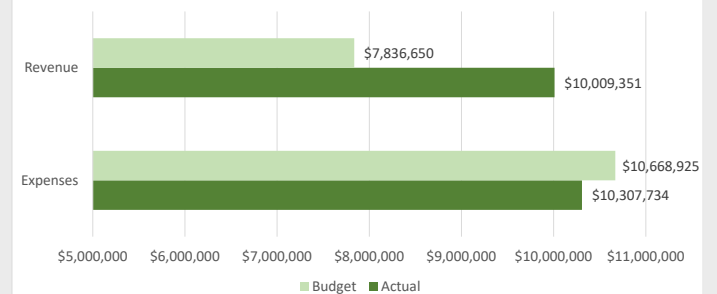
Highlights:

- Results of the Staff Engagement Survey shared with the Board of Directors, the Leadership Team, and staff. Action plans for teams have been developed from the survey results, with support from People and Culture team.
- Workshops on Equity, Diversity and Inclusion (EDI) conducted and the EDI strategy is under development.
- 2023 Performance Management Program successfully completed with non-union staff.
- Training on templates, tools, and guidelines was offered to staff by Communications, with around 100 staff attending.
- Three issues of Staff Bulletins were published.

Enabler: Organizational Excellence

Statement of Operations

As of March 31, 2024



Attachment 2 - SD Roadmap Update Q1 2024

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Updated Timeline	Updated Timeline	Status	Highlights/Comments
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Promote safety and security in our buildings and communities	Develop partnerships with safety and security organizations in the broader community	Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings	Q1 2024	Q3 2024	Revised Timeline	<p>Community Safety Advisors (CSAs), Community Safety Unit (CSU) officers and third-party security staff may make recommendations for areas to be patrolled, for example if there is an increase of safety and security incidents and concerns in an area. At the end of 2023 an additional Community Safety Advisor was added to provide service (and address safety concerns in TSHC communities). There are now two Community Safety Advisors supporting TSHC and making recommendations for patrols as identified. CSAs monitor the results of patrols to determine if activity is increasing or decreasing based on CSU presence. CSAs will review and make additional recommendations as needed. CSAs encourage tenants to report safety and security incidents as this information helps CSU determine if more directed patrols are required.</p> <p>High-risk buildings: TSHC will look at TCHC's Violence Reduction Program to determine if there are any strategies that may be suitable to replicate at TSHC, revised target for completion is Q3 2024.</p> <p>Third party security: TSHC is reviewing the allocation of third party security services in buildings with the Community Safety Unit to determine whether the allocation of these services is appropriate given the needs, revised target for completion Q2 2024.</p>
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Work with tenants to support stable tenancies	Work with tenants to prevent evictions for arrears or other reasons	Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action	Q1 2024	Q2 2024	Revised Timeline	<p>Pilot program is under way. OCHE is in the process of gaining access to the HoMES system in order to simplify the referral process between both TCHC and TSHC corporations and the OCHE. Operations staff are working with OCHE, ITS and YARDI to implement the required changes in HoMES as quickly as possible.</p> <p>TSHC is also working with the City of Toronto to expand eligibility to TSHC tenants to access the Toronto Rent Bank via OCHE. Grants through the Toronto Rent Bank provides support to Toronto residents who are behind on their rent. TSHC tenants have previously not been eligible.</p>
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Engage tenants in their communities and create opportunities for tenant voices	Streamline administrative processes including funding	Streamline tenant activities funding and distribution process	Q1 2024	Q1 2024	Completed	<p>The policy to support changes to an improved process was approved at the December 8, 2023 Board Meeting. The new policy went into effect April 1, 2024.</p> <p>Community Activities Fund (CAF) applications are being completed with tenants and Community Services Coordinators as needed. The CAF table to review applications is confirmed.</p>
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Promote an environment of respect, trust and inclusiveness	Implement recommendations of the staff and tenant relations quality improvement project	Introduce tenant bulletin boards	Q1 2024	Q2 2024	Revised Timeline	<p>RFP process to procure boards completed. By the end of Q2, Operations will install tenant specific bulletin boards. New partner boards will also be installed. Communications will support with sharing information about these to tenants, staff and partners.</p>

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Updated Timeline	Updated Timeline	Status	Highlights/Comments
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Promote an environment of respect, trust and inclusiveness	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	In collaboration with other departments to develop standard guidelines to support language and accessibility supports	Q1 2024	Q1 2024	Completed	Voluntary training on templates, tools, and guidelines for posters, flyers and other communications was offered to all staff in Q1 2024. 95 staff attended the six live training sessions. Recordings of the training sessions are posted on the intranet for staff to access at any time. Templates, tools, and guidelines will continue to be enhanced, developed, and shared with staff. Communications continues to offer access to interpretation and translation services. AODA training was offered to all interested staff in 2023 and a recording of that training is available to any staff who wishes to access it. Further AODA training will be made mandatory for all staff.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Meet the requirements of the Shareholder Direction and the City as housing manager	Establish clarity on responsibilities and reporting expectations with the City as housing manager	Discussion on agreement and reporting requirements with the City	Q1 2024	Q2 2024	Revised Timeline	City as Service Manager has drafted an Accountability Framework for TSHC which is expected to be finalized within Q2
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Manage our financial resources responsibly	Work with TCHC and City on annual budget process	Budget finalizing - 2024	Q1 2024	Q1 2024	Completed	The 2024 Budget was developed in a consolidated manner with TCHC and has been approved by the TSHC Board and City Council
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Be informed by data and driven by performance commitments	Develop performance metrics and targets for reporting at all levels	Conduct Senior Tenant Experience Survey	Q1 2024	Q2 2024	Revised Timeline	Senior Tenant Experience Survey successfully concluded in January 2024. Data analysis and report development are underway. Final report to be released in Q2 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Develop corporate policy framework and plan/priorities	Q1 2024	Q1 2024	Completed	Policy Management Framework developed and approved by the Leadership Team in January and was presented to the CGHRC for information in March 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Use technology effectively	Make best use of processes and data in the HoMES systems	Email consolidation and Office 365 deployment (Timeline TBC)	Q1 2024	Q1 2024	Completed	Microsoft 365 implemented including Outlook.
Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	Director, People and Culture	Develop and implement a talent strategy	Review total compensation strategy to keep a competitive edge	Develop a key People and Culture Policy review plan	Q1 2024	Q1 2024	Completed	In alignment with TCHC, TSHC will review and update the vacation policy by end of year. Review of other polices related to leaves, such as sick leave, short term disability, and long term disability will be reviewed and updated in 2024.
Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	Director, People and Culture	Create a positive culture with engaged employees	Develop and implement approaches for employee engagement at the local, regional, and corporate level	Employee engagement and EDI survey	Q1 2024	Q1 2024	Completed	Employee Engagement and EDI survey delivered November 1-15, 2023. Results discussed with the People and Culture Team in December 2023. Results presented to the Leadership & Extended Leadership Team in January 2024. Results communicated to all staff, and action planning in February and March 2024. Corporate action planning in progress, communication around action plans targeted for Q2.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Updated Timeline	Updated Timeline	Status	Highlights/Comments
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Engage tenants in their communities and create opportunities for tenant voices	Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys	Develop an implementation table and plan with tenants	Q1 2024	Q1 2024	Completed	Implementation Table developed. Seven tenant volunteers are providing input on implementation timelines and tools to support Community Connect+ in 2024. Monthly meetings are being held and these meetings help to inform Regional Volunteer Meetings held throughout the year. 68 of 70 annual building planning meetings held from January 15-March 22, with participation by over 1100 tenants. Two annual building planning meetings scheduled in Q2. 351 requests for events and activities vs. 99 of 2023; 326 requests for program support vs. 175 in 2023; and 373 pieces of equipment requested vs. 91 in 2023.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Engage tenants in their communities and create opportunities for tenant voices	Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys	Identify Community Connect+ regional level tenant volunteers	Q1 2024	Q1 2024	Completed	As a result of the annual building planning meetings held at 68 of 70 buildings, we have had close to 400 volunteers come forward. The majority of those are new people given that in 2023 we had only 73 active volunteers. Some of these new volunteers have identified that they wish to participate at the regional level. They have been invited to attend the Regional Volunteers Meetings. The first series of these meetings are scheduled for the week of April 22, 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Implement elements of good governance practices	Enhance governance practices in the areas of: governance foundations, principles and structures; board responsibilities and oversight; governance processes; and board effectiveness	Hire a Board Secretary to manage Board processes and activities	Q1 2024	Q1 2024	Completed	Board Secretary hired and on-boarded in February 2024 to manage Board process and activities.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Develop an Access to Information Process	Q1 2024	Q1 2024	Completed	Access to Information process developed and approved on April 3, 2024. Information to be uploaded to the TSHC website in Q2 2024.
Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	Director, People and Culture	Develop and implement a talent strategy	Review total compensation strategy to keep a competitive edge	Implementation of City Council direction regarding executive compensation	Q1 2024	Q1 2024	Completed	Executive Compensation Policy & 2024 Compensation Adjustments - Management and Non-Union Staff approved by TSHC Board of Directors on February 22, 2024.

Toronto Seniors Housing Corporation Board Meeting

Meeting Date: July 18th, 2024

Topic: TSHC Tenant Experience Survey Results

Item Number: 10b

Report Name: 2023/24 Tenant Experience Survey Findings Report

To: TSHC Board

From: Grant Coffey, Director Strategy and Business Management

Date of Report: July 4th, 2024

Purpose: The purpose of this report is to present the results of the TSHC Tenant Experience Survey, conducted across all TSHC buildings from December 2023 to January 2024.

Recommendation: It is recommended that the Board receive this report for information.

Reason for Recommendation: This report was previously presented at the Quality and Tenant Engagement Committee. The Tenant Experience Survey findings, documented in the detailed report (Attachment 1), are the first of its kind at TSHC, showing a representative picture of tenants' experiences living at TSHC. It identifies aspects of TSHC operations and services that tenants are satisfied with as well as areas that require improvement. The findings from the report are currently informing ongoing discussions on prioritizing actions, an exercise that will also help refine TSHC's strategic directions.

Background

In 2021, Toronto Community Housing's Seniors Unit administered a survey in 18 of its buildings in what constituted the South-East region at the time. The survey helped inform the ongoing implementation of the Integrated Service Model, which currently serves as the basis for operations at TSHC.

The 2023/2024 Tenant Experience Survey sought to build upon this earlier effort to understand the experiences of tenants at TSHC and to develop a baseline to measure progress on its Strategic Directions. The scope of the survey was broadened to all TSHC buildings. To ensure the impartiality and effectiveness of the survey, TSHC partnered with Forum Research, a market research firm, to develop, administer and analyze the responses of the survey.

As part of the questionnaire development process, consultations and meetings were conducted with tenants, Senior Tenants Advisory Committee (STAC) members, board members, and staff to refine the questionnaire. Taken together, 15 tenant comments, 11 board member comments, and 12 staff comments were incorporated into the questionnaire.

In total, the survey consisted of 44 questions (Attachment 2). The majority of questions asked tenants the extent to which they agreed with a statement on a five-point scale (strongly disagree to strongly agree) or in a yes/no format wherever appropriate. An open-ended question gave tenants the opportunity to comment in more detail about any additional thoughts that they may have about TSHC and its services and operations. Demographic questions were also added to better understand who lives at TSHC and their experiences at a more

granular level. To ensure these questions were consistent with the City of Toronto's practices, they were developed based on the City's [Data for Equity Guidelines](#), an up to date set of practices that received [Council approval in November, 2020](#).

The survey was made available in 13 different languages and tenants had the option to complete the questions in a paper-based format, online, or via phone. To ensure tenants could complete the survey anonymously, no identifying information, such as a tenant's name or address, was collected. Posters were distributed across TSHC buildings to promote the survey and TSHC building staff also encouraged tenants to complete the survey.

Survey Implementation and Response Rate

The survey was launched in early December. Each household received one survey package and tenants had until January 24th, 2024, to complete it. Senior Service Coordinators (SSC's) were also available to assist tenants with any questions or issues that tenants may have with the survey, such as providing copies of translated surveys.

In total, 3,223 or 24% of tenants completed the survey, a portion that exceeded the target rate of 20%. The sample size allowed for analysis that could generate results that would reflect the sentiments of the entire tenant population at a high level of accuracy, specifically with a margin of error at +/- 1.73% at 95% confidence level. The strong response rate also helped facilitate analysis at the regional level.

While response rates were more than sufficient for data analysis, reasons for why some tenants did not participate include, but are not limited to, the fact that the survey was voluntary, lack of interest, language barriers notwithstanding efforts to disseminate the survey in multiple languages, and building or location specific issues such as

difficulty accessing Canada Post mailboxes. SSC's and building staff worked to overcome the barriers where possible. Most notably, more active engagement with tenants and better positioning of posters helped boost response rates especially in buildings that reported less engagement during the early stages of the survey.

Out of the 3223 completed surveys, 2,993 surveys were mailed in, 228 were completed online, while 2 tenants chose to complete the survey via phone. 97.5% of tenants completed the survey in English. The remainder completed the survey in Chinese, Spanish, Russian, Ukrainian, Gujrati, Farsi and Korean.

Findings

Overall, tenants feel positively about TSHC services:

- 80% of tenants are generally happy with services provided by TSHC, a sentiment that is generally equivalent across all regions.
- 82% of tenants are proud to be residents at TSHC.

Tenants also feel positively about several other areas, including but not limited to:

- The level of maintenance (85%) and cleanliness (86%) in their buildings.
- How accessible their units and buildings are (90%).
- How safe they feel in their homes (83%).
- Staff being respectful (87%) and taking accountability for their work (80%).

A regression analysis was conducted to filter through areas where tenant satisfaction was low and to identify priority actions that would make the greatest impact on overall satisfaction. These included:

- Improving the quality of program offerings in buildings.
- Improvements to how tenants are referred to/get information to access the various services they need.
- Working to create a more comfortable environment for tenants to share their complaints and concerns with staff.

The results of the 18 buildings that were surveyed in 2021 were also compared to the 2023/2024 survey to show that tenant sentiments in these buildings have remained generally consistent.

Demographic differences may be shaping tenants' experiences as well. For example, people with disabilities may find their buildings and units to be less accessible even though their level of satisfaction tends to still be high (89.5%). Women are more concerned than men about a variety of issues such as safety in their homes and building cleanliness. East Asian tenants are generally the most dissatisfied living at TSHC, compared to Black, White, and other tenants.

Notably, a tenant's preference to speak in a language other than English does not affect their ability to understand core issues such as their lease, responsibilities as a tenant, and their rights. The survey drivers analysis also revealed that providing information to a tenant in their preferred language does not make a significant difference to overall levels of tenant satisfaction.

Additional Actions and Next Steps:

- The findings were shared with the Senior Tenants Advisory Committee (STAC) for feedback on May 24th, 2024. Participants acknowledged the findings and highlighted that lower scoring areas, such as community participation, required further attention. They also encouraged TSHC to share the findings with tenants in simple and digestible formats, such as through posters. Some concerns were raised about whether the survey was anonymous which TSHC

confirmed was the case. It has committed to being clearer in communicating this provision in future surveys.

- Staff are in the process of developing an action plan in response to the survey findings. Currently, four priority areas have been identified within which several ongoing and planned actions have been listed on a preliminary basis. Further meetings are planned to ensure the actions are accurate and feasible. Wherever necessary, strategic directions will also be updated based on the action planning exercises. Tenants are also expected to be consulted to help validate and strengthen the action plan.
- A follow-up survey will be conducted in 2025/26.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Tenant Survey Findings Report
2. Tenant Survey Questionnaire
3. Forum Presentation

2023/24 Tenant Survey Findings Report

Toronto Seniors Housing Corporation

April 2024



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Background

Toronto Seniors Housing

- Toronto Seniors Housing Corporation (TSHC) began operations in June 2022 with approximately 300 employees.
- TSHC provides subsidized rental housing for 15,000 seniors in 83 buildings, using an Integrated Service Model to serve seniors according to their needs.

Tenant Experience Survey

- TSHC collaborated with a market research firm, Forum Research, to conduct a comprehensive survey from December 2023 to February 2024, to gain insights into tenants' experiences living in TSHC buildings.
- To ensure the survey was accessible to tenants and to maximize participation, Forum made the survey available to tenants in multiple formats and in 13 different languages.
- The survey findings will be used to assess TSHC's performance, identify areas for improvement, and inform progress made on its Strategic Directions.

Research Objectives

Measure tenant satisfaction and understand tenant experiences in more detail

Assess TSHC's current performance relative to the results of past surveys (where possible)

Accurately measure the demographic make-up of tenants to inform program service delivery

Key Findings

Executive Summary and Recommendations

The Big Picture

Overall, tenants feel positively about TSHC services, and a significant majority are proud to be tenants at Toronto Seniors Housing. In addition, tenants overwhelmingly feel safe and are happy with their interactions with TSHC staff.



**4 in 5 tenants are happy
with TSHC services**



**82% are proud to be a
tenant at TSHC**



**83% feel safe in their
home**



**87% feel staff treat them
with respect**

The Big Picture

Opportunities for Improvement



Access to Supports

Tenants could benefit from more **help to access the services they need.**



Property Management

Tenants are largely happy with the cleanliness and maintenance of their building but less so when it comes to being **kept up to date on repairs** and issues related to pest control.



Community Participation

Just over half (55%) of tenants felt that there is a **sense of community in their building.** This is an important driver of overall satisfaction. Areas for improvement include enhancing program offerings at buildings and creating more spaces for tenants to contribute their ideas about organizing social activities.

What Can Make A Difference?

Tenants' responses were analyzed to identify key actions that may have a significant impact on overall satisfaction. By focusing on the key areas described below, TSHC can make a meaningful difference to tenants' general sense of satisfaction.



How has TSHC been doing since it transitioned from TCHC?

- 18 buildings were surveyed in 2020/2021 when they were part of Toronto Community Housing Corporation (TCHC), 3 from the North-East and 15 from the South-East. The results from these buildings were compared to their results in 2023.
- 2023 results suggest that tenants' overall satisfaction remains high while their perceptions on program offerings and sense of community remain relatively low.

Snapshot of Trending Results	2021	2023
Overall satisfaction/happiness with services	82%	80%
Building is well-maintained	87%	89%
Staff treat me with respect	91%	87%
Building has programs I like/are helpful to me	60%	52%
I feel there is a strong sense of community in my building	58%	54%

Who Lives at TSHC?



Most tenants are women

Of those who replied to the survey, 60% were women. 32% were men, 1% indicated other gender identities, and 7% preferred not to answer.



Many tenants have disabilities

51% of tenants reported having one or more disabilities, including issues with pain and mobility. 32% indicated having no disabilities, while 17% preferred not to answer.



Tenants are diverse

A majority were born outside of Canada (79%) and many prefer speaking a language other than English (37%). Tenants most commonly identified as White (28%), East Asian (21%), and Black (10%).



Tenants have typically resided at TSHC for a long time

When asked how long they have lived with Toronto Seniors Housing (previously Toronto Community Housing), 42% indicated 10 years or longer.

Are There Demographic Differences in Tenant Experiences?



Language

A tenant's preference to speak in a language other than English does not impact their ability to understand core issues that they need to be aware of such as their lease, responsibilities and rights as a tenant.



Race

Black tenants tend to feel the most pride living at TSHC while East Asian tenants are generally less satisfied with TSHC services and programs.



Gender

Women feel like they receive less support getting ready for pest treatment, are more concerned about building cleanliness, and feel less safe in their units compared to men.



Disability

Tenants with disabilities tend to be less aware of who to contact to access wellbeing or support services, or to report a security incident.

Methodology

Research Methodology



Process

Forum Research Inc. mailed one survey and return envelope to each Toronto Seniors Housing Corporation household across all 83 buildings, with information included for phone-in and online response options.



Timeline

Surveys were mailed in early December 2023
Responses were received from December 4, 2023 – February 6, 2024

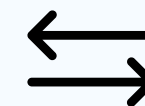


Participation

A total of 13,472 surveys were mailed, and 3,223 responses were received. The survey achieved a response rate of 24%, exceeding the anticipated target of 20%.

Margin of error: ±1.73% at a 95% confidence level

Responses Received	
Total	3,223
Mail	2,993
Online	228
Phone	2



Trending Comparisons

The survey questions were partly based on the 2021 Tenant Experience Survey conducted across 18 buildings by Toronto Community Housing Corporation's Seniors Housing Unit prior to the creation of TSHC. Comparisons to 2021 results are limited to the buildings that were surveyed in both years.

Reporting Considerations

TOP2/BTM2: Top 2 (TOP2) and Bottom 2 (BTM2) reference the collected TOP2 positive and BTM2 negative responses, where applicable.

For example, for the following scale: “Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree,” TOP2 would be the percentage of tenants who selected either Somewhat Agree or Strongly Agree while BTM2 would be the percentage of tenants who selected either Somewhat Disagree or Strongly Disagree.

Rounding: Due to rounding, numbers presented throughout this document may not add up to the totals provided. For example, in some cases, the sum of all question values may add up to 101% instead of 100%. Similar logic applies to TOP2 and BTM2 groupings.

Footnotes: The footnote on each page identifies the corresponding question from the survey, the sample size of the data, and the sample framework used in the analysis.

Significance Testing: Demographic segments were analyzed to understand variations in levels of satisfaction. Any statistically significant differences that have been reported have a P-Value of less than 0.05.

Multi Mentions: Multiple mention questions allow tenants to select more than one answer category for a question. For questions that allow multiple mentions (e.g., “How do you prefer to receive updates about Toronto Seniors Housing?”) it is important to note that the percentages typically add to over 100%. This is because the total number of answers provided for a question can be greater than the number of tenants who answered the question. For example, tenants were able to select “Mail” and “Text” as their answer.

Measures of Satisfaction

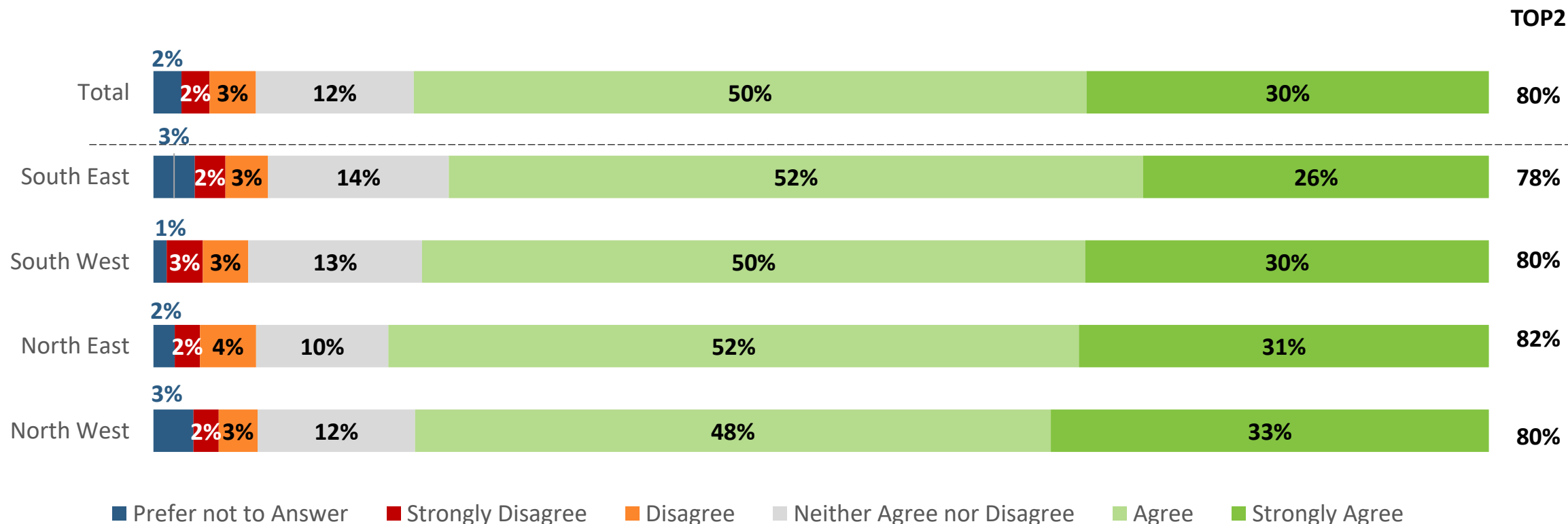
Most questions in the survey asked tenants the extent to which they agreed or disagreed with a statement either on a five-point scale (Strongly Disagree to Strongly Agree) or in a binary, Yes/No format. A frequency analysis was conducted to understand trends in tenants' responses.

Tenants were also given the opportunity to share additional feedback through an open-ended question. Sample quotations are presented throughout the report. Tenants' own words help add context and nuance to the frequency analysis.

Overall Satisfaction

Satisfaction with Toronto Seniors Housing Services

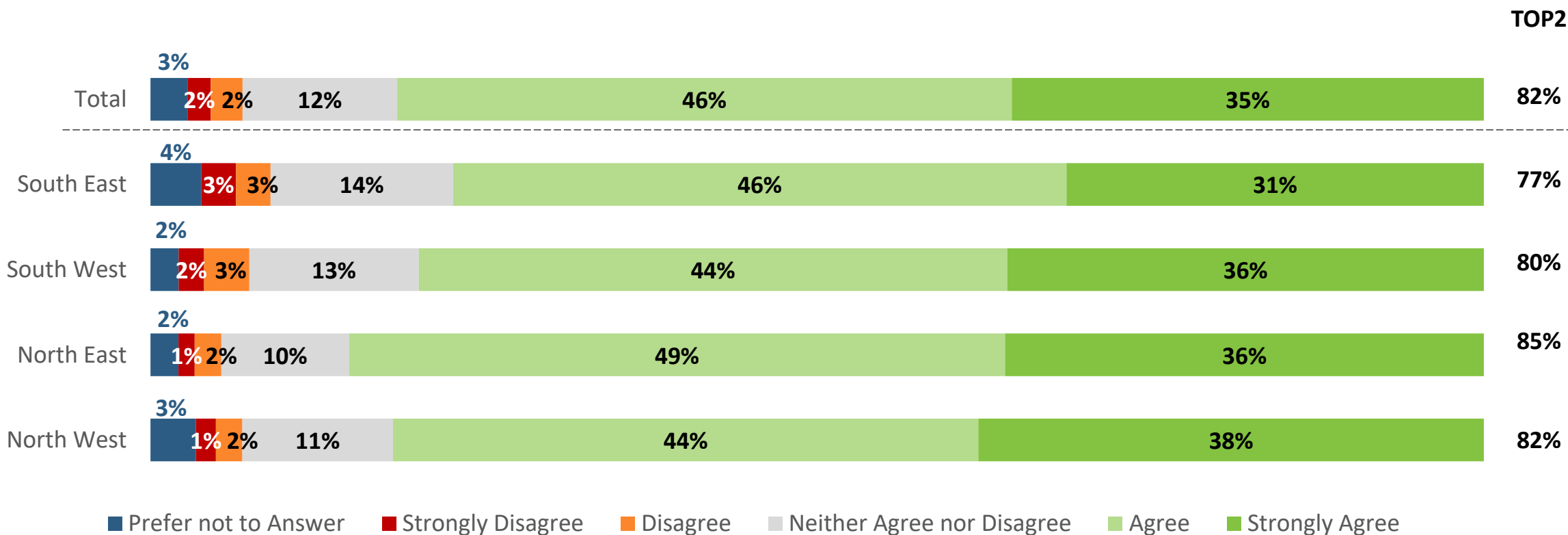
- 4 in 5 (TOP2: 80%) tenants are generally happy with the services TSHC provides.



32. How much do you disagree or agree with the following statement: I am happy with the services Toronto Seniors Housing provides.
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)
 Base: Total sample

Tenant Pride at Toronto Seniors Housing

- More than 4 in 5 (TOP2: 82%) are proud to be a tenant at Toronto Seniors Housing.



33. How much do you disagree or agree with the following statement: I am proud to be a tenant at Toronto Seniors Housing.

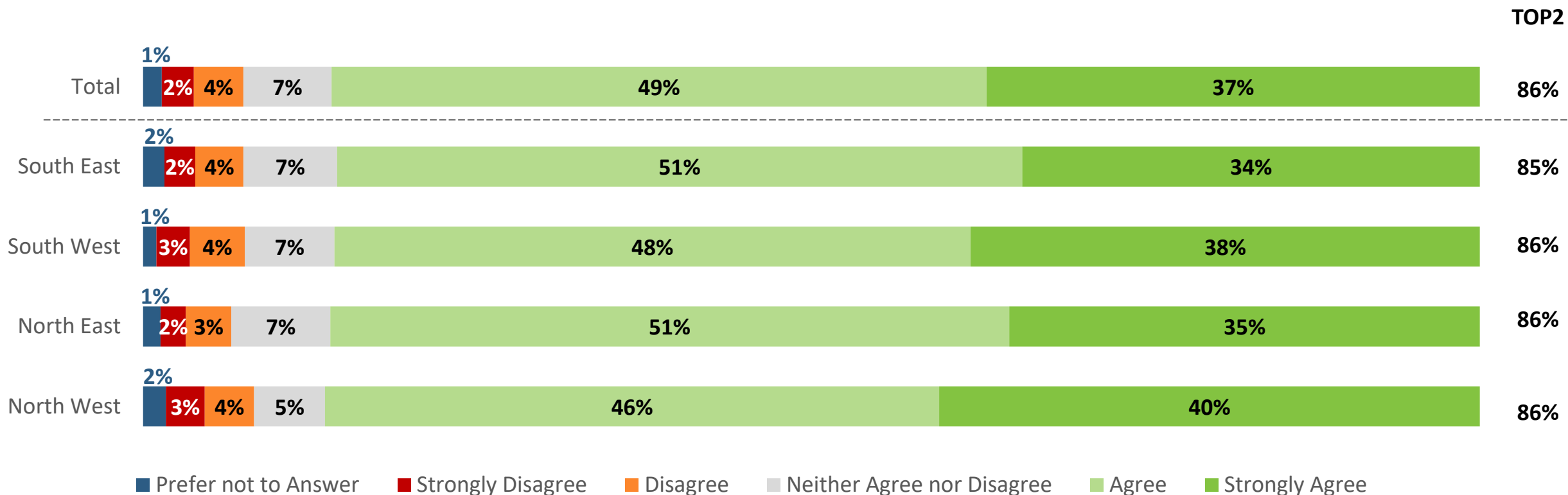
Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Property Management

Building Cleanliness

- Nearly 9 in 10 (TOP2: 86%) tenants feel that generally, their entire building is clean. This sentiment is shared by tenants across all regions.

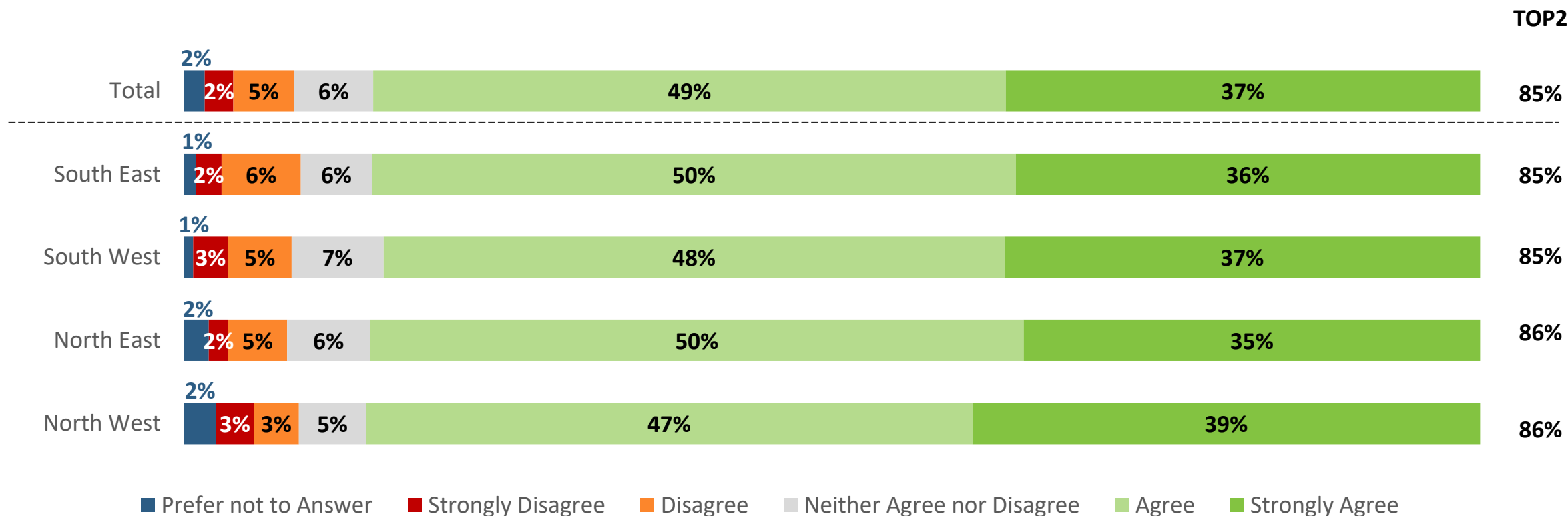


1. How much do you agree or disagree with the following statement: Generally, my entire building is clean (example: lobby, hallways, laundry room).

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804); Base: Total sample

Building Maintenance

- More than 4 in 5 (TOP2: 85%) tenants feel that their building is generally well-maintained.

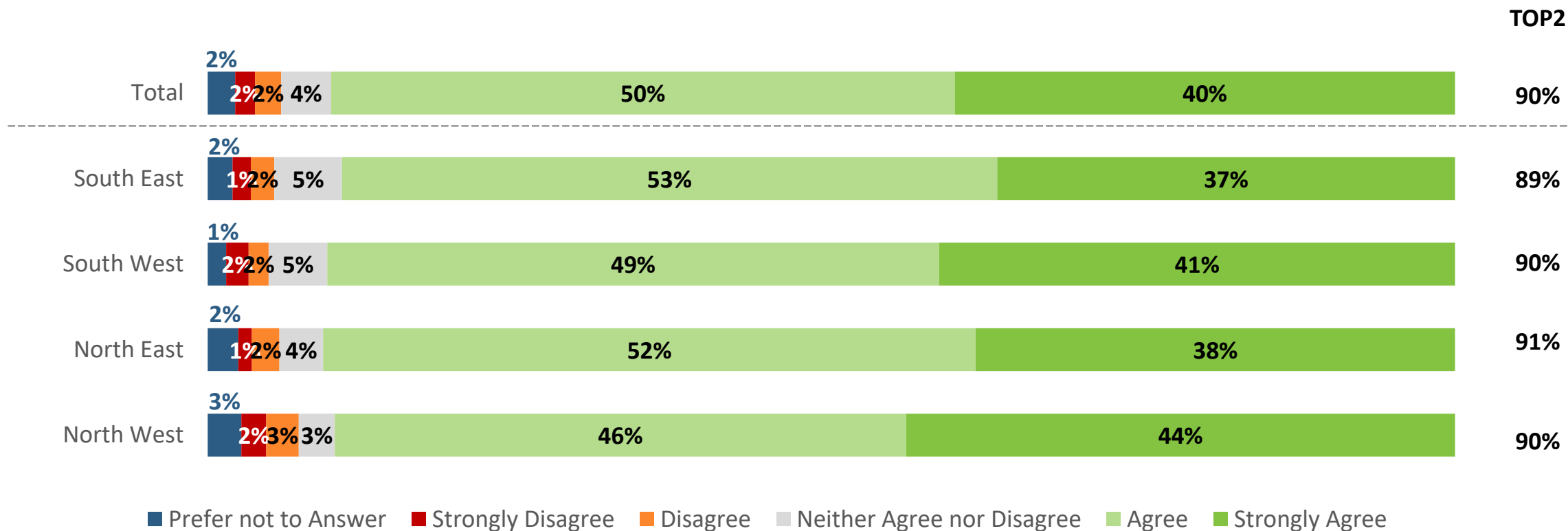


2. How much do you agree or disagree with the following statement: Generally, my building is well-maintained (example: elevators, lights, common areas like the lobby and hallways).

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804) Base: Total sample

Building & Unit Accessibility

- 9 in 10 (TOP2: 90%) tenants feel that their unit and building are physically accessible.



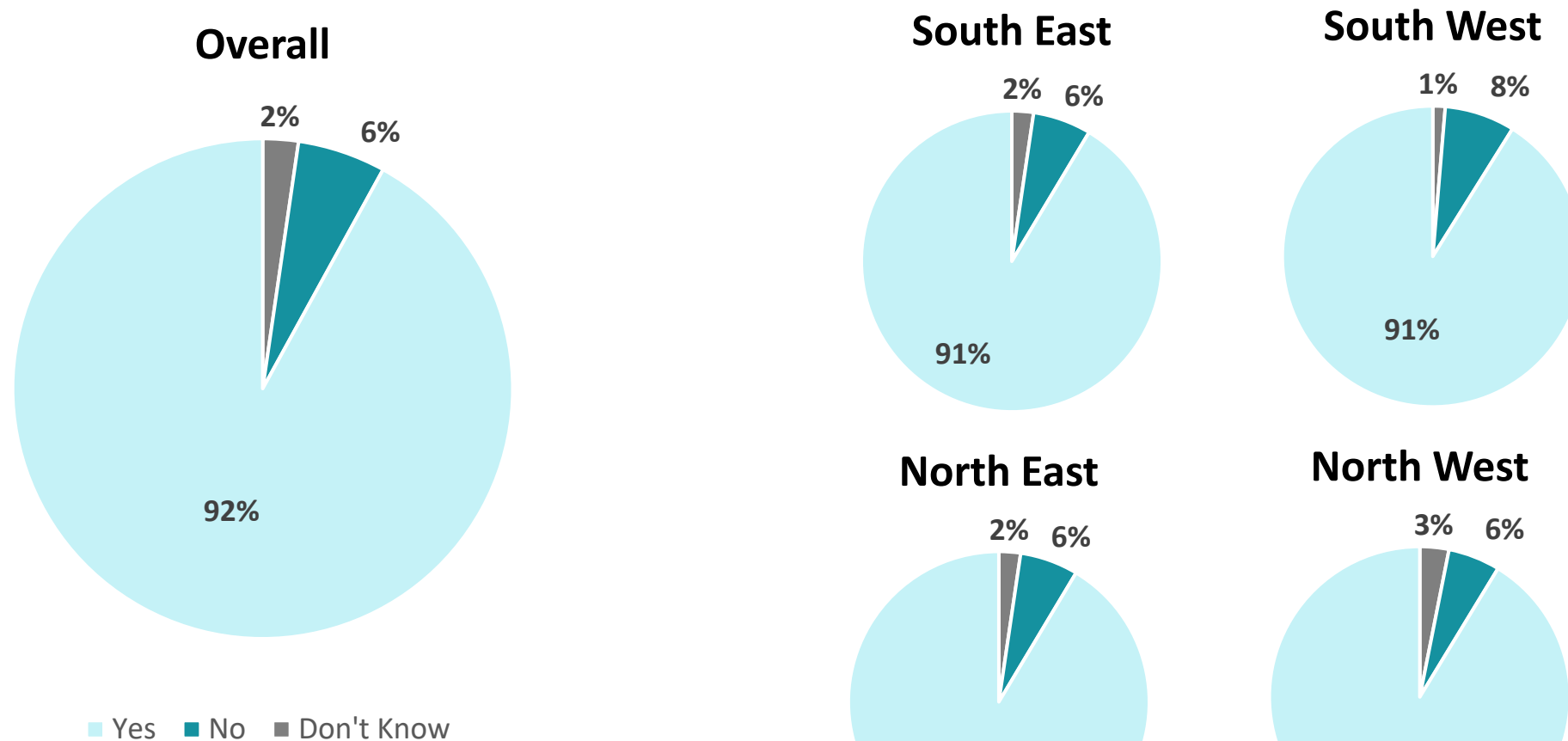
3. How much do you agree or disagree with the following statement: My unit and my building are physically accessible.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Repairs and Maintenance Contact

- More than 9 in 10 (92%) tenants know who to contact to get help with repairs or maintenance issues.



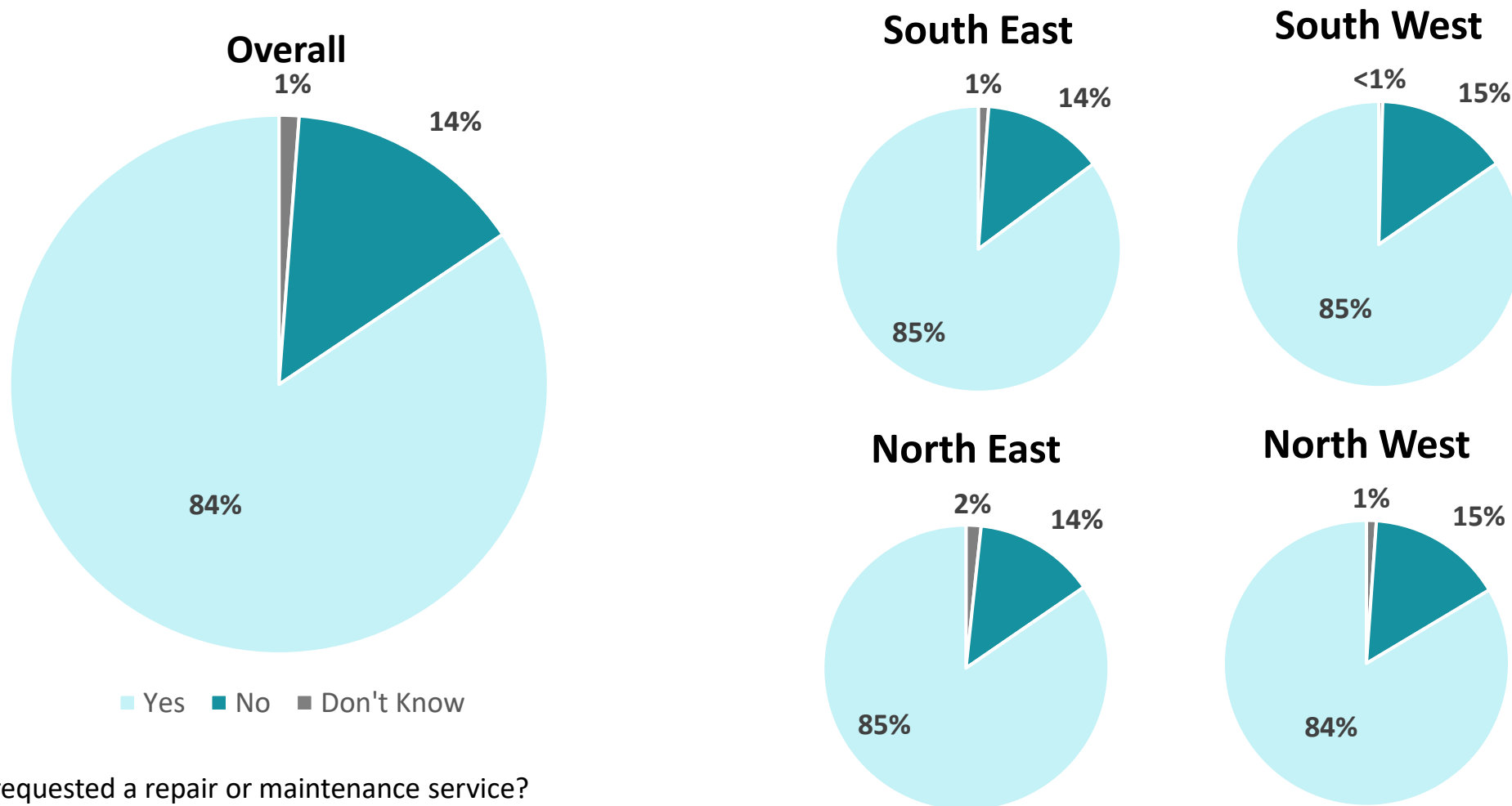
4. Do you know who to contact to get help with repairs or maintenance issues?

Sample size: Total (n=3223)

Base: Total sample

Request Repair or Maintenance

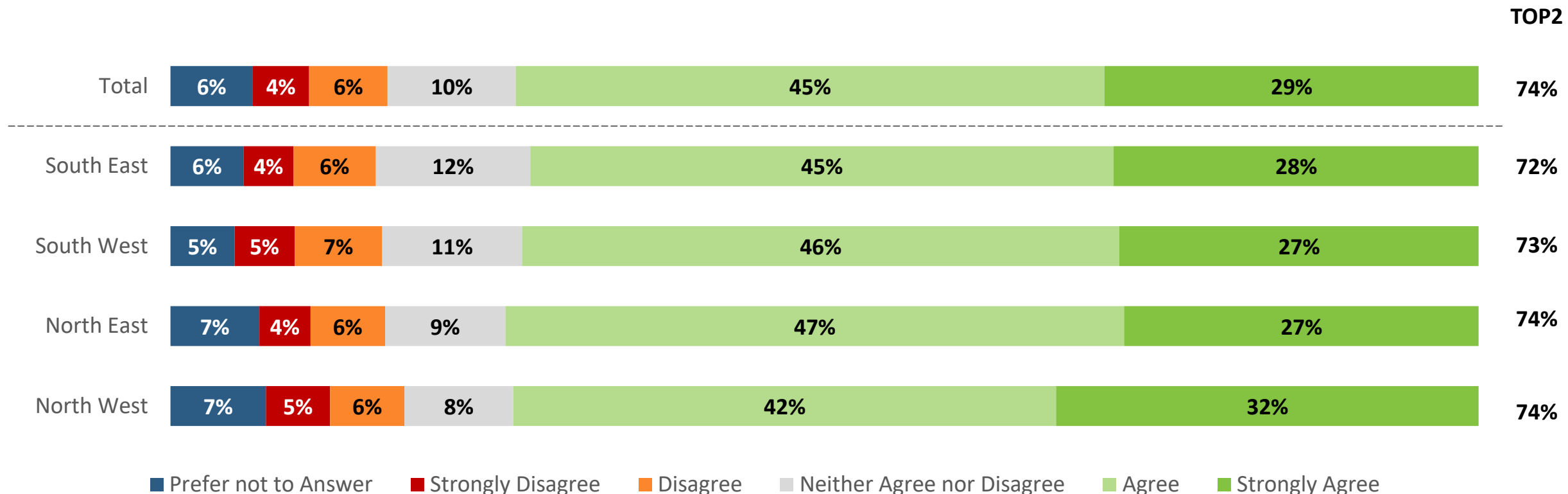
- More than 4 in 5 (84%) tenants have requested a repair or maintenance service.



5. Have you ever requested a repair or maintenance service?
Sample size: Total (n=3223)
Base: Total sample

Timely Repair and Maintenance

- Nearly 3 in 4 (TOP2: 74%) tenants who requested a repair or maintenance service felt that the work was completed quickly.



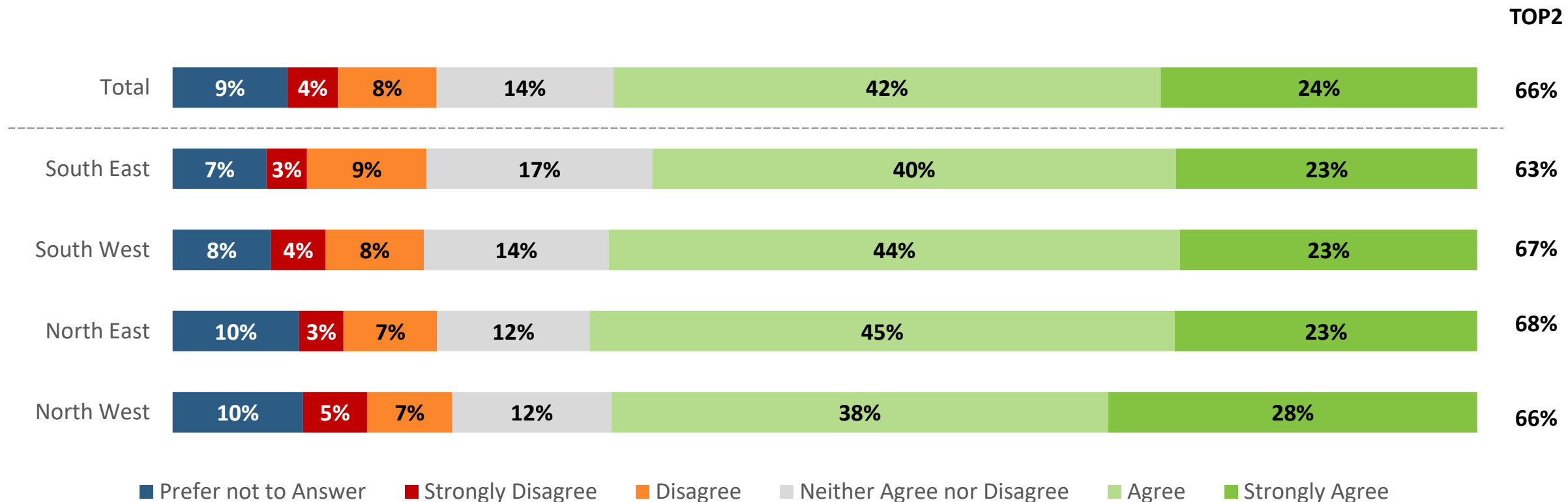
6. Think about the last time you requested a repair or maintenance service: The work was done quickly.

Sample size: Total (n=2722) / South East (n=585) / South West (n=571) / North East (n=894) / North West (n=672)

Base: Tenants that have requested a repair or maintenance

Remained Informed During Repairs or Maintenance

- 2 in 3 (TOP2: 66%) tenants who requested a repair or maintenance service agreed that they were kept up to date on how the work was going.



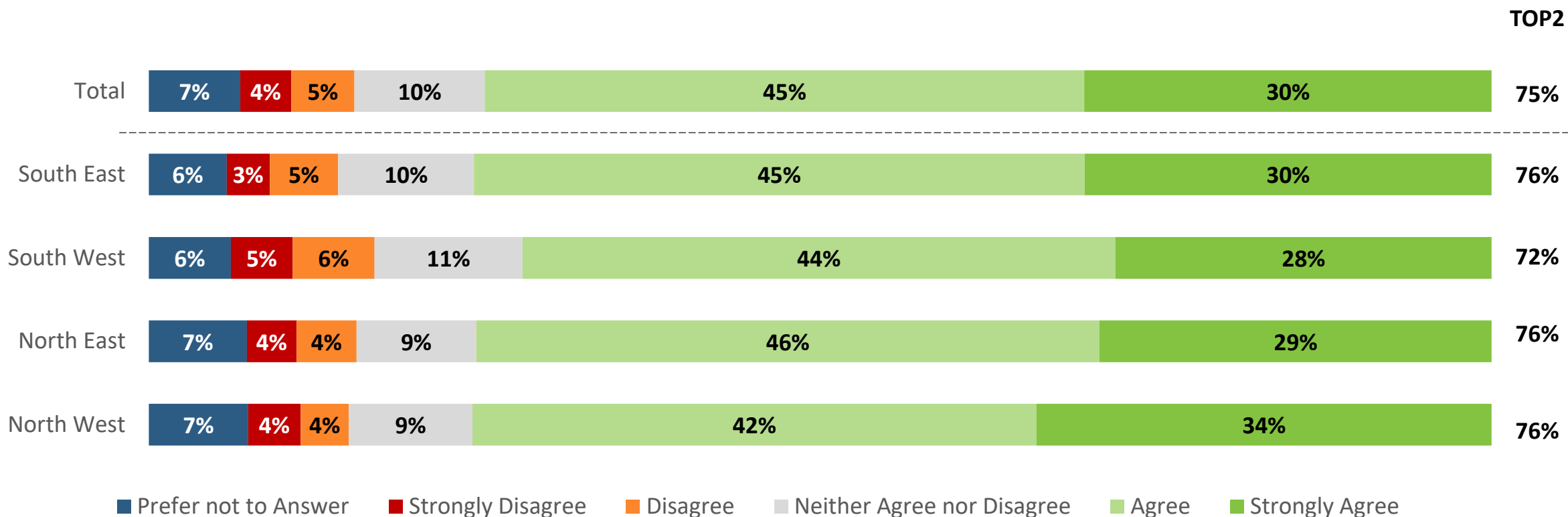
7. Think about the last time you requested a repair or maintenance service: I was kept up to date with information on how the work was going.

Sample size: Total (n=2722) / South East (n=585) / South West (n=571) / North East (n=894) / North West (n=672)

Base: Tenants that have requested a repair or maintenance

Satisfaction With Repair and Maintenance

- 3 in 4 (TOP2: 75%) tenants who requested a repair or maintenance service were happy with how well the work was done.



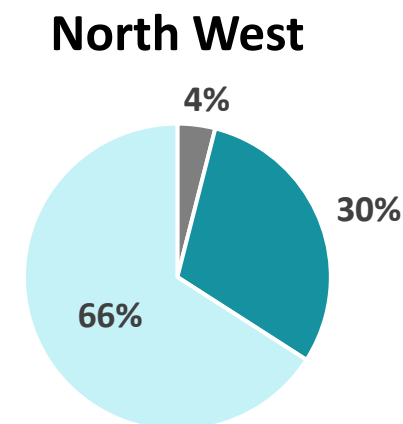
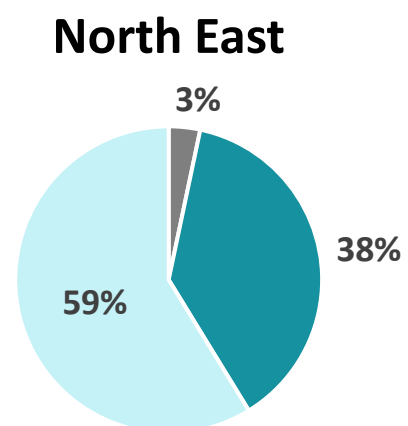
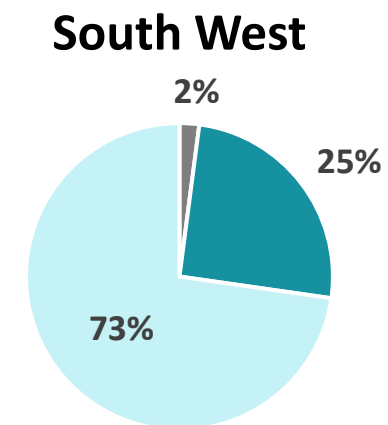
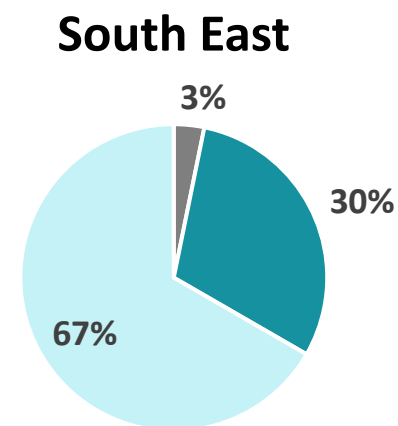
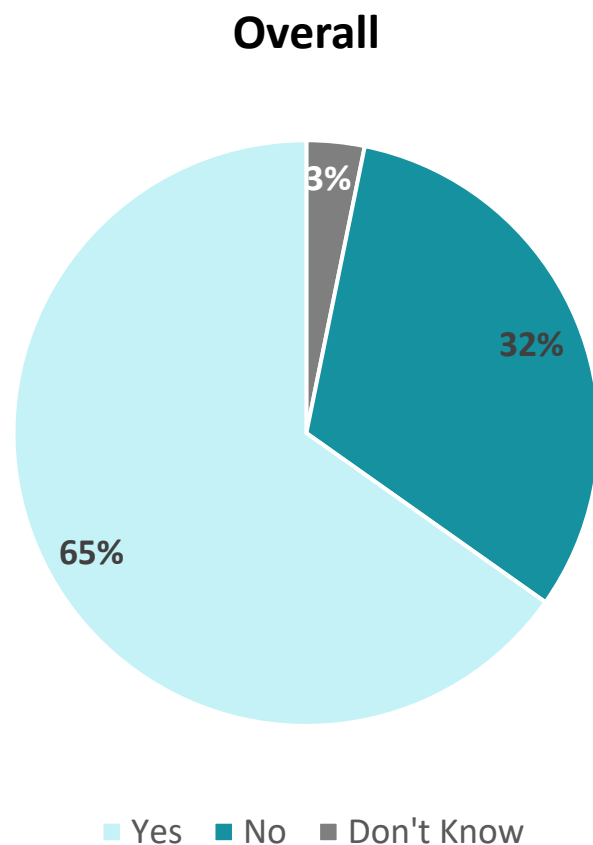
8. Think about the last time you requested a repair or maintenance service: I was happy with how well the work was done.

Sample size: Total (n=2722) / South East (n=585) / South West (n=571) / North East (n=894) / North West (n=672)

Base: Tenants that have requested a repair or maintenance

Pest Treatment

- About 2 in 3 (65%) tenants say their unit has been treated for pests.



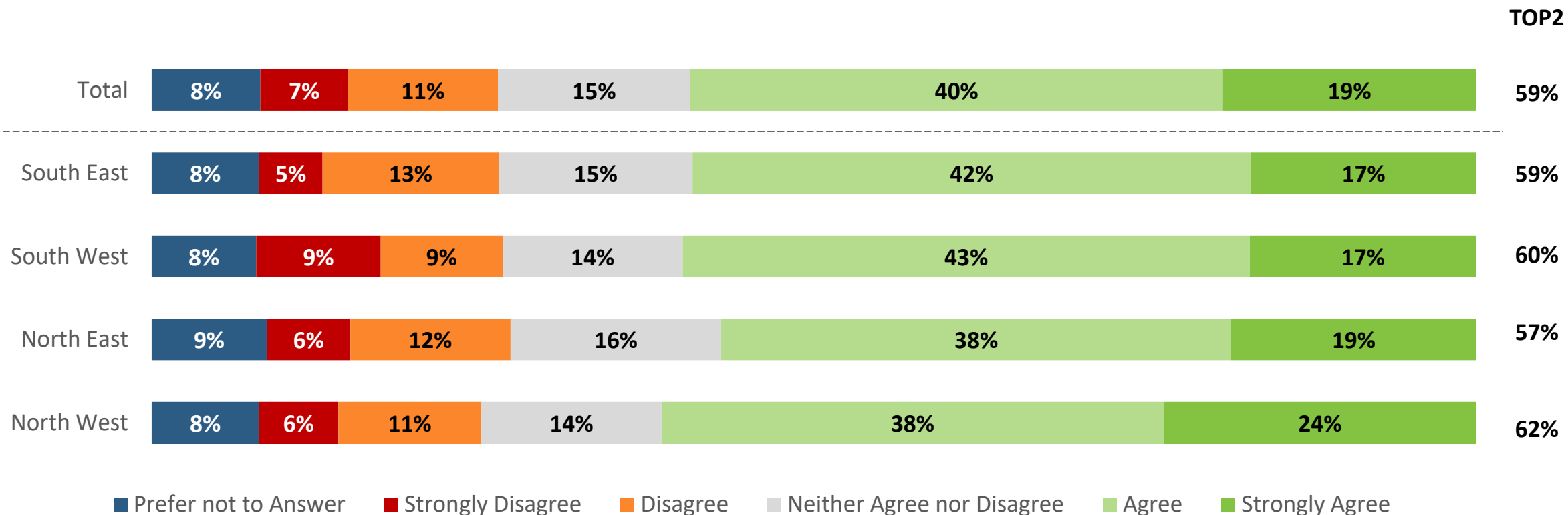
9. Has your unit ever been treated for pests (example: cockroaches, bedbugs, mice)?

Sample size: Total (n=3223)

Base: Total sample

Getting Ready for Pest Treatment

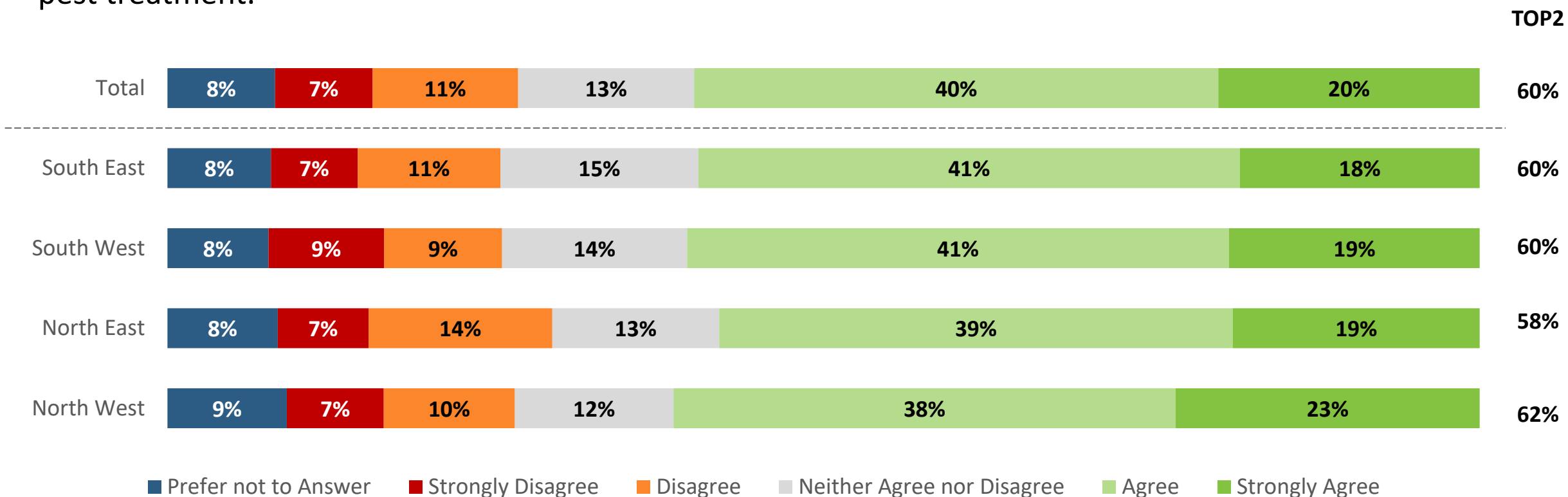
- Of the tenants who had their units treated for pests, around 3 in 5 (TOP2: 59%) felt that they received enough help getting ready for pest treatment.



10. Think about the last time your unit was treated for pests: I received enough help getting ready for pest treatment.
 Sample size: Total (n=2100) / South East (n=458) / South West (n=491) / North East (n=621) / North West (n=530)
 Base: Tenants who have had their unit treated for pests

Outcome of Pest Treatment

- Of the tenants who had their units treated for pests, 3 in 5 (TOP2: 60%) were happy with the outcome of the pest treatment.



11. Think about the last time your unit was treated for pests: I was happy with the outcome of the pest treatment.

Sample size: Total (n=2100) / South East (n=458) / South West (n=491) / North East (n=621) / North West (n=530)

Base: Tenants who have had their unit treated for pests

In Their Own Words: Suggestions from Tenants

“Overall I am happy with the building and the staff! Unfortunately, my (apartment) is right next to (the) garbage chute area and it stinks very badly! It would be helpful if it is kept clean and... air freshener (is used) all the time.”

“The only complaint...is bugs in kitchen and other area of house. We requested... pest control years ago; they came and sprayed some pesticide, but (it) doesn't work and still she is complaining about the bugs, every time I go to visit her.”

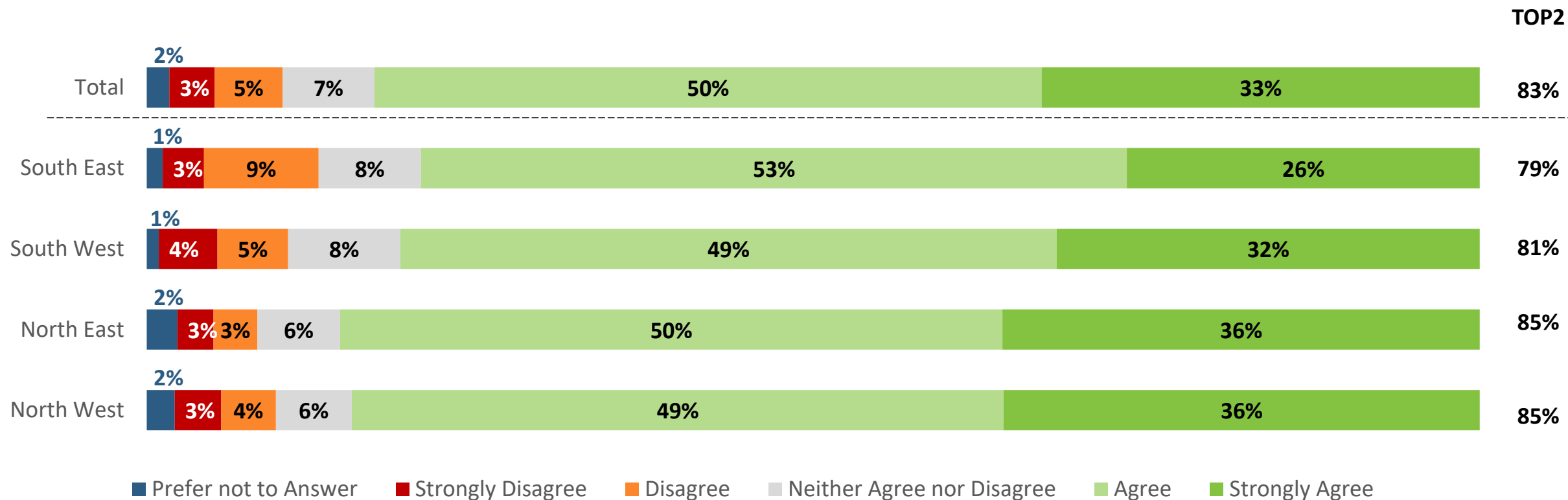
“To have the elevators working all the time is important for seniors going in and out. Keeping the common area, including elevators nice and clean is the main way to avoid an(y) virus (from) spreading in the building.”

“The superintendent and worker under him aren't in the building too often. I propose that they be in the building everyday during business hours so they can take care of maintenance needs to their concern.”

Safety and Security

Safety in Their Home

- About 4 in 5 (TOP2: 83%) tenants feel safe in their home.



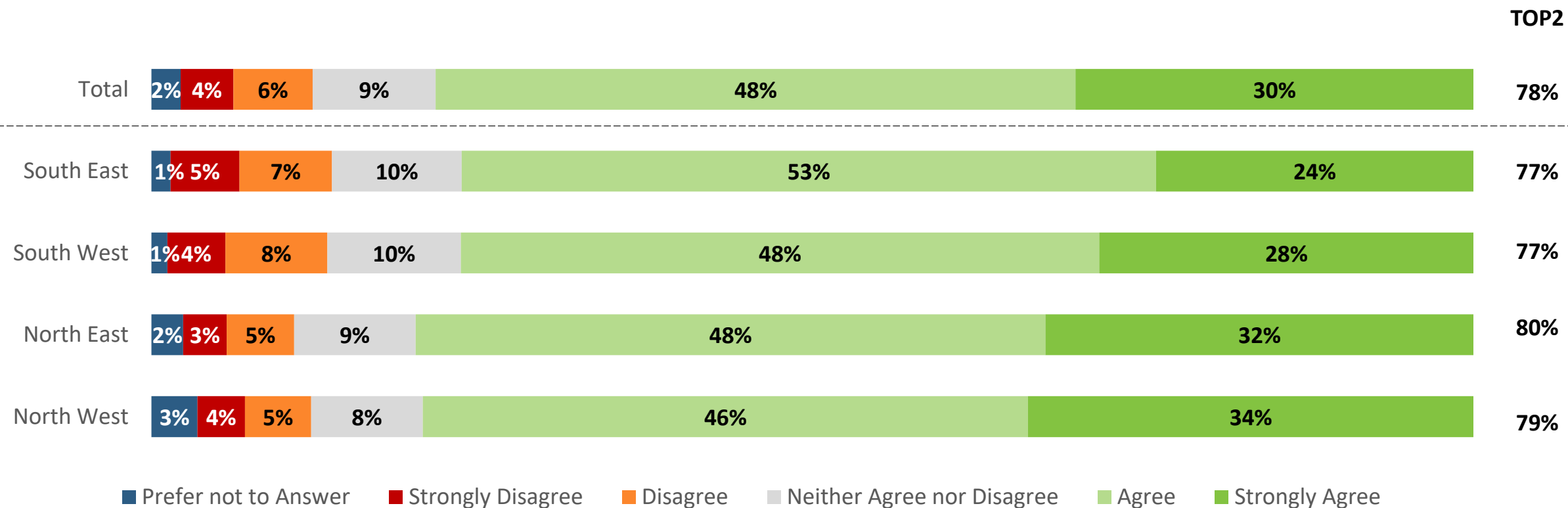
12. How much do you disagree or agree with the following statement: I feel safe in my home.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Safety in Common Spaces

- Nearly 4 in 5 (TOP2: 78%) tenants feel safe in the common spaces of their building.



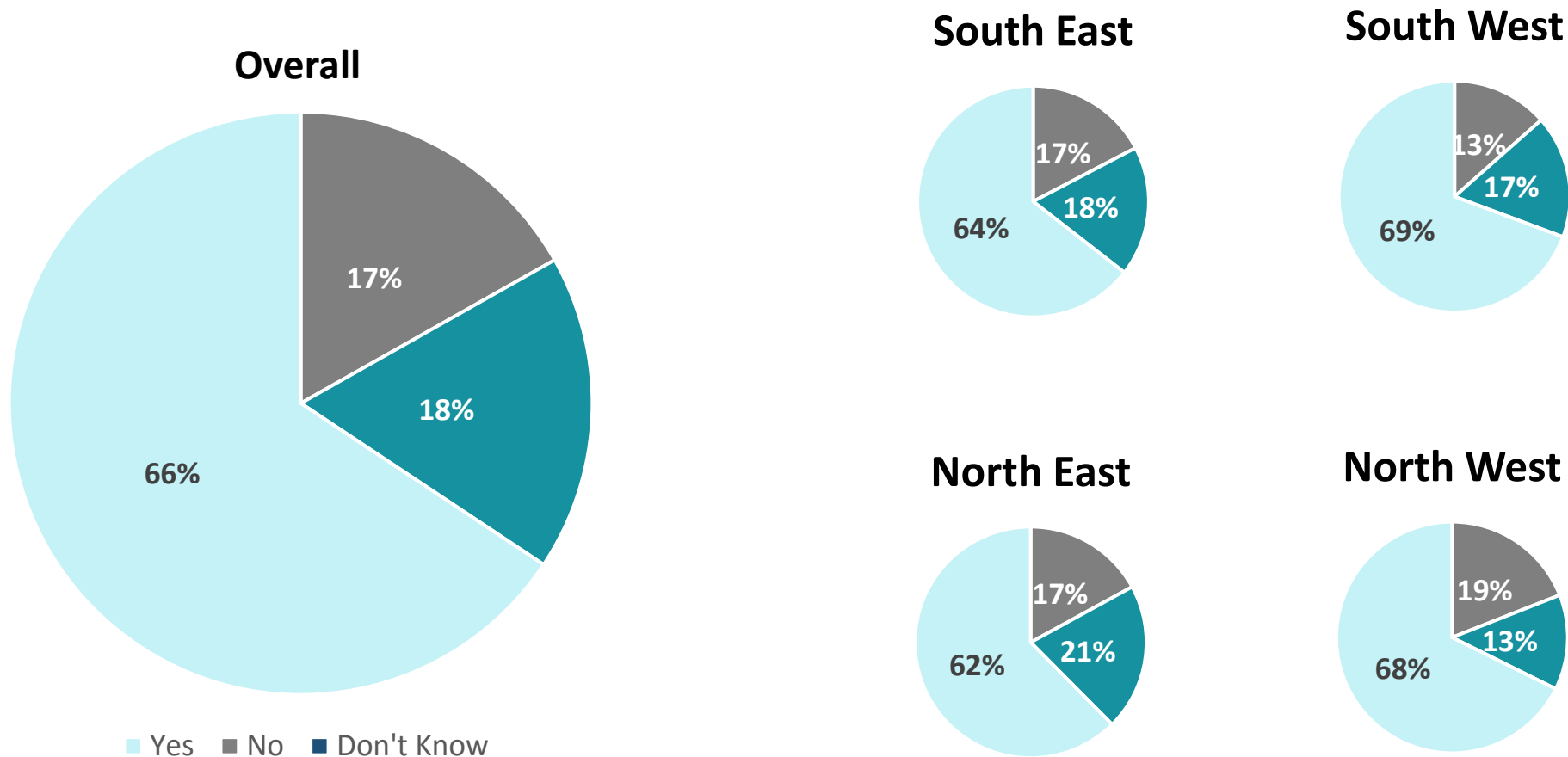
13. How much do you disagree or agree with the following statement: I feel safe in the common spaces of my building (example: elevators, lobby, laundry room).

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Reporting Security Incidents

- 2 in 3 (66%) tenants say they know who to contact if they want to report a security incident.



14. Do you know who to contact if you want to report a security incident?

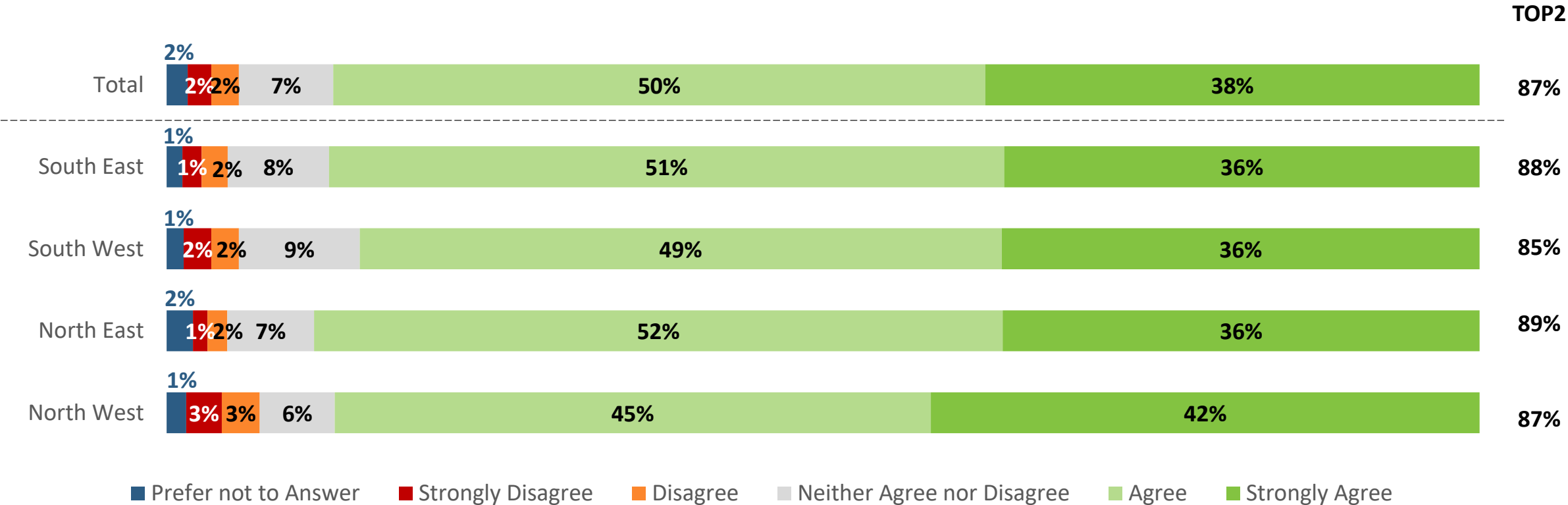
Sample size: Total (n=3223)

Base: Total sample

Communication and Interactions With Staff

Respect

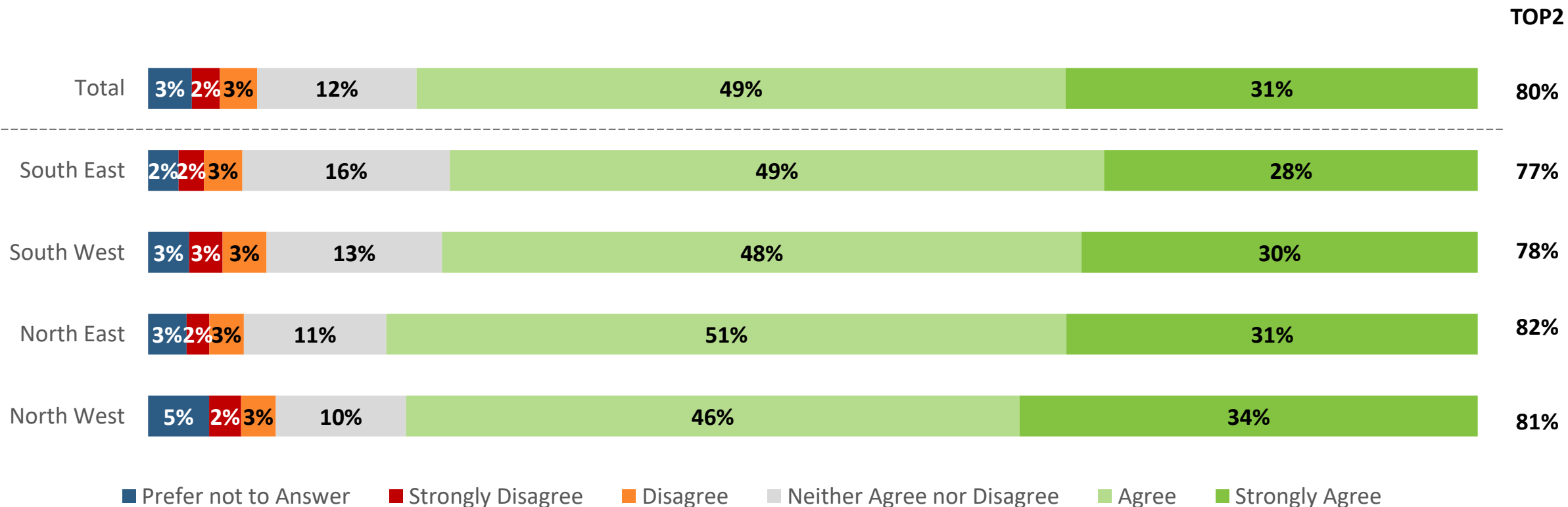
- Nearly 9 in 10 (TOP2: 87%) tenants feel that TSHC staff treat them with respect, across all regions.



15. How much do you disagree or agree with the following statement: Staff treat me with respect.
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)
 Base: Total sample

Staff Accountability

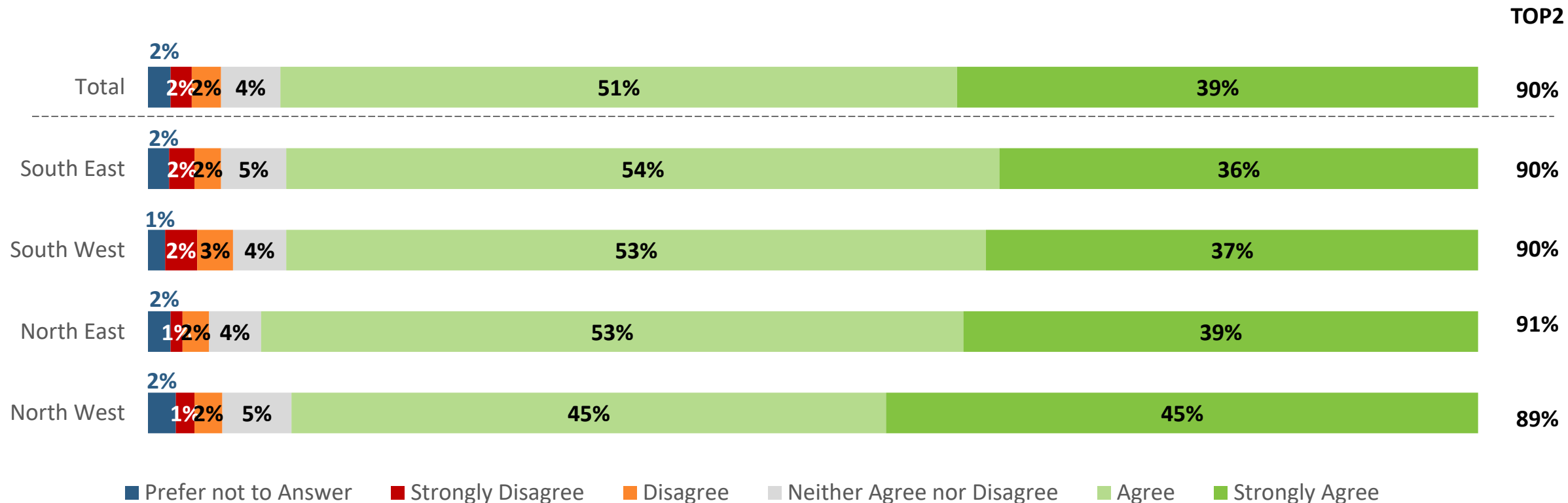
- 4 in 5 (TOP2: 80%) tenants feel that TSHC staff take accountability for their work, with slightly lower agreement in the South East (TOP2: 77%) and South West (TOP2: 78%).



16. How much do you disagree or agree with the following statement: Staff take accountability for their work.
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)
 Base: Total sample

Building Updates

- 9 in 10 (TOP2: 90%) tenants say they get updates about necessary work in their building.



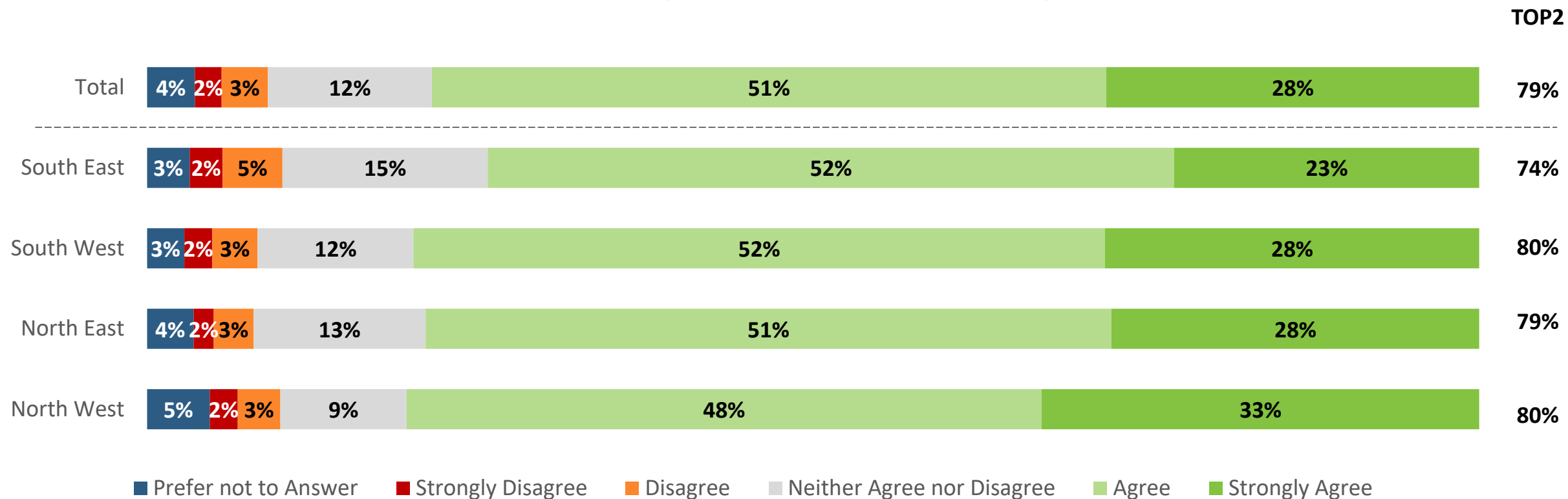
17. How much do you disagree or agree with the following statement: I get updates about necessary work in my building (example: water shutoffs, fire testing, elevator outages).

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Tenant Policies

- About 4 in 5 (TOP2: 79%) tenants find tenant policies to be clear and easy to understand.



18. How much do you disagree or agree with the following statement: Tenant policies are clear and easy to understand (example: Guest and Visitor Policy, Absence from Unit Policy, Use of Space Policy).

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

In Their Own Words: Suggestions from Tenants

““ “Would be nice if we had cameras installed in all hallways and stairs to make sure it's safe to walk with(out) having problem with (other) tenants or strangers...”

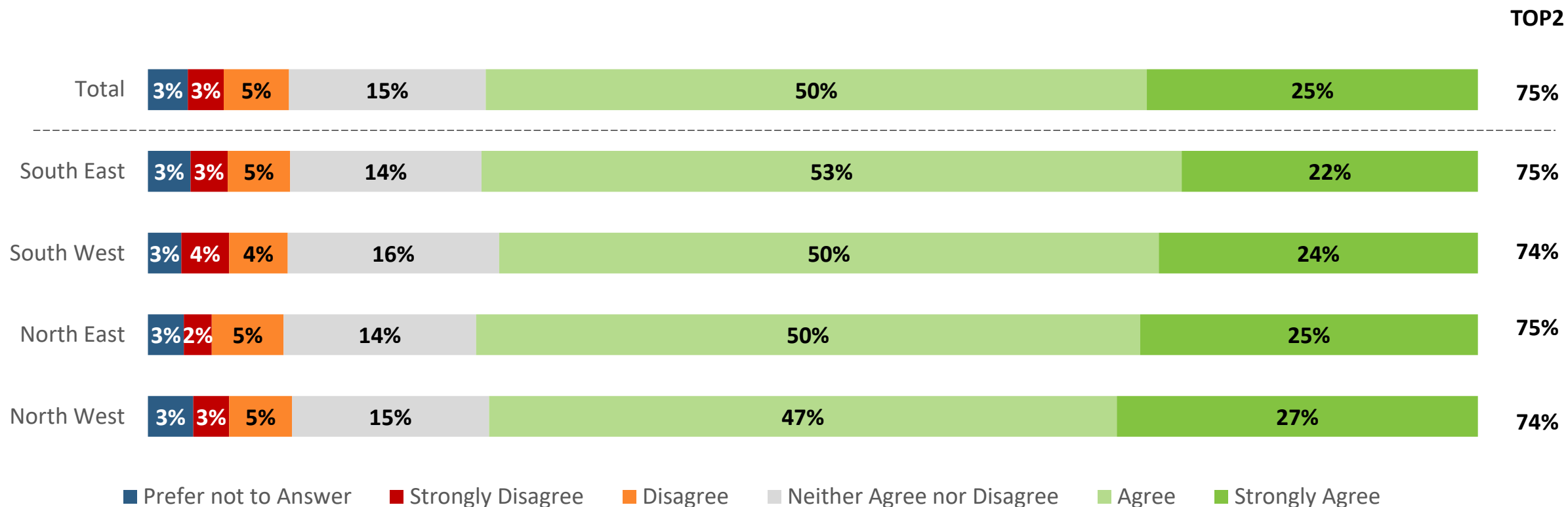
““ “There's no person available during the night time for emergency contact (...). Emergency phone numbers are available but sometimes it's difficult to get to that.”

““ “I do not feel safe. Too much traffic going in and out. Too many shady people/guests in the building. Volatile situation in stairwell. Vandalism.”

““ “Need more security cameras around the building. There are (people) who come to the building and sleep in the washroom downstairs or stairs...Visitor parking spaces are being occupied by non visitors and our family who are visiting us can't park at our visitor spaces.”

Sharing Concerns and Complaints

- 3 in 4 (TOP2: 75%) tenants feel comfortable sharing their concerns and making complaints to TSHC.

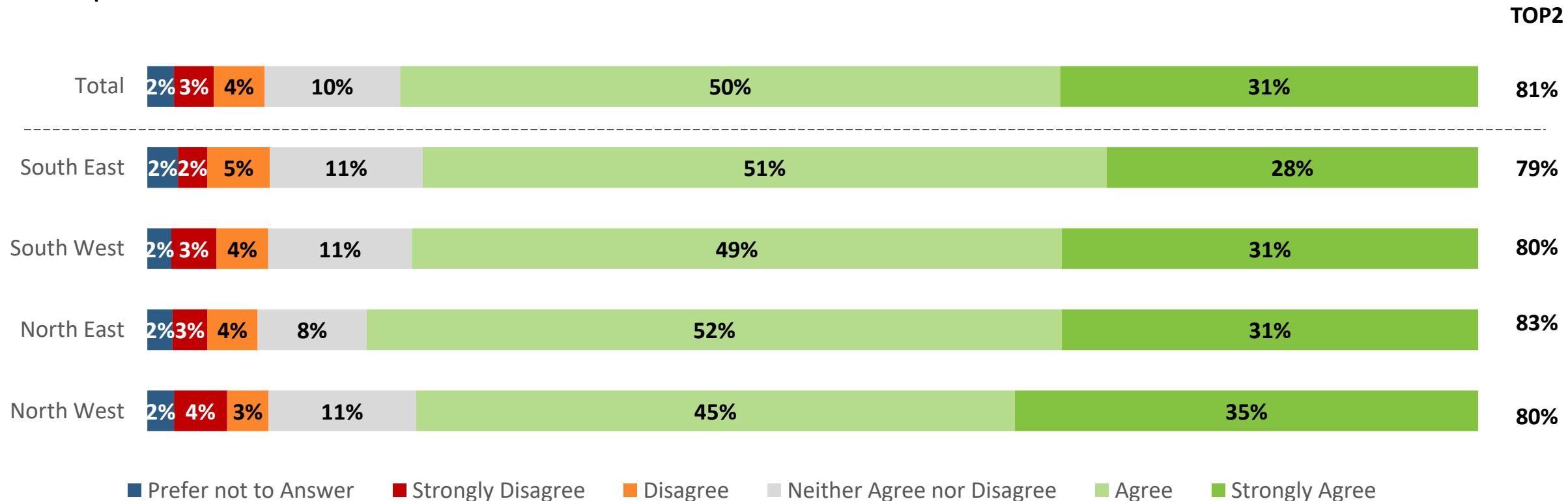


19. How much do you disagree or agree with the following statement: I feel comfortable sharing my concerns and making complaints to Toronto Seniors Housing.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804) Base: Total sample

Staff Response to Help and Requests

- Just over 4 in 5 (TOP2: 81%) tenants are happy with how TSHC staff respond when they ask for help or make a request.



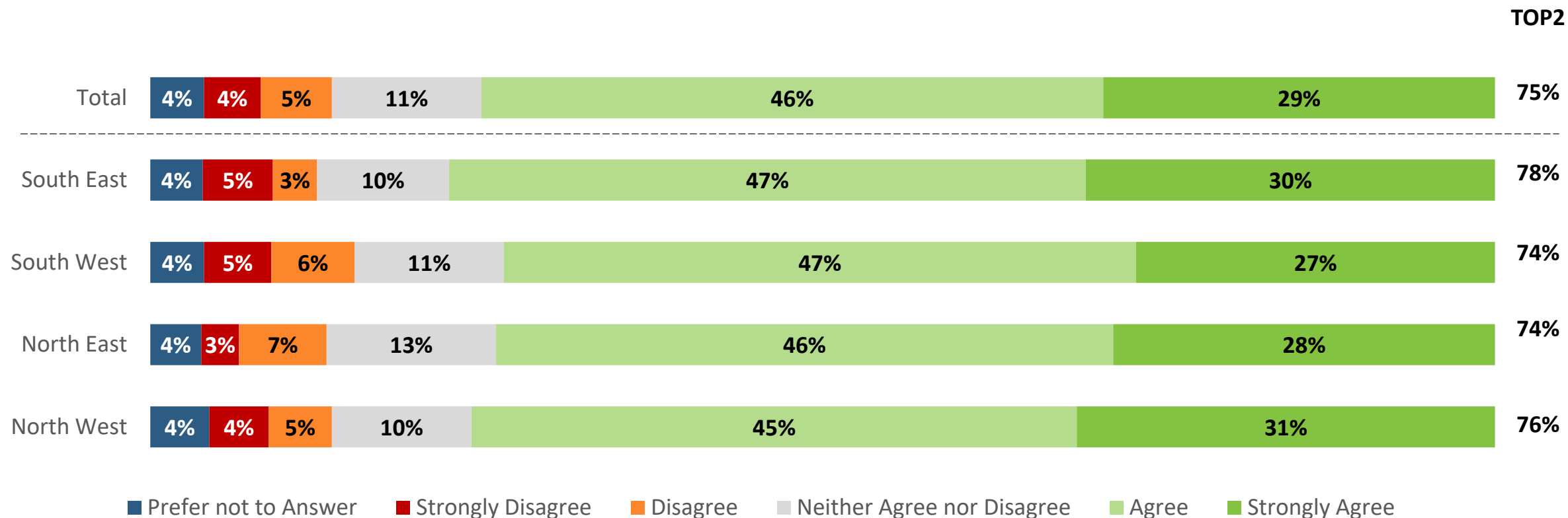
20. How much do you disagree or agree with the following statement: I am happy with how staff respond when I ask for help or make a request

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Information in Preferred Language

- 3 in 4 (TOP2: 75%) tenants feel that they receive information in their preferred language.



21. How much do you disagree or agree with the following statement: I can receive information in my preferred language.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

In Their Own Words: Suggestions from Tenants



“Since the new super(intendent) came in, we don't know whom to contact. Better communication is required. Additionally, we want to receive information in Korean.”



“Information needs to be more clear and updates should come to the tenants. Contact information should (be) shared by management (instead) I am looking (for) who to contact”



“Since I don't speak English, I really hope that all notifications can have Chinese Versions. Especially when broadcasting to notify emergency situations. Thank you.”

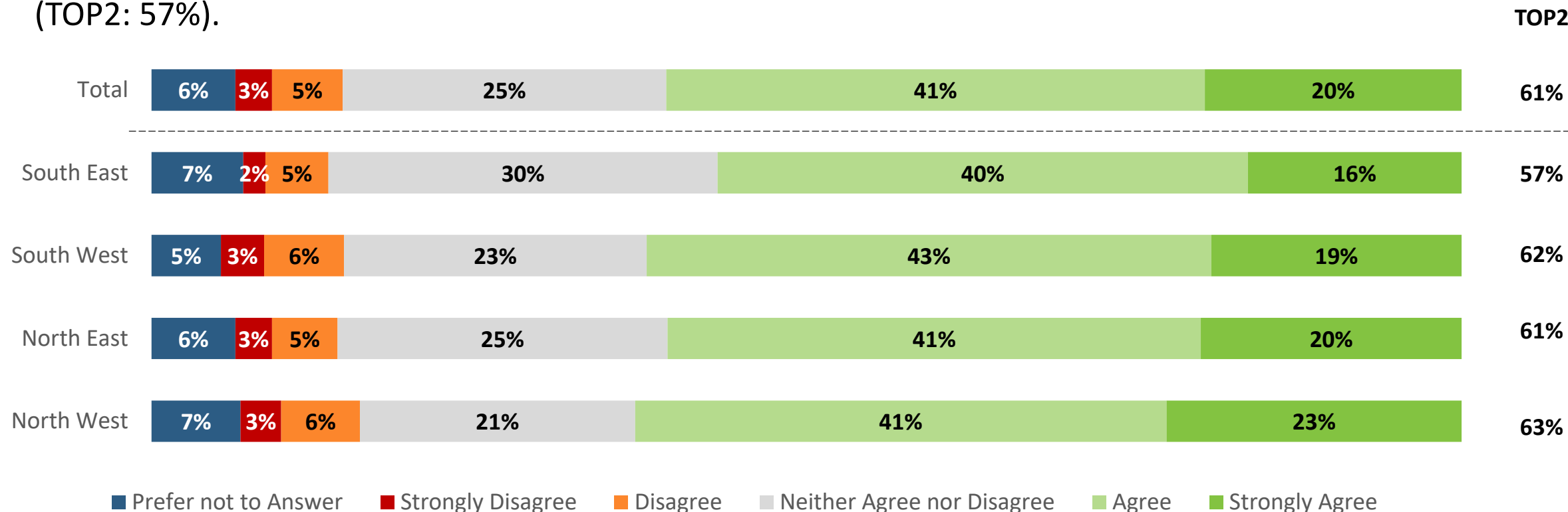


“Advise/request superintendent has a note of hours of operation - very hard to find out / find superintendent when he is available in the office when he is urgently needed (when does he work - unknown dates / hours). ”

Access to Supports and Services Outside of Toronto Seniors Housing

Access to Services

- Just over 3 in 5 (TOP2: 61%) tenants feel that TSHC helps them get information to access the service(s) they need. These figures are similar across all regions although slightly less so in the South East region (TOP2: 57%).



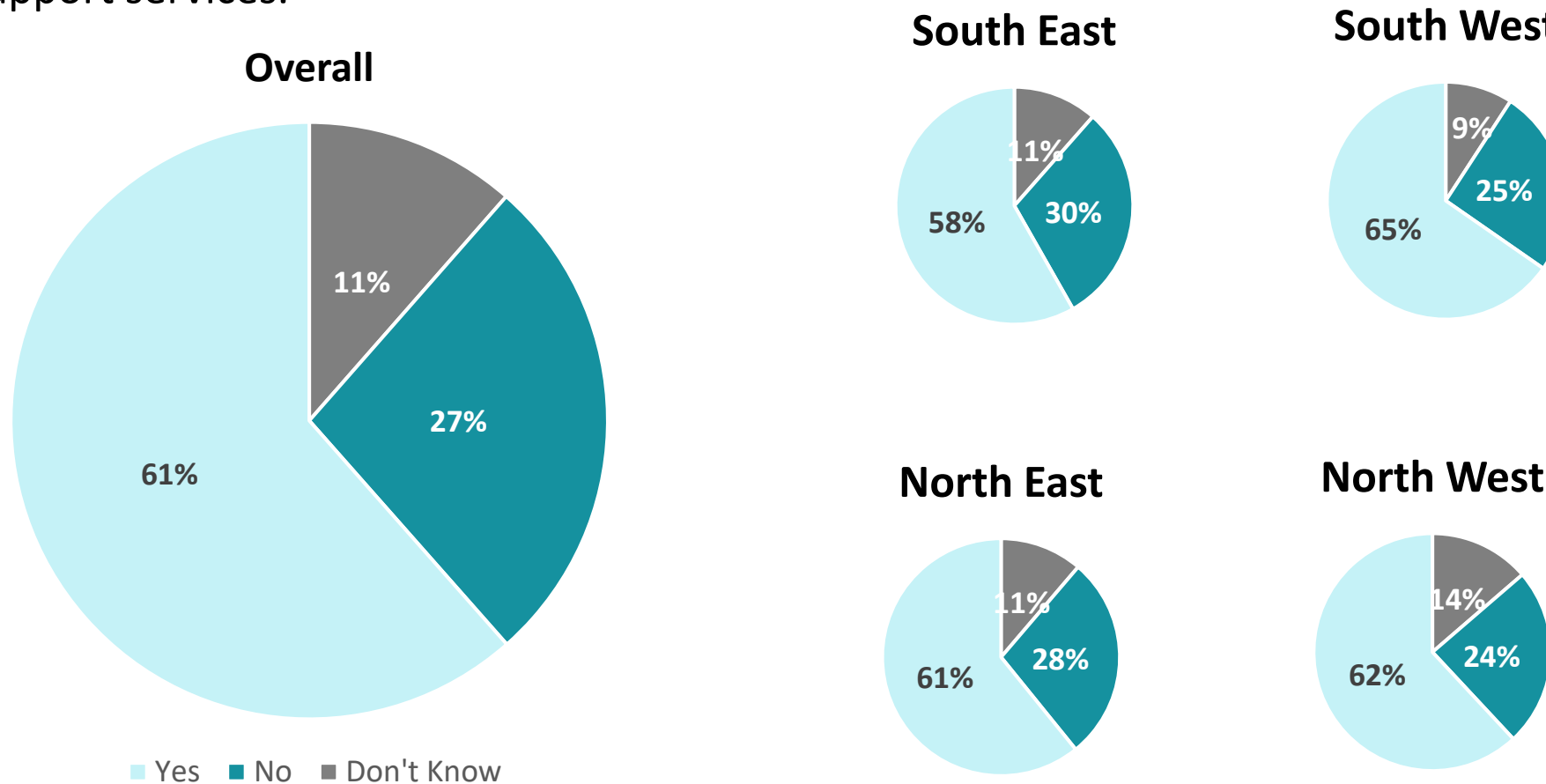
22. How much do you disagree or agree with the following statement: Toronto Seniors Housing helps me get information to access the service(s) I need.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Accessing Support at Toronto Seniors Housing

- More than 3 in 5 (TOP2: 61%) tenants say they know who to contact at TSHC if they need help accessing well-being and support services.



23. Do you know who to contact at Toronto Seniors Housing if you need help accessing well-being and support services?

Sample size: Total (n=3223)

Base: Total sample

In Their Own Words: Suggestions from Tenants

“If able to provide the service like hair cut, nail art especially toenails, flu shot or booster shot (COVID) like many years ago. Love these service, because some tenants had to get out to have these done.”

“Please post on every floor name/contact info of people who can be reached available within the building in case of emergencies. This is especially important for the weekends.”

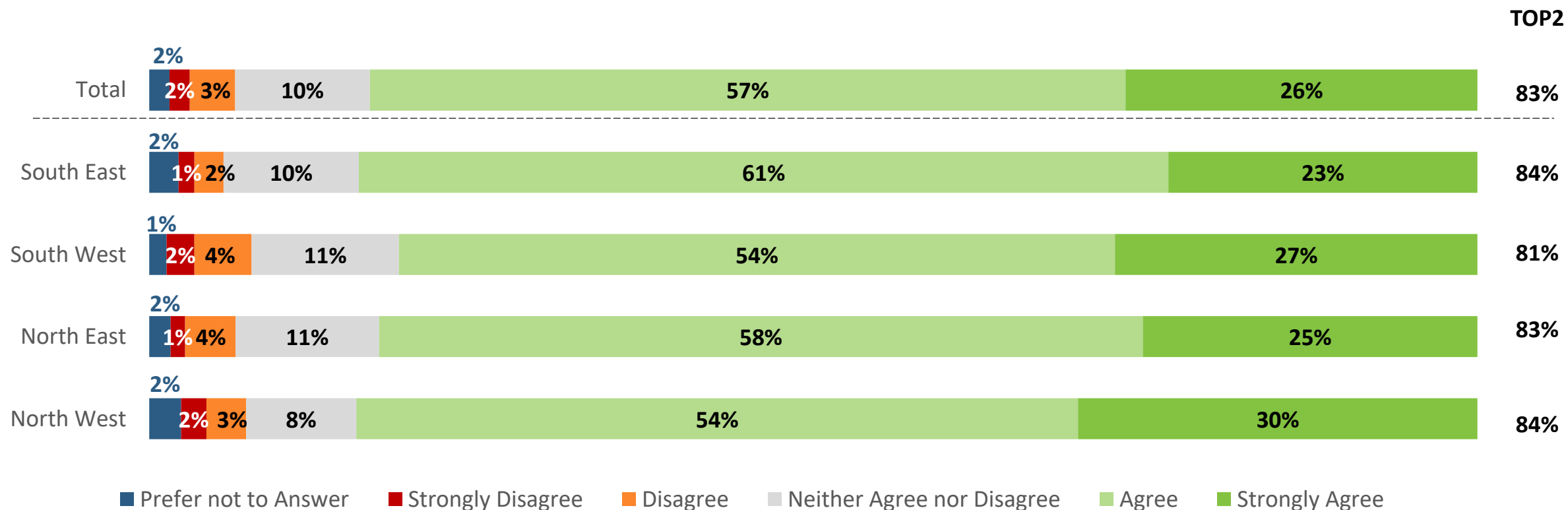
“Have mail and poster in my language so that I can better be able to support and get up to date information.”

“Someone and / or information for seniors to receive more help / resources. Community workers to do wellness checks for seniors that are not as independent.”

Tenancy Management

Understanding Rights as Tenants

- More than 4 in 5 (TOP2: 83%) tenants say they understand their rights as a tenant.



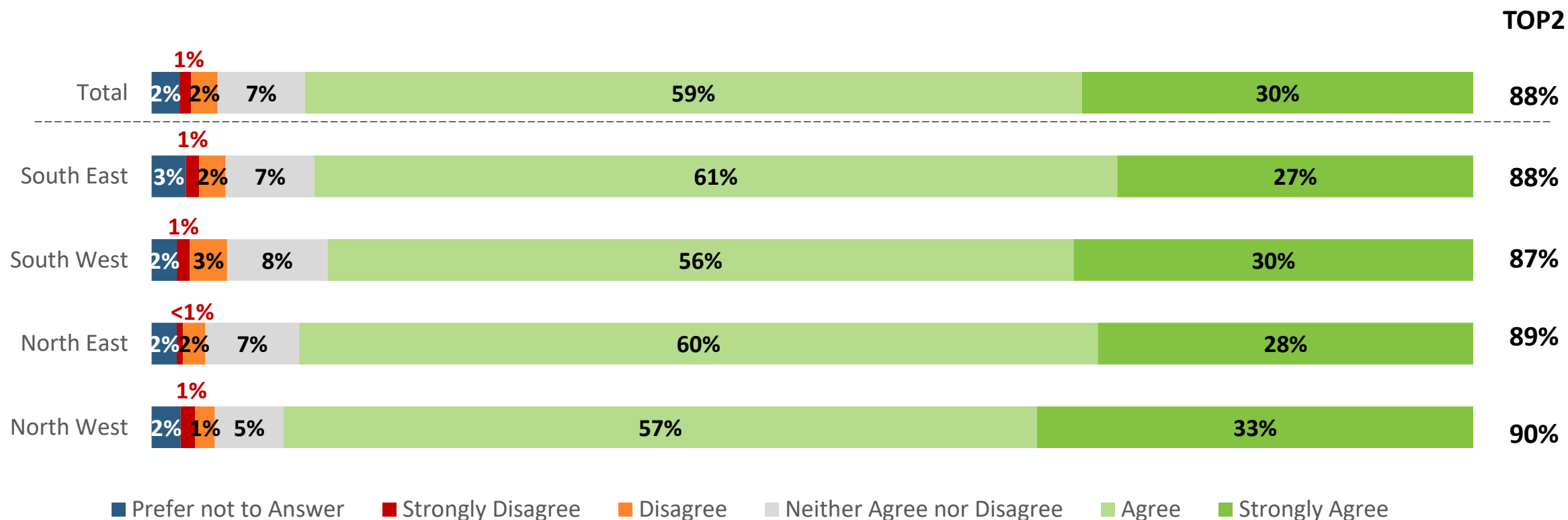
24. How much do you disagree or agree with the following statement: I understand my rights as a tenant.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Tenant Responsibilities

- Nearly 9 in 10 (TOP2: 88%) tenants say they understand their lease and responsibilities as a tenant.



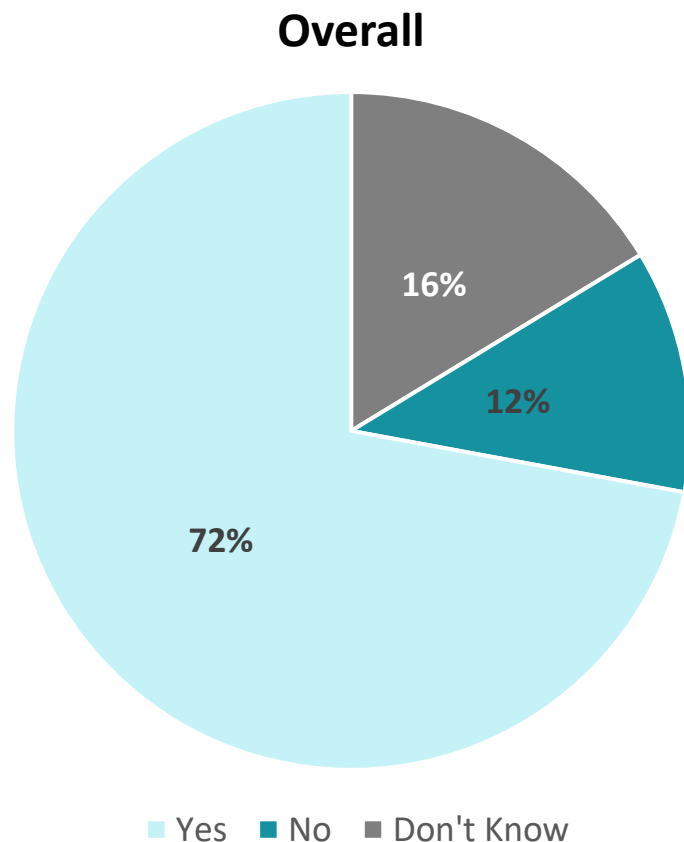
25. How much do you disagree or agree with the following statement: I understand my lease and responsibilities as a tenant.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

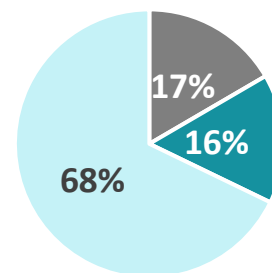
Base: Total sample

Navigating Rent-Related Inquiries

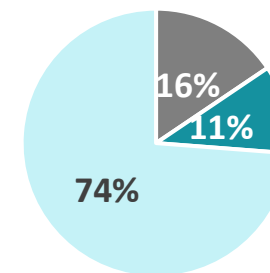
- More than 7 in 10 (72%) tenants say they know which staff to talk to if they need help with things related to their place, like paying or owing rent.



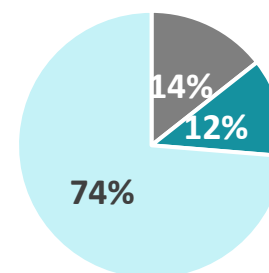
South East



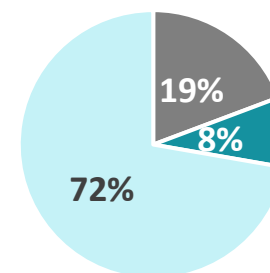
South West



North East



North West



26. Do you know which staff to talk to if you need help with things related to your place, like paying or owing rent?

Sample size: Total (n=3223)

Base: Total sample

In Their Own Words: Suggestions from Tenants

“

“I really appreciate the staff, their relationship with tenants , and how much efforts they...put in making the building a better place for us to live in, thank you all, be blessed.”

”

“

“Would be helpful to have a pamphlet listing some of questions you've asked, be given to a new tenant i.e. 1) Do you know who to contact for help with maintenance; 2) Who to contact for security; 3) Which staff to talk to if you need help--and phone numbers.”

”

“

“Management office used to be staffed 7 days a week with staggered shifts. This (has) changed now and the management office is closed on the weekends and holidays. It would be great if the management office could remain open 7 days a week as it was previously to assist tenants even on weekends and holidays.”

”

“

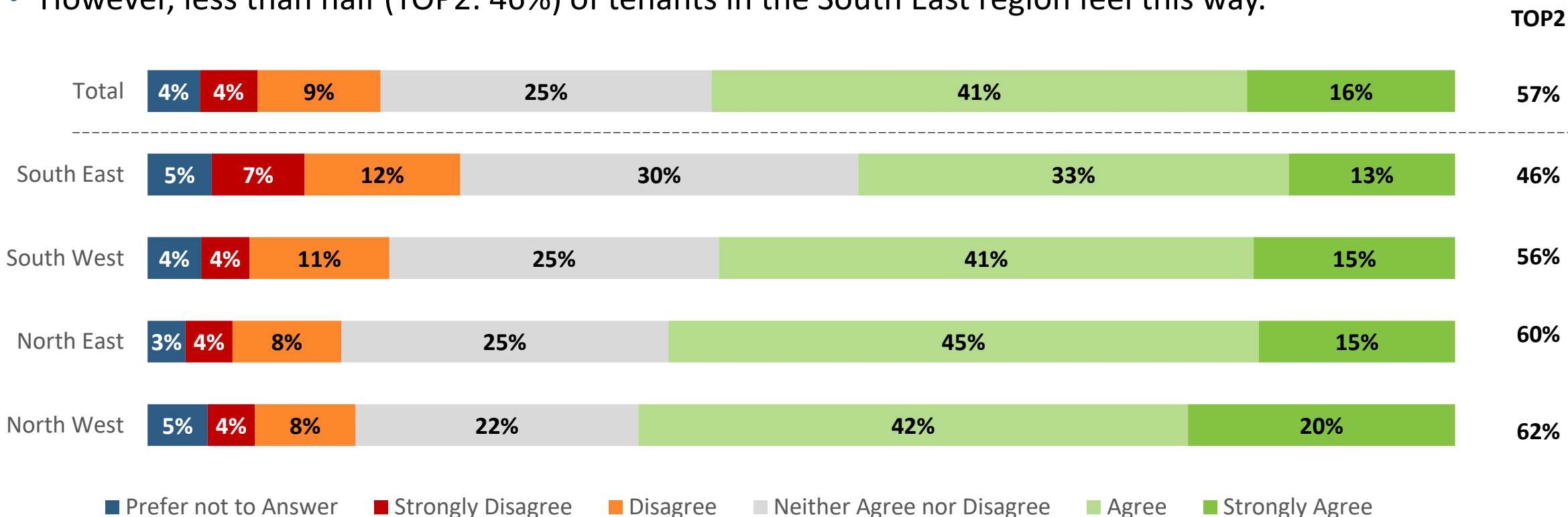
“One strong suggestion is to have a tenant coordinator who can actually support, advocate, protect tenant's rights and stay involved with all, especially problematic ones, to ensure they comply with the tenant responsibilities.”

”

Community Participation

Program Offerings

- Just over half (TOP2: 57%) of tenants like the programs offered in their buildings and find them helpful.
- However, less than half (TOP2: 46%) of tenants in the South East region feel this way.



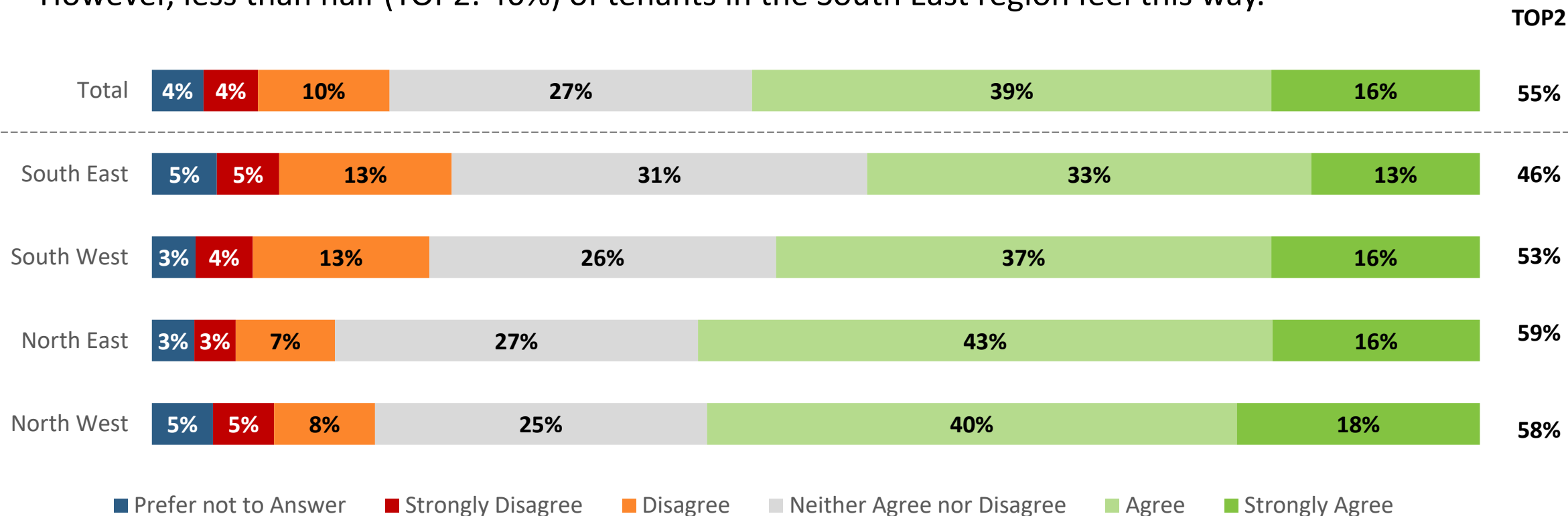
27. How much do you disagree or agree with the following statement: My building offers programs that I like and are helpful to me (example: exercise, arts and crafts, language classes).

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Building Bonds – Sense of Community

- Just over half of tenants (TOP2: 55%) feel that there is a strong sense of community in their building.
- However, less than half (TOP2: 46%) of tenants in the South East region feel this way.



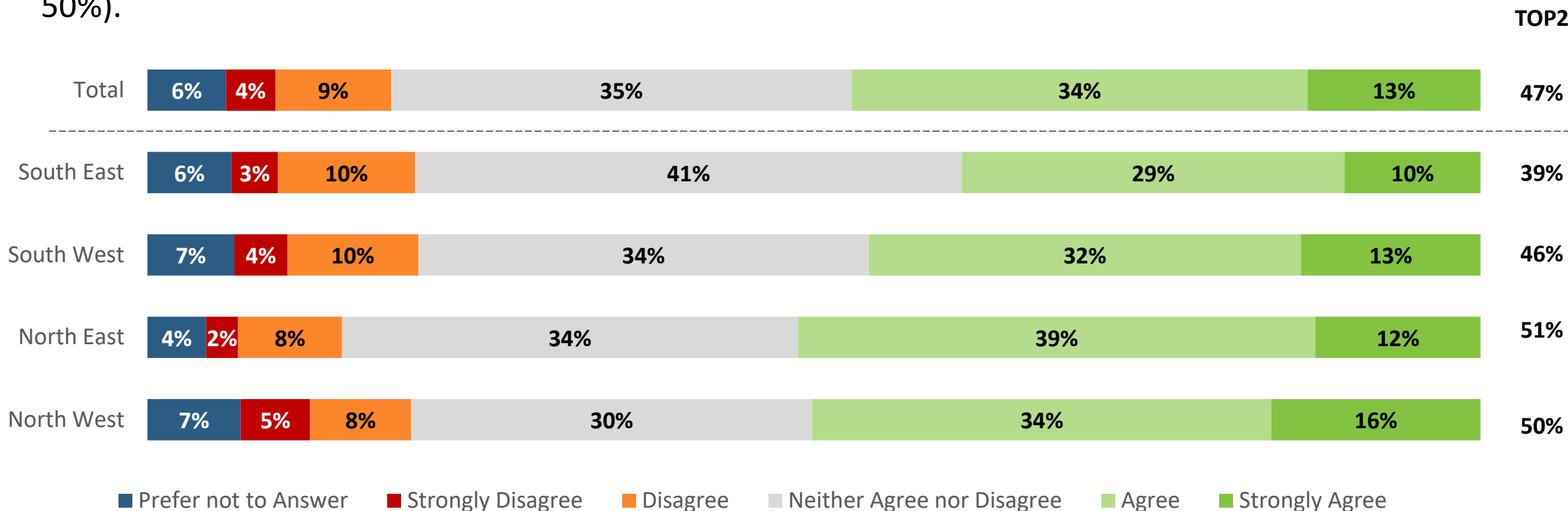
28. How much do you disagree or agree with the following statement: I feel there is a strong sense of community in my building.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Contributing Ideas for Social Activities

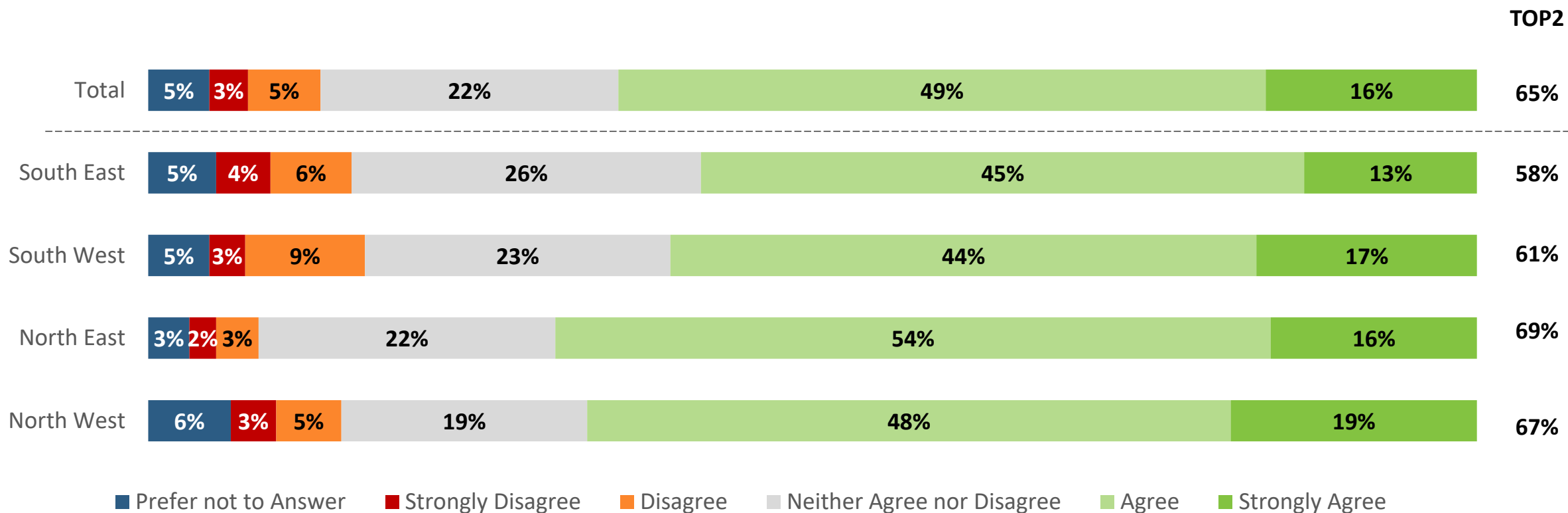
- Nearly half (TOP2: 47%) of tenants feel that they can share their ideas about organizing social activities in their building. The sentiment is stronger among tenants in the North East (TOP2: 51%) and North West (TOP2: 50%).



29. How much do you disagree or agree with the following statement: I can share my ideas about organizing social activities in my building.
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)
 Base: Total sample

Participating in Social Activities

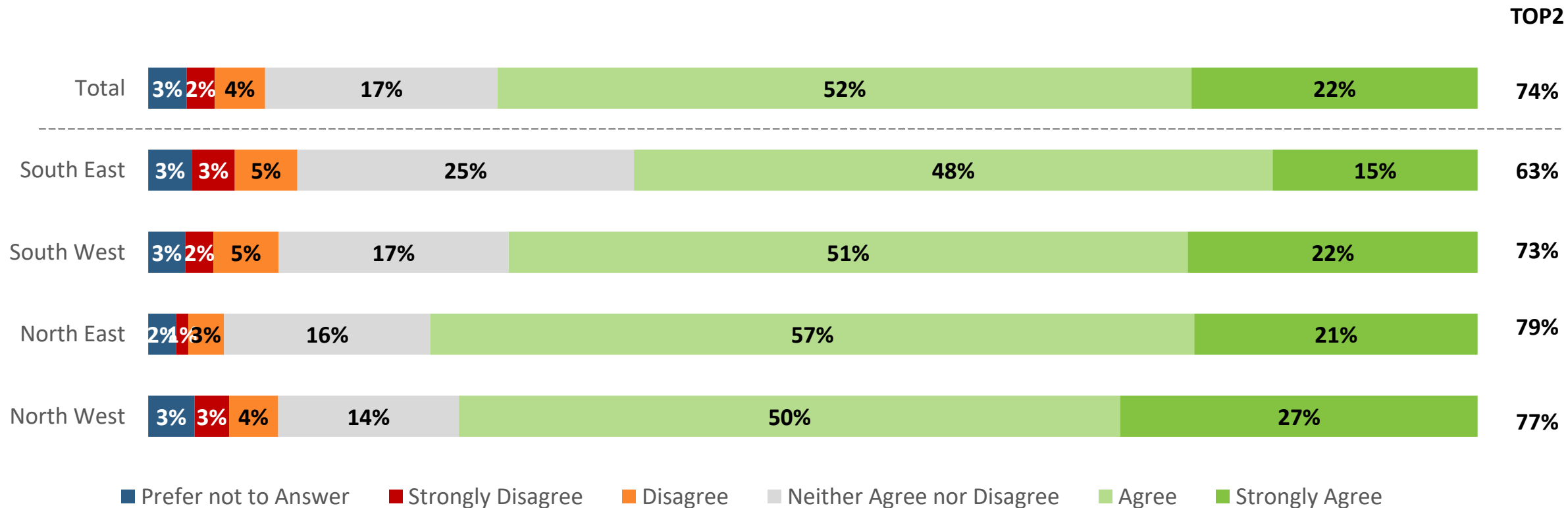
- About 2 in 3 (TOP2: 65%) tenants feel that they can participate in social activities that are organized in their building.



30. How much do you disagree or agree with the following statement: I can participate in social activities that are organized in my building.
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)
 Base: Total sample

Mutual Respect Among Tenants

- About 3 in 4 (TOP2: 74%) tenants feel respected by other tenants. This sentiment is strongest in the North East region (TOP2:79%)



31. How much do you disagree or agree with the following statement: I feel respected by other tenants.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

In Their Own Words: Suggestions from Tenants

“

“Many tenants requested a karaoke for so many month still haven’t got it. Birthday party for every month and father's and mother's day party.”

”

“

“I wish more social activities can be provided by non-profit organizations. Social activities include festival celebrations, educational workshops, exercise classes. I wish the activities are culturally appropriate and language appropriate.”

”

“

“Most people here are not aware of exercise program. Would help if info were put on every apartment door. These classes are excellent!!!”

”

“

“We need recreational games not exercising only, something to keep us from loneliness, or spend time outside from our room all day. We need entertainment, shows, etc.”

”

35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

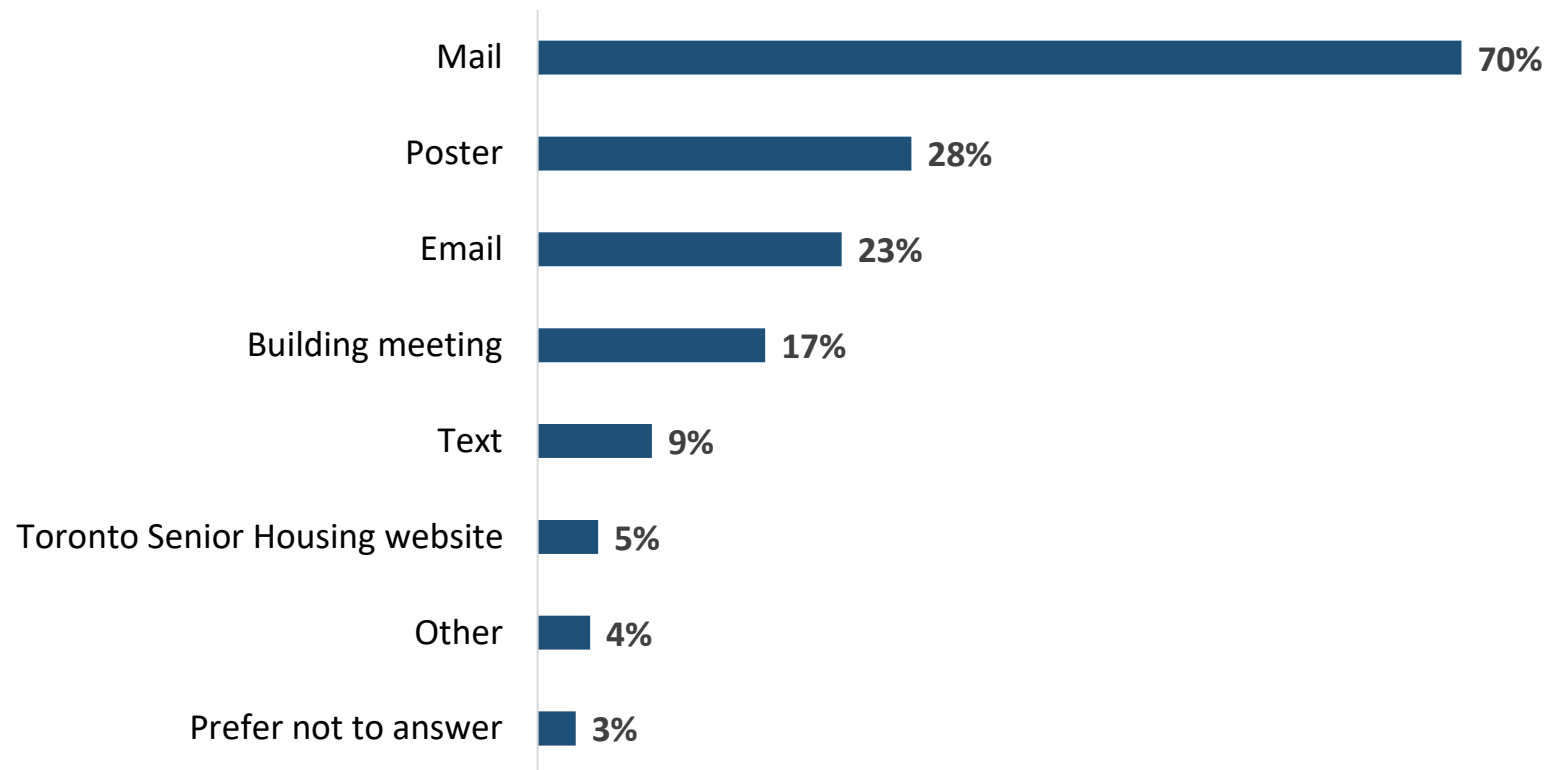
Sample size: Total (n=3223)

Base: Total sample

Contact Preferences and Suggestions

Preferred Method to Receive Updates

- Tenants have a strong preference (70%) for receiving updates about TSHC through the mail. They listed posters (28%) and email (23%) as their next two preferred options.



34. How do you prefer to receive updates about Toronto Seniors Housing? (Multi-Select)

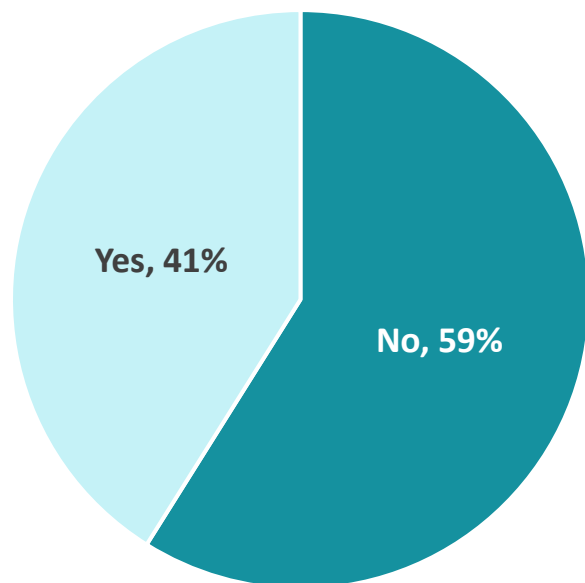
Sample size: Total (n=3223)

Base: Total sample; Note: Some tenants picked multiple options, chart counts each instance an option was selected.

Additional Thoughts to Improve Toronto Senior Housing

- Tenants were asked to share any thoughts that they had that could make Toronto Seniors Housing better for tenants like them.
- The majority of tenants (59%) provided no suggestions.

Provided Suggestions



Number of tenants who provided suggestions	1,324
Total number of identified suggestions	2,884
Average suggestions per tenants	2.18

35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=3223)

Base: Total sample

Additional Thoughts to Improve Toronto Senior Housing

- The Forum Research coding team reviewed all answers and identified 12 categories to summarize the comments. The most common topic that tenants commented on were staff/management and property management.



35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=3223)

Base: Total sample

In Their Own Words: Suggestions from Tenants

“

“I have been in this building for a very longtime. But this is the first time that we have... strong staff to take care of Tenants needs. I am happy with it.”

”

“

“Appreciate how much staff do for us, and for whom they are. (They) do an exceptional job in all aspects of their duties. They also are super friendly and respectful of me. They deserve a great deal of credit for making this as great a building as it is.”

”

“

“Thank you so much for everything!! I am sooo happy with where I live. My mental health has significantly improved, and I found a community. THANK YOU!!!”

”

“

“Overall I am happy with the building and the staff! ... It would be helpful if in (one page) all the important phone numbers are provided in large print to all residents/tenants!!”

”

35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=3223)

Base: Total sample

Drivers Analysis

Using statistical regression, the drivers analysis helps identify the aspects of tenant experiences that significantly influence overall satisfaction with TSHC services. By identifying the areas that have the greatest impact on satisfaction, insights can be gained on specific actions that may need to be accordingly prioritized. Results are provided at both the overall and regional level, presented visually on a quadrant chart. The chart shows the difference between how satisfied tenants are with each service, and the impact of that service on tenants' overall satisfaction.

Understanding the Drivers Analysis

Satisfaction scores are plotted vertically (along the Y-axis). They represent overall stated satisfaction (TOP2%) with each of the individual services.

Impact on overall satisfaction is plotted horizontally across the bottom of the chart (along the X-axis).

Secondary Areas for Continuity:

Services that have a lower impact on overall satisfaction but high individual satisfaction scores. The focus here should be to continue current levels of service.

Primary Areas for Continuity:

Services that have a relatively high impact on overall satisfaction and high individual satisfaction scores. The implication here is to continue the current level of service to maintain the high levels of satisfaction.

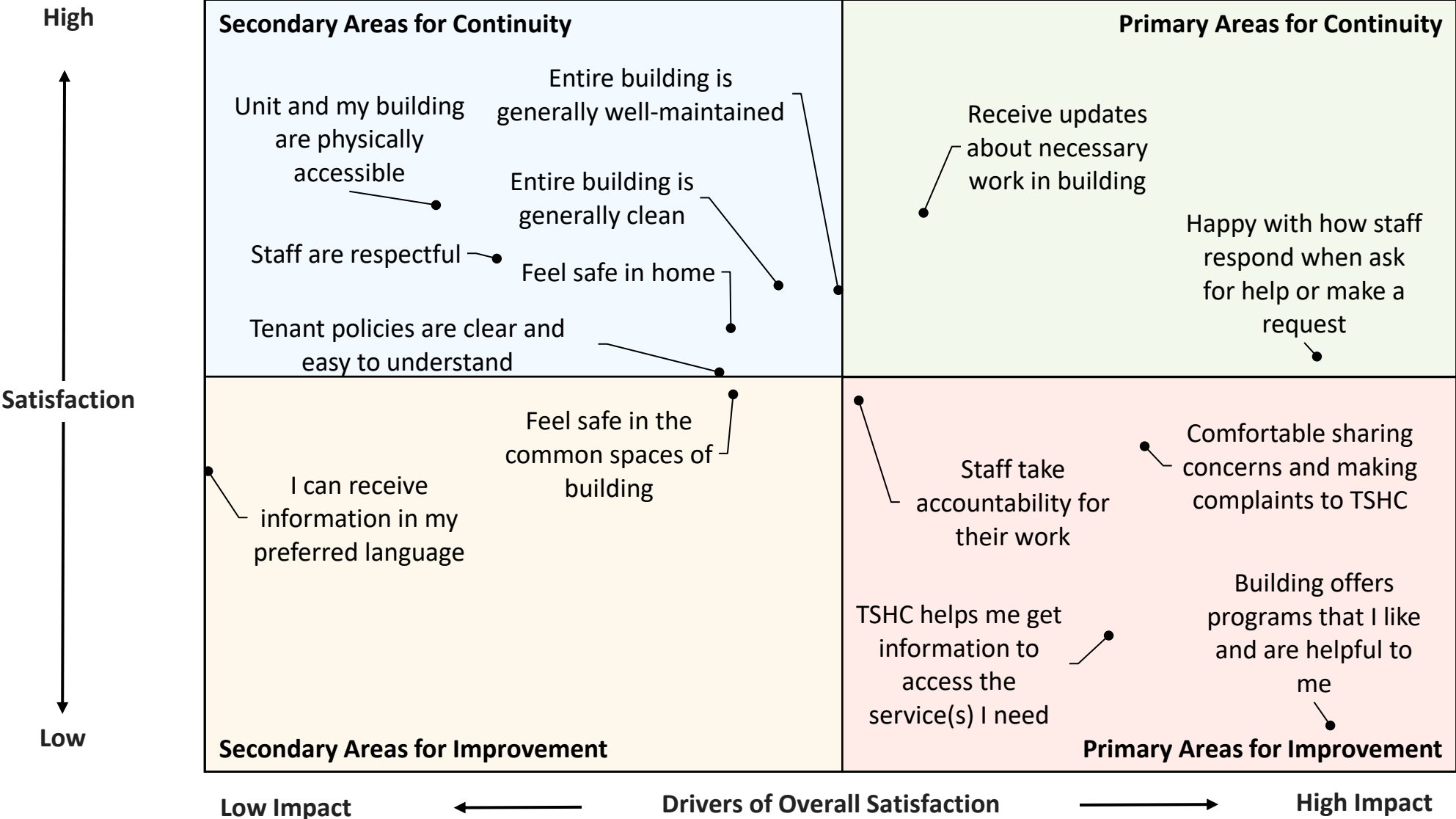
Secondary Areas for Improvement:

Services that have lower impact on overall satisfaction and have lower individual satisfaction scores. This is a secondary area of focus to improve overall tenant satisfaction.

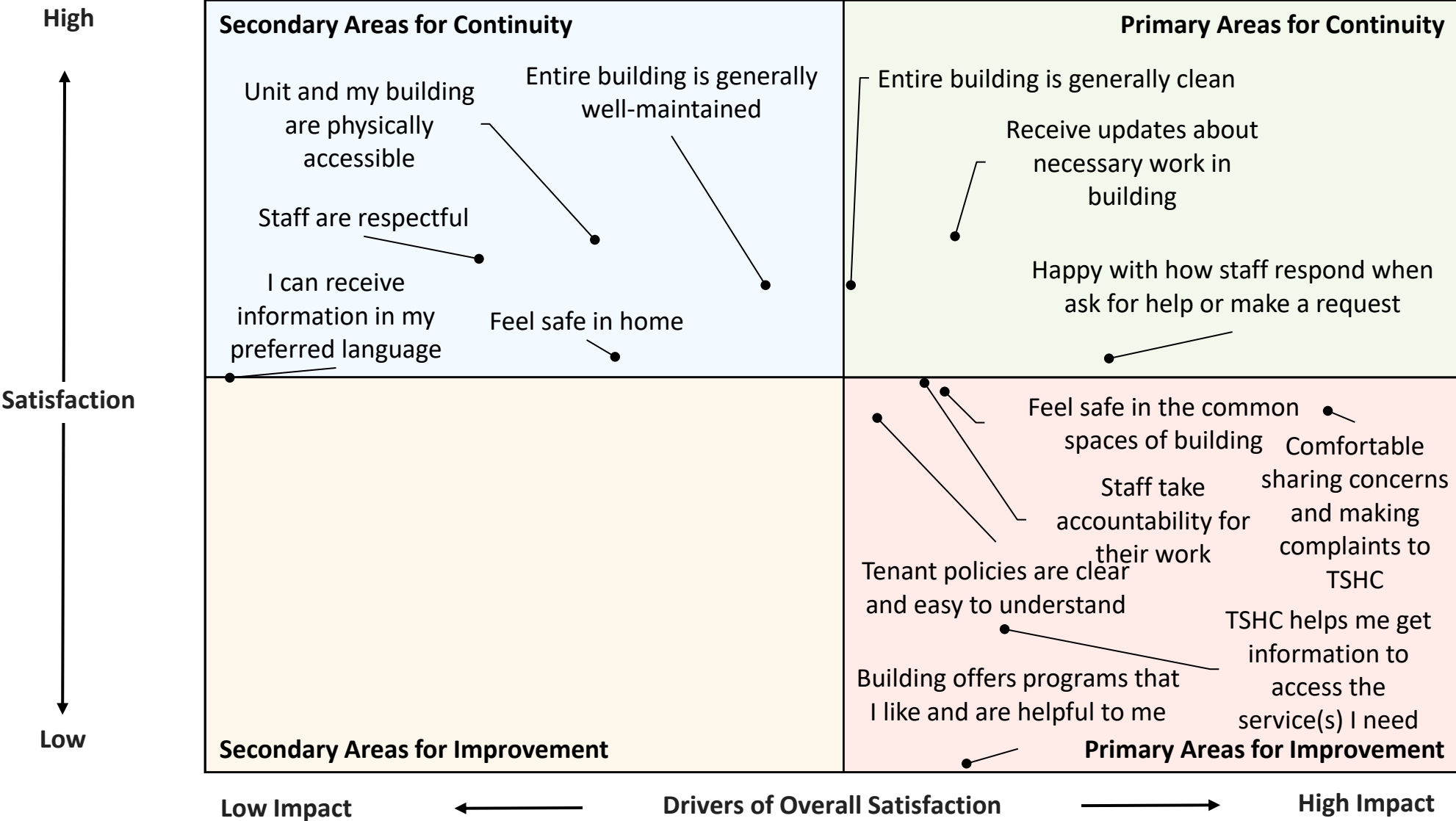
Primary Areas for Improvement:

Services that have the highest impact on overall satisfaction, but with lower individual satisfaction scores. The regression analysis identifies these services as the strongest drivers of satisfaction. If TSHC can increase satisfaction in these areas, this will have the largest impact on overall satisfaction with services.

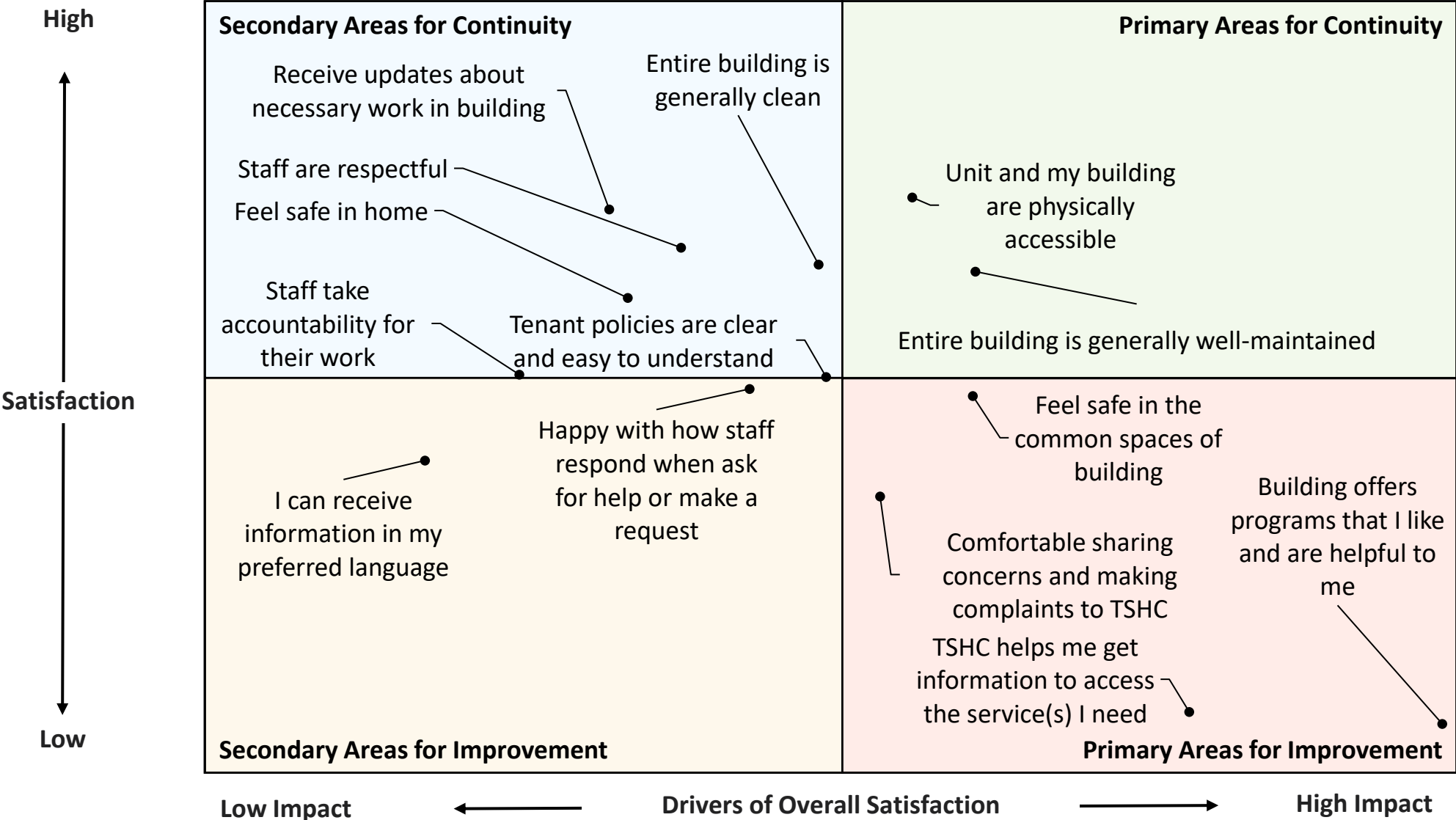
Drivers Analysis Overall Satisfaction with Services



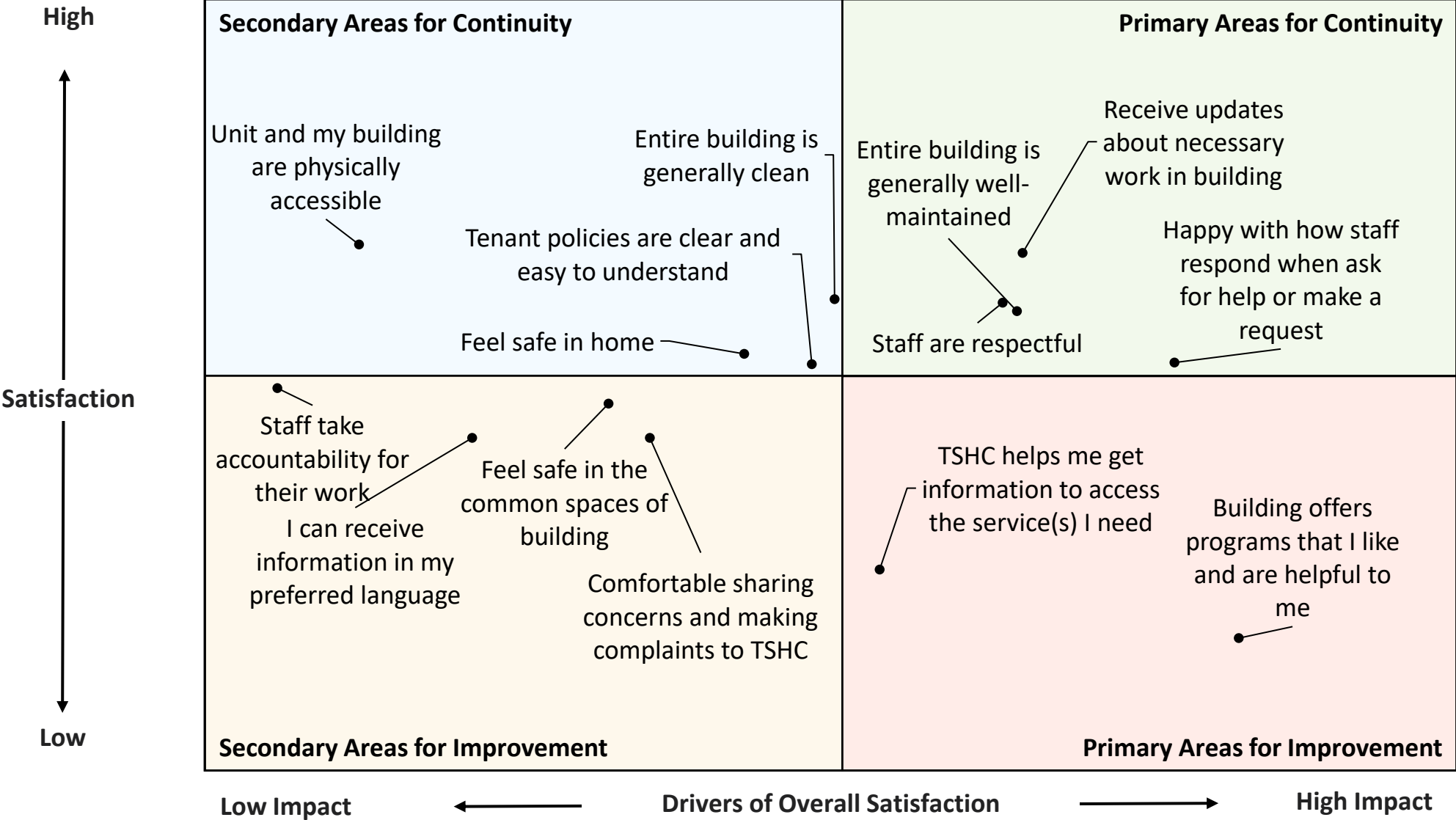
Drivers Analysis Overall Satisfaction with Services – Southeast



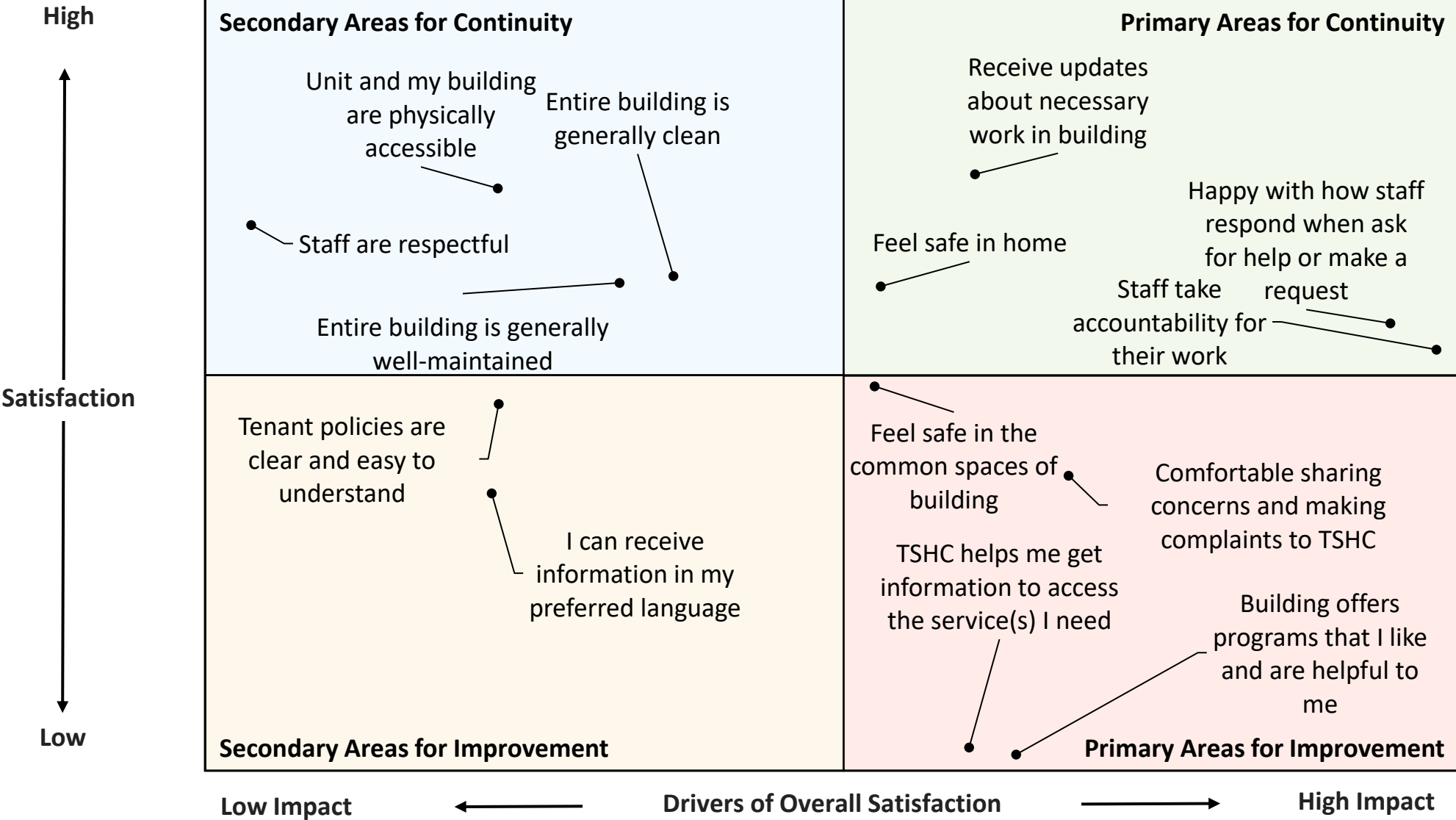
Drivers Analysis Overall Satisfaction with Services – Northwest



Drivers Analysis Overall Satisfaction with Services – Southwest



Drivers Analysis Overall Satisfaction with Services – Northeast



Sentiment Analysis

Like the drivers analysis, the sentiment analysis uses statistical regression. The sentiment analysis focuses on identifying which areas impact a tenant's sense of pride in living at TSHC. By identifying what most impacts a tenant's sense of pride, insights can be gained on specific actions that may need to be accordingly prioritized. Results are provided at both the overall and regional level, presented visually on a quadrant chart.

Understanding the Sentiment Analysis

Satisfaction scores are plotted vertically (along the Y-axis). They represent overall stated satisfaction (TOP2%) with each of the individual service.

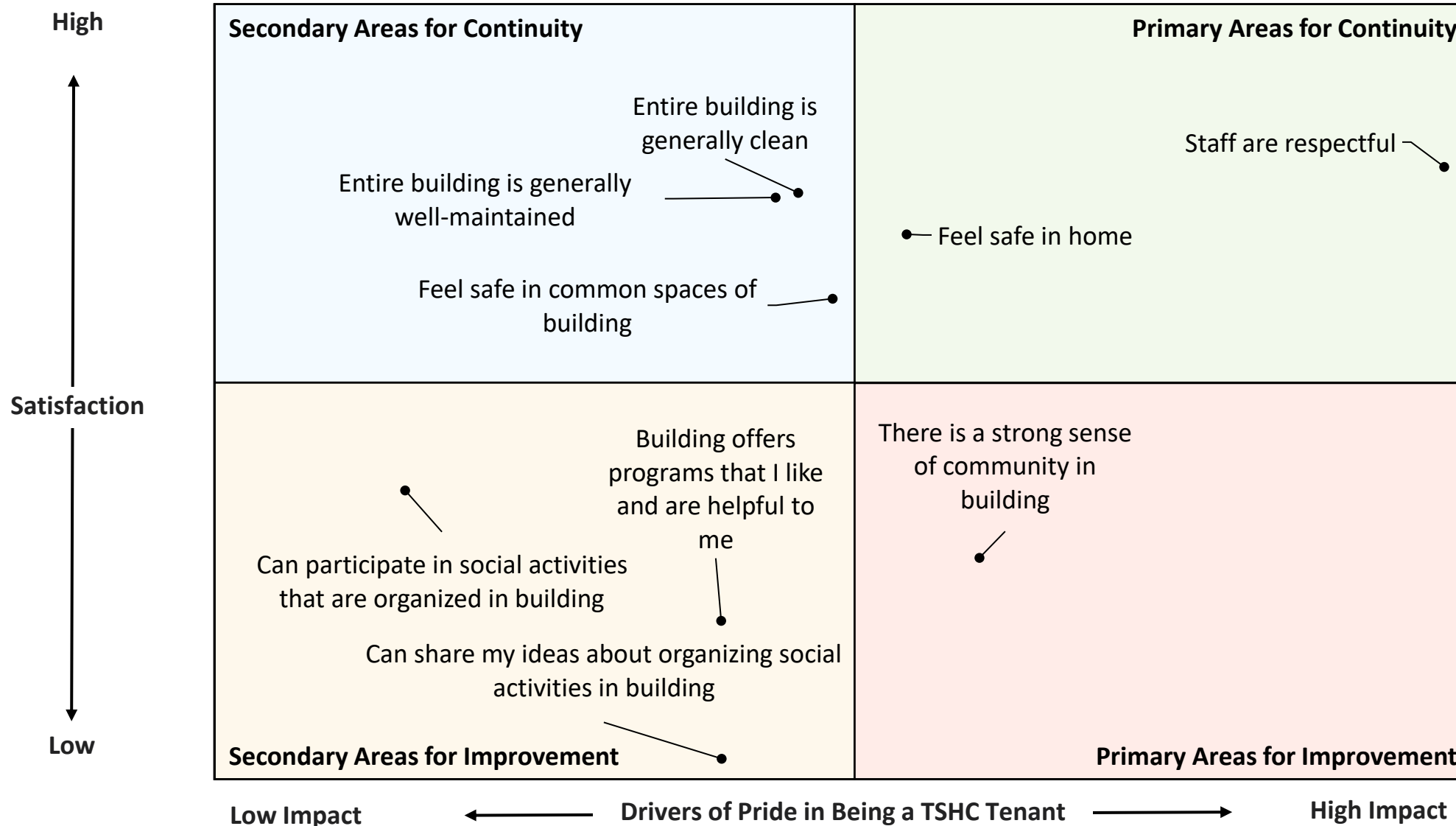


Impact on overall pride in being a TSHC tenant is plotted horizontally across the bottom of the chart (along the X-axis).

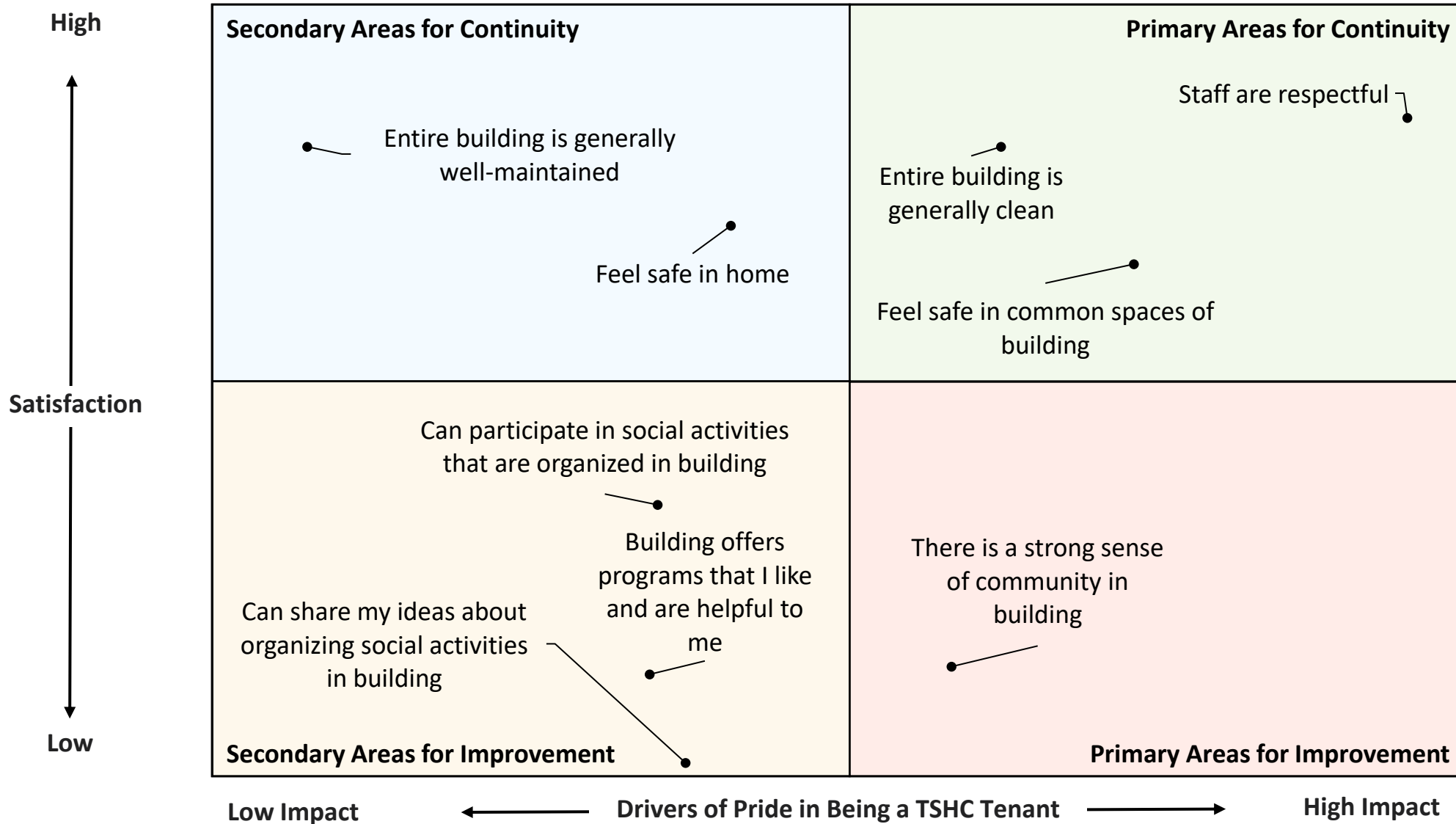


<p>Secondary Areas for Continuity: Services that have a lower impact on overall pride in being a TSHC tenant but high individual satisfaction scores. The focus here should be to continue current levels of service.</p>	<p>Primary Areas for Continuity: Services that have a relatively high impact on pride in being a TSHC tenant and high individual satisfaction scores. The implication here is to continue the current level of service to maintain the strong sense of pride.</p>
<p>Secondary Areas for Improvement: Services that have lower impact on overall pride in being a TSHC tenant and have lower individual satisfaction scores. This is a secondary area of focus to improve overall levels of pride in being a TSHC tenant.</p>	<p>Primary Areas for Improvement: Services that have the highest impact on pride in being a TSHC tenant, but with lower individual satisfaction scores. The regression analysis identifies that these services are the strongest drivers of pride in being a TSHC tenant. If TSHC can increase satisfaction in these areas, this will have the largest impact on overall pride in being a TSHC tenant.</p>

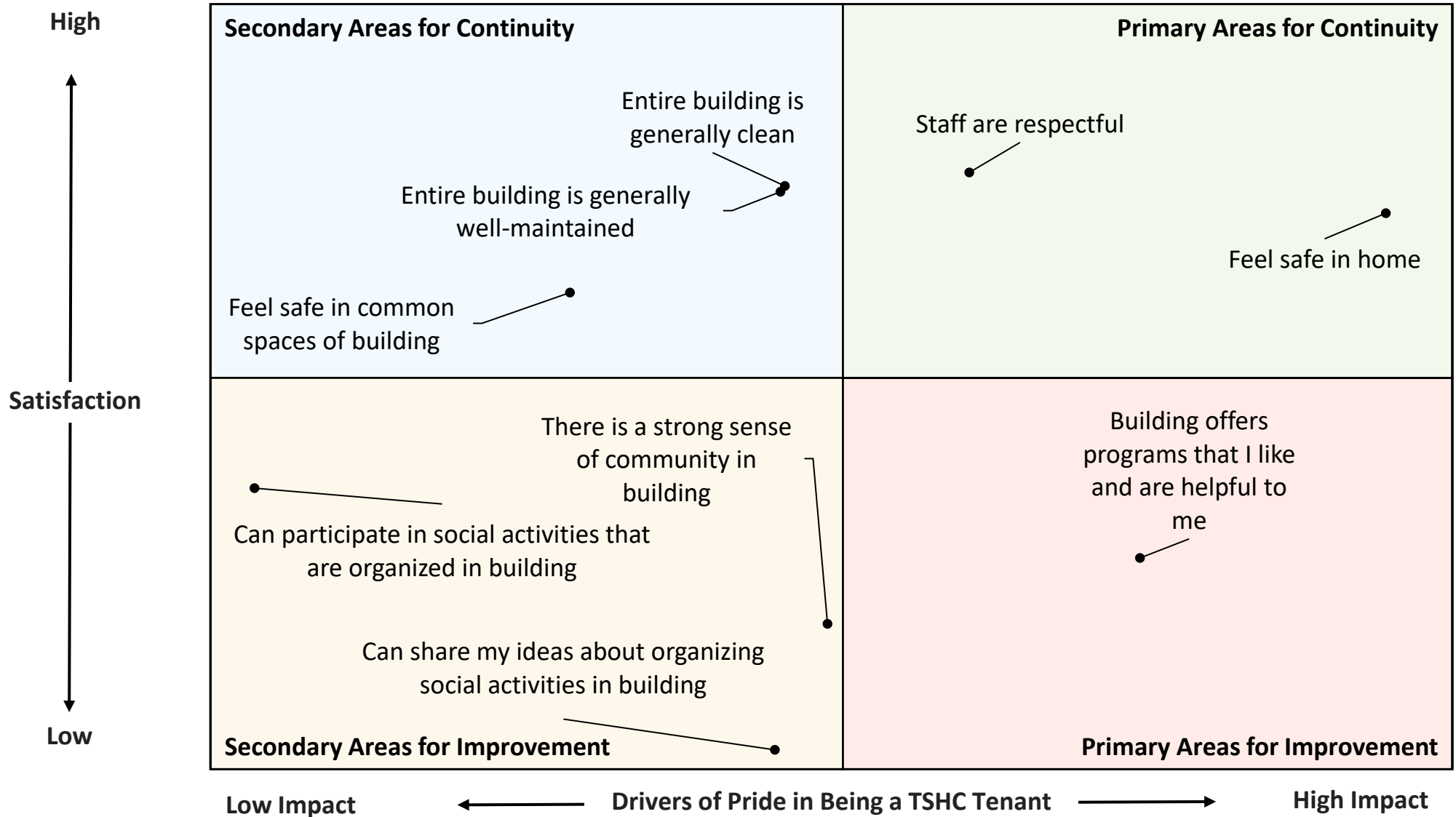
Sentiment Analysis Overall Feeling of Pride



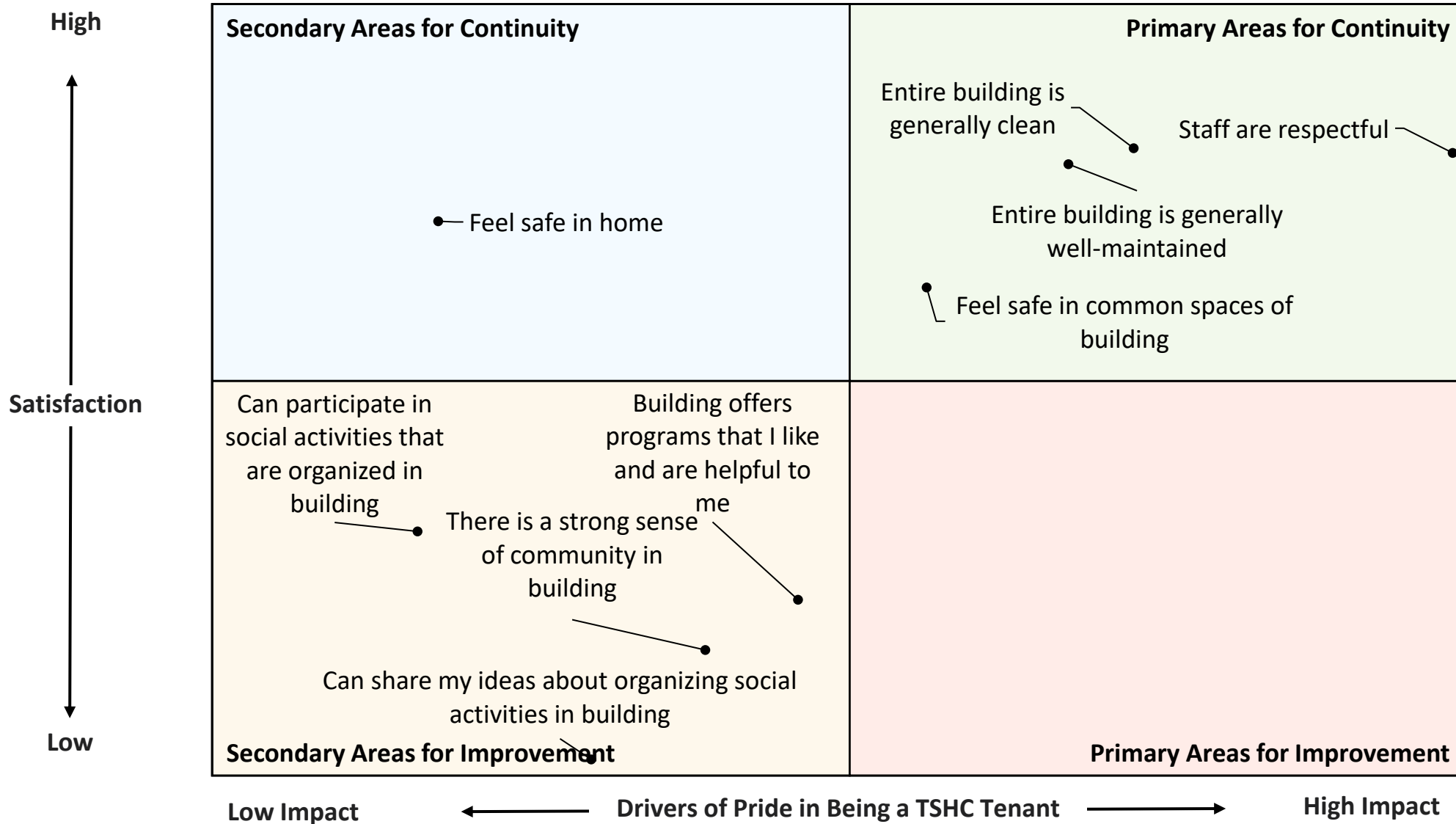
Sentiment Analysis Overall Feeling of Pride – Southeast



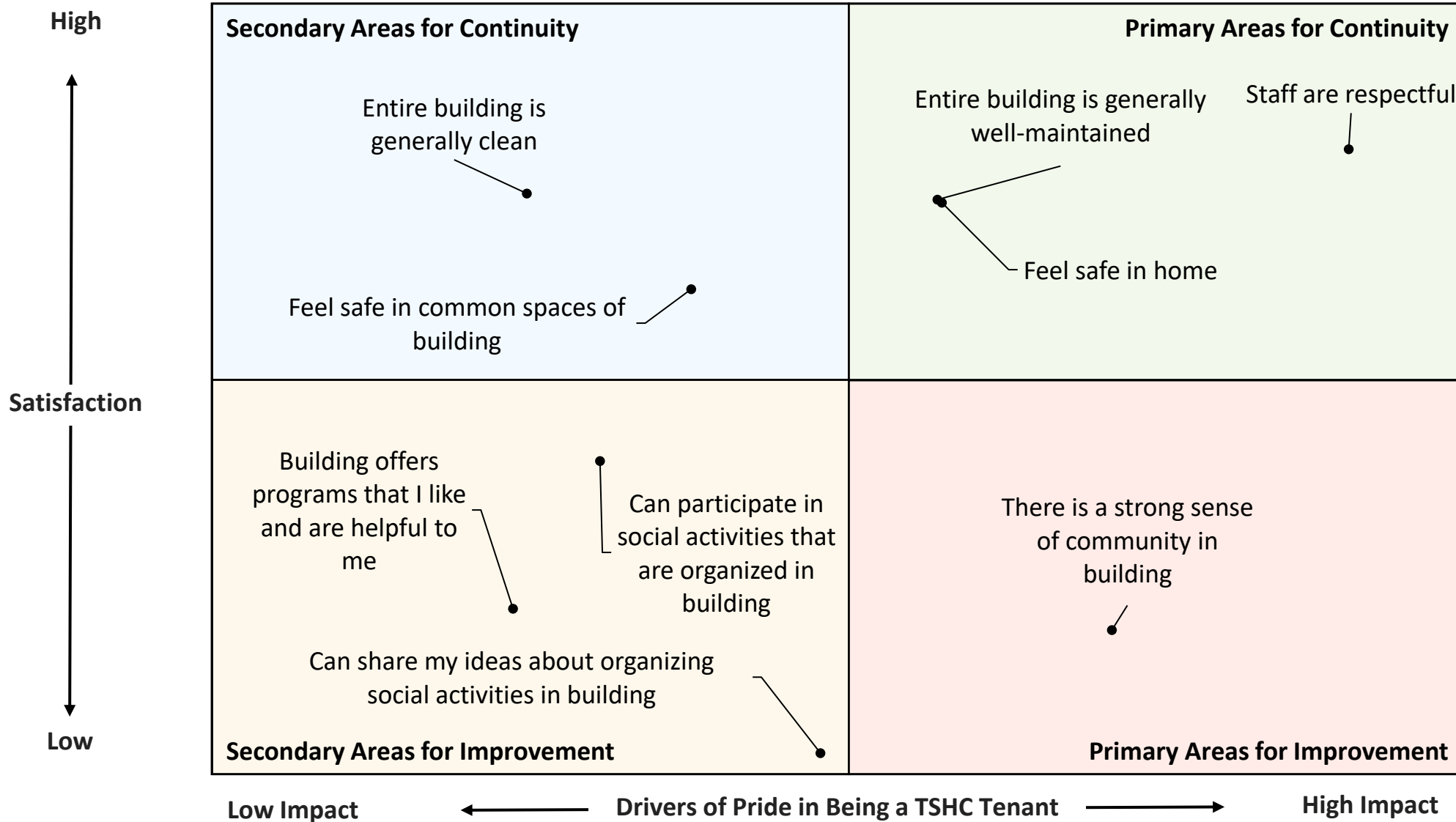
Sentiment Analysis Overall Feeling of Pride – Northwest



Sentiment Analysis Overall Feeling of Pride – Southwest



Sentiment Analysis Overall Feeling of Pride – Northeast



2021 Trending

In 2021, a similar survey was conducted across 18 buildings, 15 from the South-East and three from the North-East region. Questions that were asked in both the 2021 and 2023/204 survey have been compared to understand trends in levels of satisfaction during this period in these 18 buildings. The details are provided in the following tables.

Trending

- Tenants' overall level satisfaction remains largely consistent although their perceptions of issues related to safety and security have somewhat declined over time.

Overall		2021 results	2023 results
Q32 (2023)	I am happy with the services Toronto Seniors Housing provides.	82% n=1043	80% n=641
Q21 (2021)	Overall I am satisfied with the services provided by Toronto Community Housing.		
Safety and Security		2021 results	2023 results
Q12 (2023)	I feel safe in my home.	87% n=1060	83% n=648
Q7 (2021)	I feel safe in my unit.		
Q13 (2023)	I feel safe in the common spaces of my building (example: elevators, lobby, laundry room).	85% n=1058	81% n=647
Q8 (2021)	I feel safe in the common areas of my building such as the elevators, lobby and laundry room		

All 2023 values are for the same group of buildings included in the 2021 survey.
All 2023 values exclude prefer not to answer, don't know, or no answer provided.

Trending

- While tenants’ levels of satisfaction with issues related to Property Management are similar to 2021, areas for attention include completing work in a timely manner after a service request is made (2021: 80%; 2023: 76%), and keeping tenants informed about the progress of the work (2021: 77%, 2023: 71%).

Property Management	2021 results	2023 results
Q1 (2023) Generally, my entire building is clean (example: lobby, hallways, laundry room).	89%	88%
Q1 (2021) My building (e.g., lobby, hallway, and laundry room) is clean.	n=1069	n=650
Q2 (2023) Generally, my building is well-maintained (example: elevators, lights, common areas like the lobby and hallways).	87%	89%
Q2 (2021) My building is well-maintained (e.g., elevators work, lights work, common areas like lobby and hallways are welcoming).	n=1044	n=653
Q6 (2023) The work was done quickly.	80%	76%
Q4 (2021) The service was completed in a timely manner.	n=911	n=505
Q7 (2023) I was kept up to date with information on how the work was going.	77%	71%
Q5 (2021) I was informed about the progress of the work.	n=875	n=496
Q8 (2023) I was happy with how well the work was done.	81%	79%
Q6 (2021) I was satisfied with the quality of the service.	n=894	n=501

All 2023 values are for the same group of buildings included in the 2021 survey.

All 2023 values exclude prefer not to answer, don't know, or no answer provided.

Trending

- In Communications and Interactions with Staff, the most notable difference between the two surveys is in tenants' levels of comfort with sharing their concerns with staff (2021: 83%, 2023: 74%).

Communications and Interactions with Staff		2021 results	2023 results
Q15 (2023)	Staff treat me with respect.	91%	87%
Q9 (2021)		n=1047	n=650
Q17 (2023)	I get updates about necessary work in my building (example: water shutoffs, fire testing, elevator outages).	93%	92%
Q10 (2021)		n=1051	n=648
Q19 (2023)	I feel comfortable sharing my concerns and making complaints to Toronto Seniors Housing.	83%	74%
Q11 (2021)		n=1025	n=641
Q20 (2023)	I am happy with how staff respond when I ask for help or make a request.	80%	80%
Q12 (2021)		n=1043	n=645

All 2023 values are for the same group of buildings included in the 2021 survey.
All 2023 values exclude prefer not to answer, don't know, or no answer provided.

Trending

- A greater share of tenants now know who to contact to access well-being and support services. More tenants are also now aware of who to contact if they need help with tenancy matters.

Access to Support and Services		2021 results	2023 results
Q23 (2023)	Do you know who to contact at Toronto Seniors Housing if you need help accessing well-being and support services?	56%	65%
Q15 (2021)	I know who in Toronto Community Housing can help me if I need access to health and support services.	n=961	n=584

Tenancy Management		2021 results	2023 results
Q26 (2023)	Do you know which staff to talk to if you need help with things related to your place, like paying or owing rent?	80%	85%
Q16 (2021)	I know who to go to if I need help with tenancy matters (paying rent, arrears, etc.).	n=1012	n=536

All 2023 values are for the same group of buildings included in the 2021 survey.
All 2023 values exclude prefer not to answer, don't know, or no answer provided.

Trending

- Tenants’ perceptions and levels of satisfaction with issues related to community participation remain low compared to other categories.

Community Participation		2021 results	2023 results
Q27 (2023)	My building offers programs that I like and are helpful to me (example: exercise, arts and crafts, language classes).	60% n=not available	52% n=632
Q18 (2021)	My building has programs that meet my needs and interests (e.g., exercise and fitness programs, arts and crafts, language classes, community gardens, etc.).		
Q28 (2023)		58% n=not available	54% n=632
Q19 (2021)	I feel there is a strong sense of community in my building.		
Q29 (2023)	I can share my ideas about organizing social activities in my building.	60% n=not available	46% n=621
Q30 (2023)	I can participate in social activities that are organized in my building.		
Q20 (2021)	I have opportunities to share ideas and participate in tenant-led activities (e.g., elections, tenant social and recreational events).		63% n=630

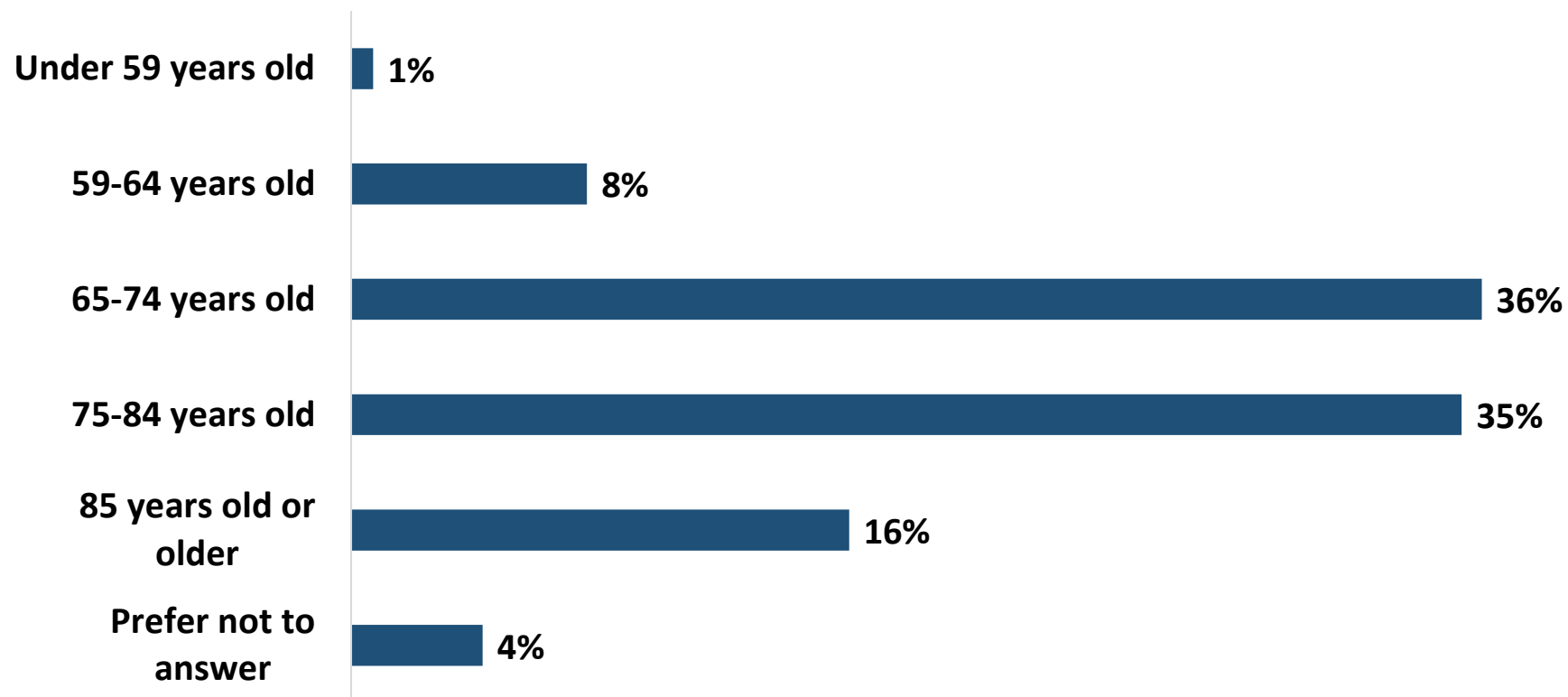
All 2023 values are for the same group of buildings included in the 2021 survey.
All 2023 values exclude prefer not to answer, don't know, or no answer provided.

Demographics

Asking tenants demographic questions is one way of understanding who completed the survey. Responses provide a snapshot of who lives at TSHC. Differences in how demographic groups respond to the survey questions can provide valuable insights into potential differences in their experiences and needs.

Demographics – Age

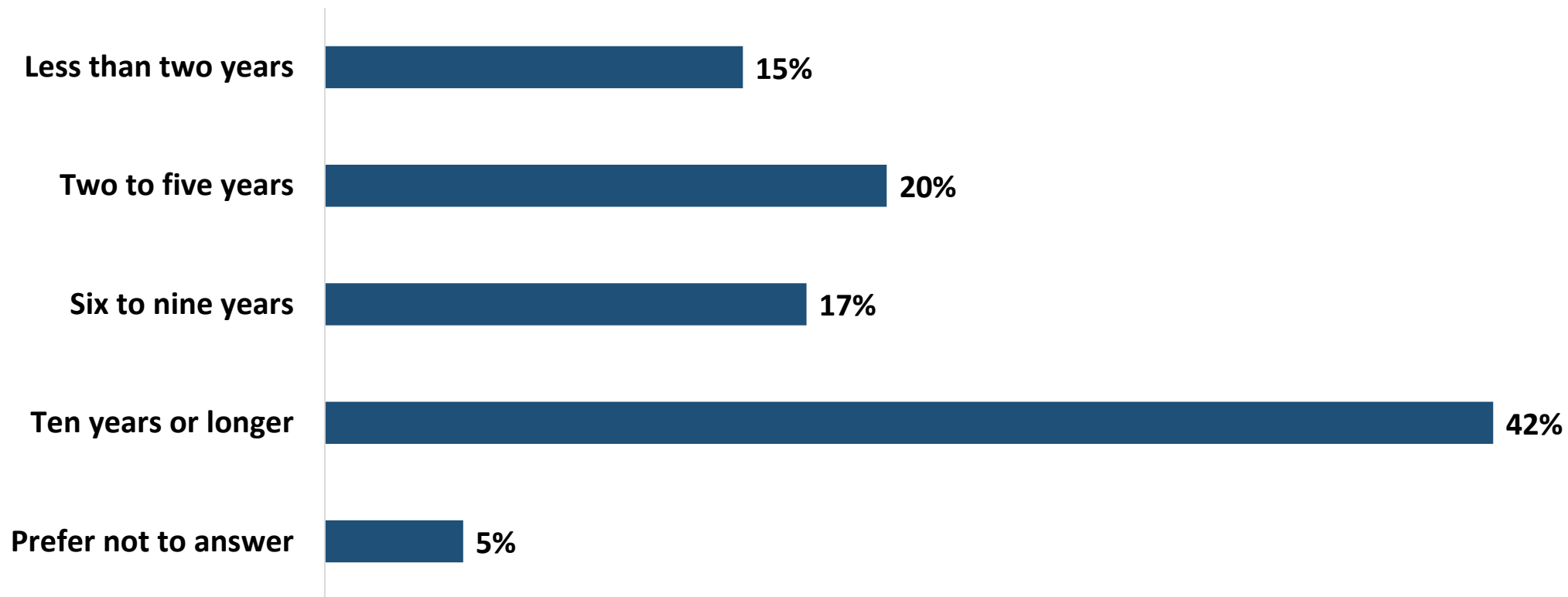
- Nearly 7 in 10 (72%) tenants are between 65 to 84 years old.



36. How old are you?
Sample size: Total (n=3223)
Base: Total sample

Demographics – Years at TSHC

- Many tenants (42%) have lived in Toronto Seniors Housing for more than 10 years.



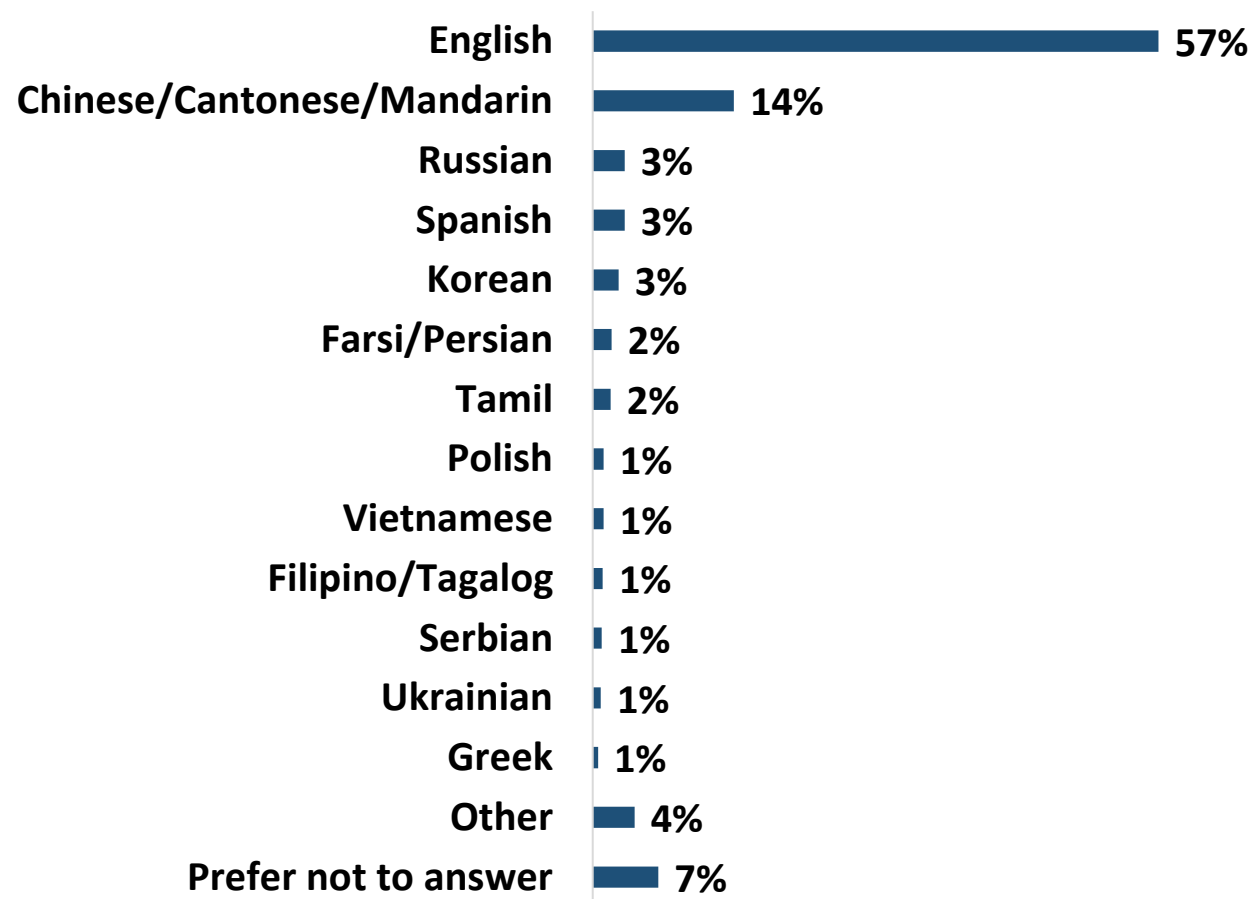
37. How long have you lived in Toronto Seniors Housing (previously Toronto Community Housing)?

Sample size: Total (n=3223)

Base: Total sample

Demographics – Language Preference

- A majority (57%) of tenants prefer to speak in English.

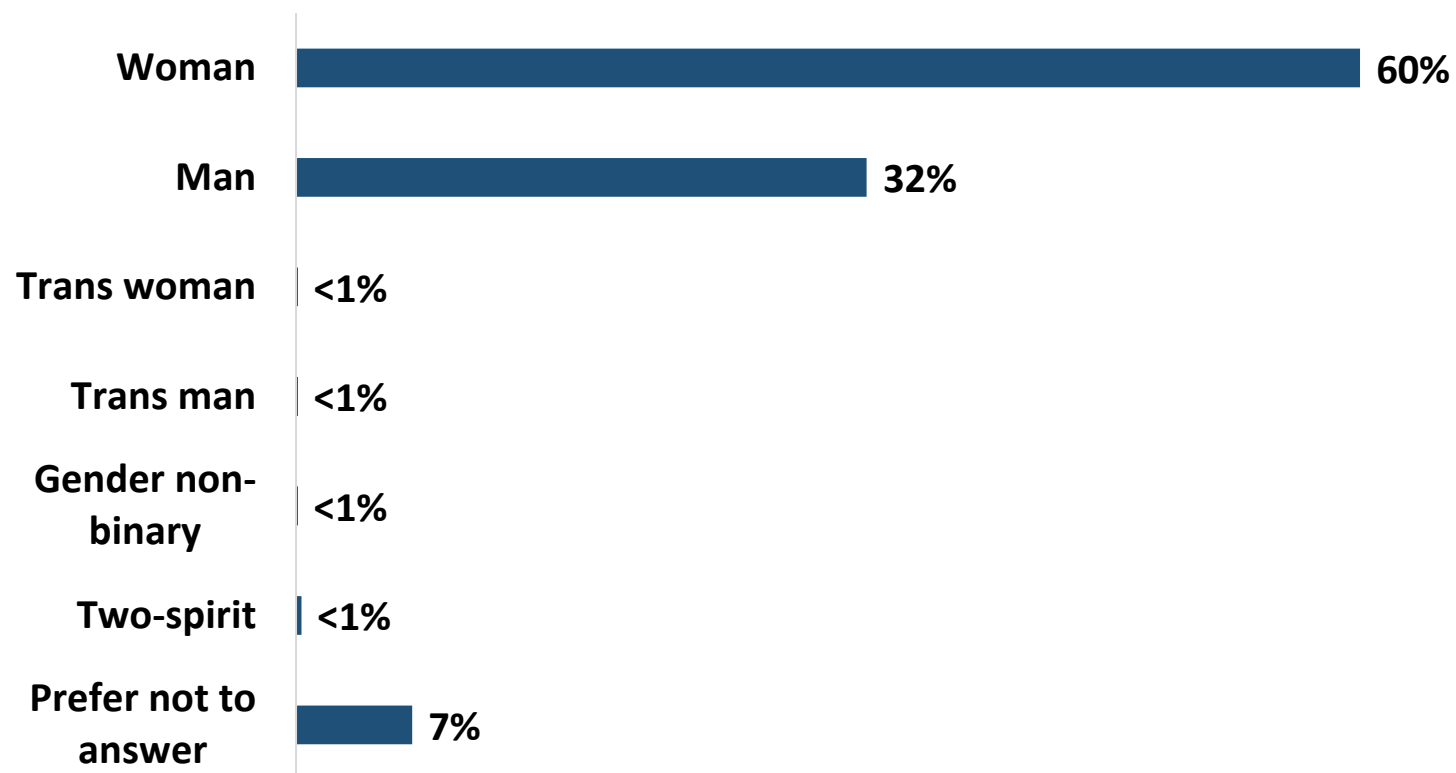


38. What language do you prefer speaking? / Sample size: Total (n=3223) / Base: Total sample

Note: “Other” combines languages mentioned by <0.5% and those who selected “Other (please specify)”. Chinese, Cantonese, and Mandarin are presented as a combined category as some responses of Chinese didn’t specify Cantonese or Mandarin.

Demographics – Gender

- 3 in 5 (60%) tenants identify as women.



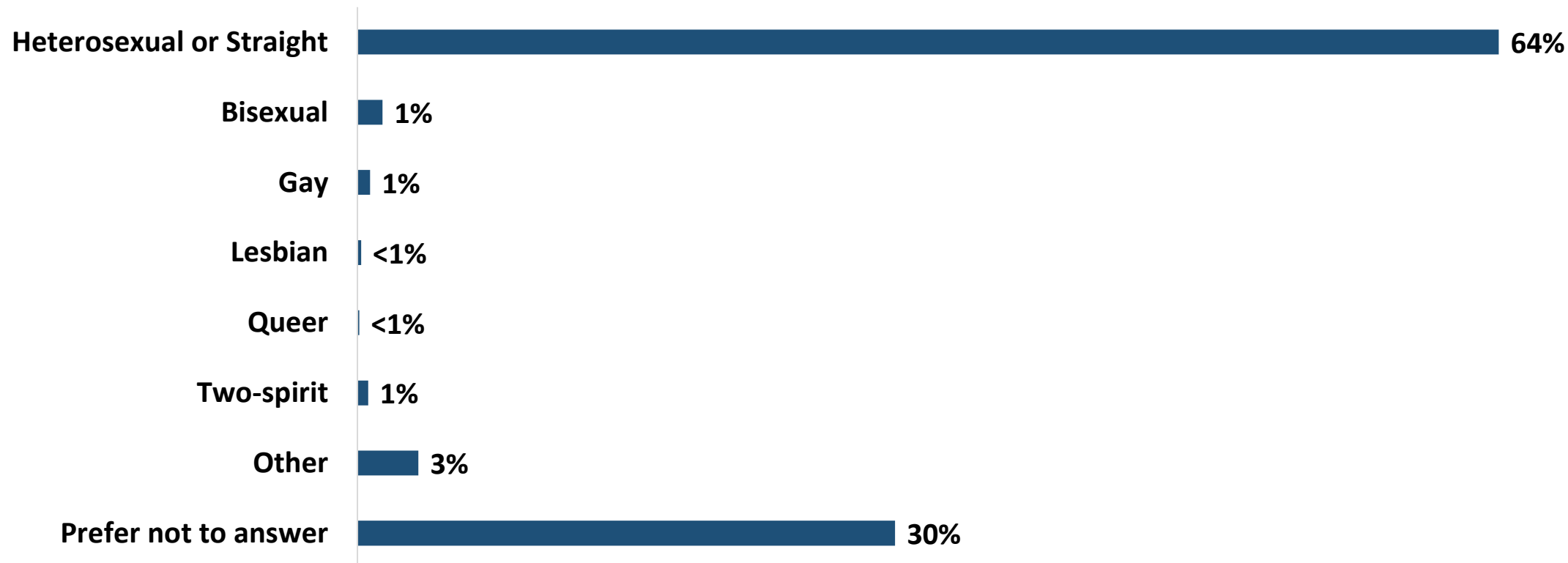
39. Which gender best describes you?

Sample size: Total (n=3223)

Base: Total sample

Demographics – Sexual Orientation

- Around 2 in 3 (64%) tenants describe their sexual orientation as heterosexual or straight.

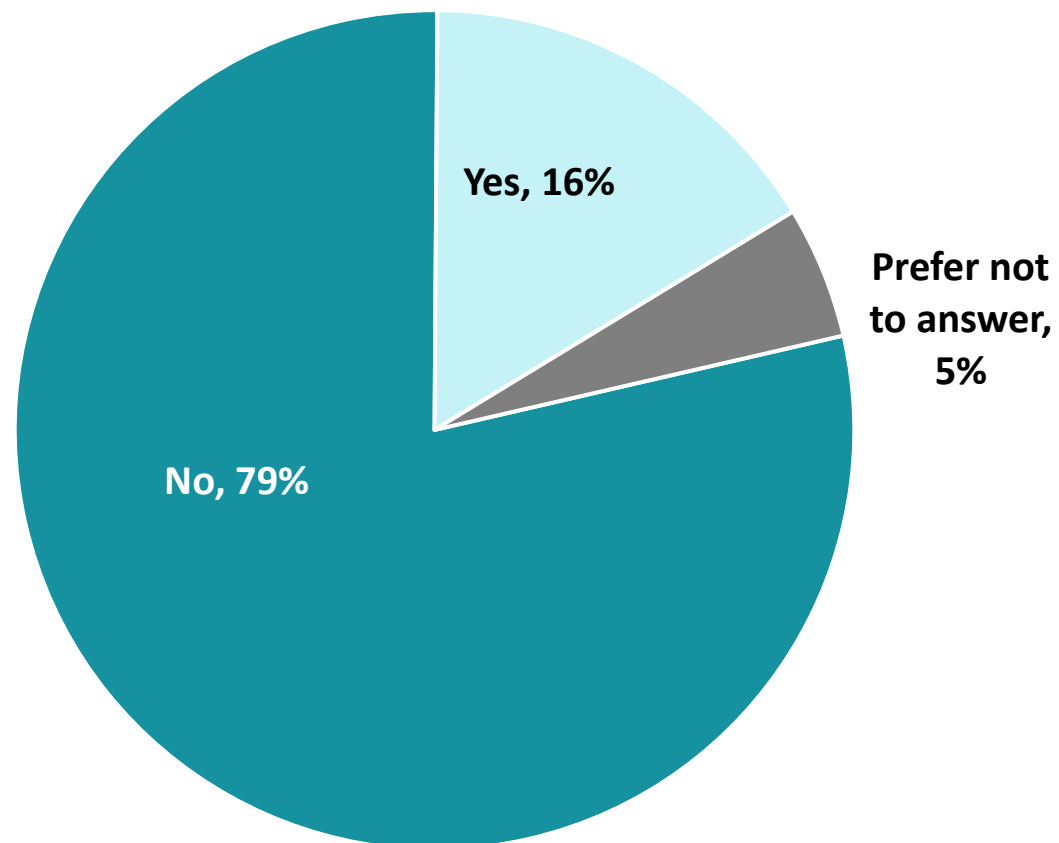


40. Sexual orientation describes a person's emotional, physical, romantic and/or sexual attraction to other people. What best describes your sexual orientation?

Sample size: Total (n=3223) Base: Total sample

Demographics – Born in Canada

- About 4 in 5 (79%) tenants were not born in Canada.



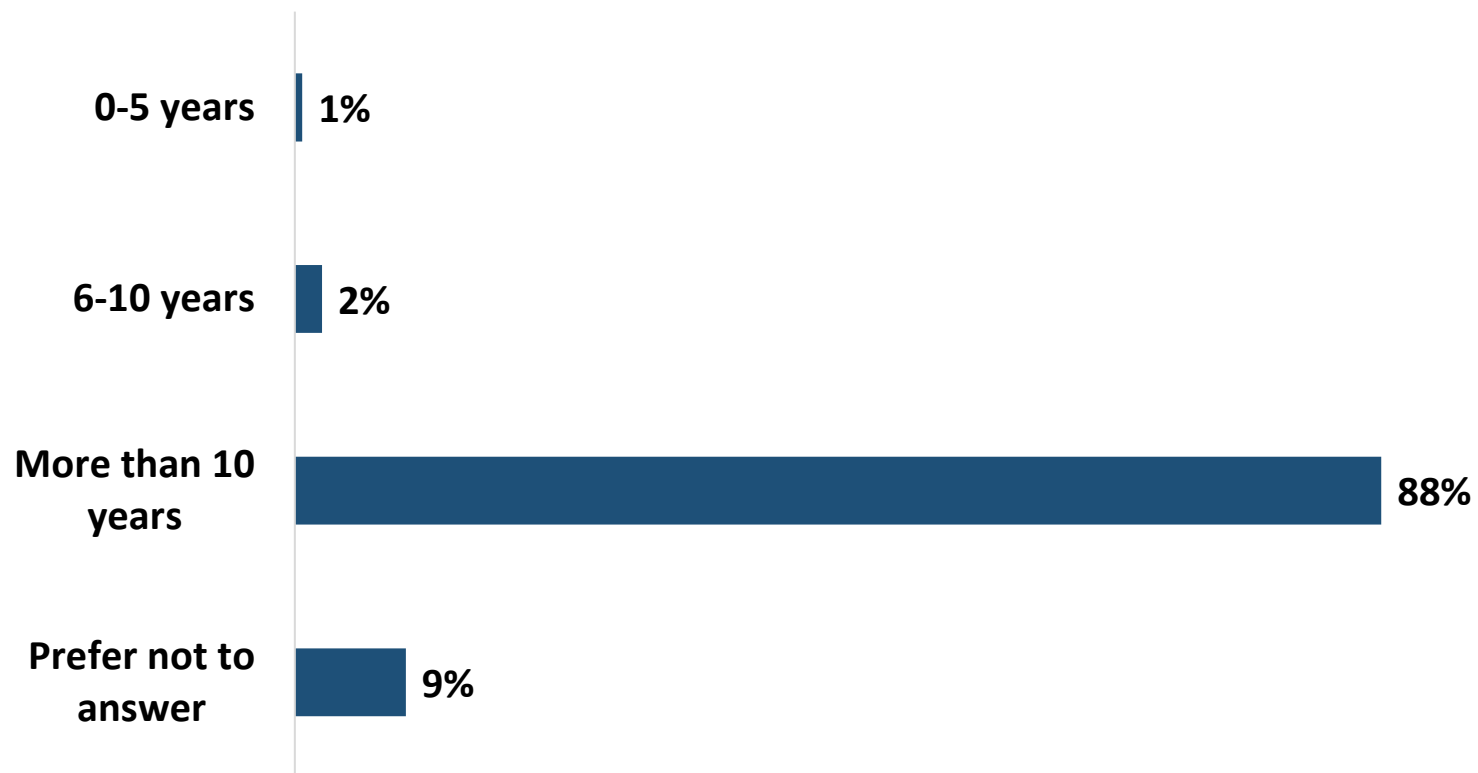
41. Were you born in Canada?

Sample size: Total (n=3223)

Base: Total sample

Demographics – Years Lived in Canada

- A vast majority (88%) of tenants who were not born in Canada have lived in Canada for more than 10 years.



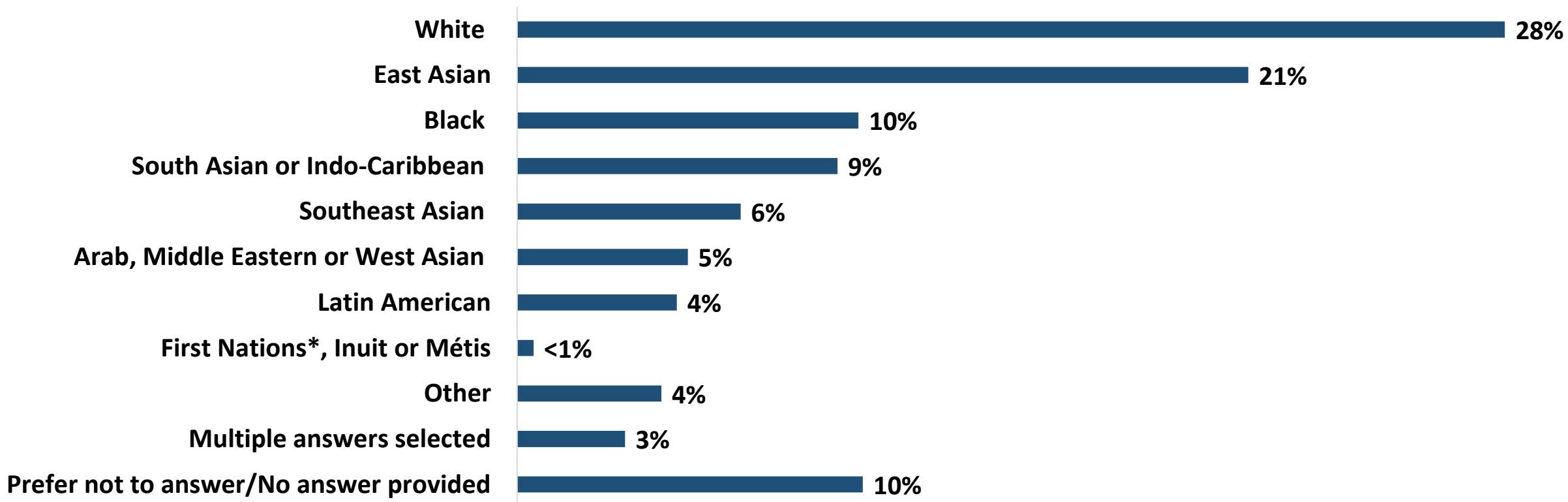
42. How long have you lived in Canada?

Sample size: Total (n=2539)

Base: Tenants born outside of Canada

Demographics – Racial Background

- Around 3 in 10 (28%) tenants describe their racial background as White.



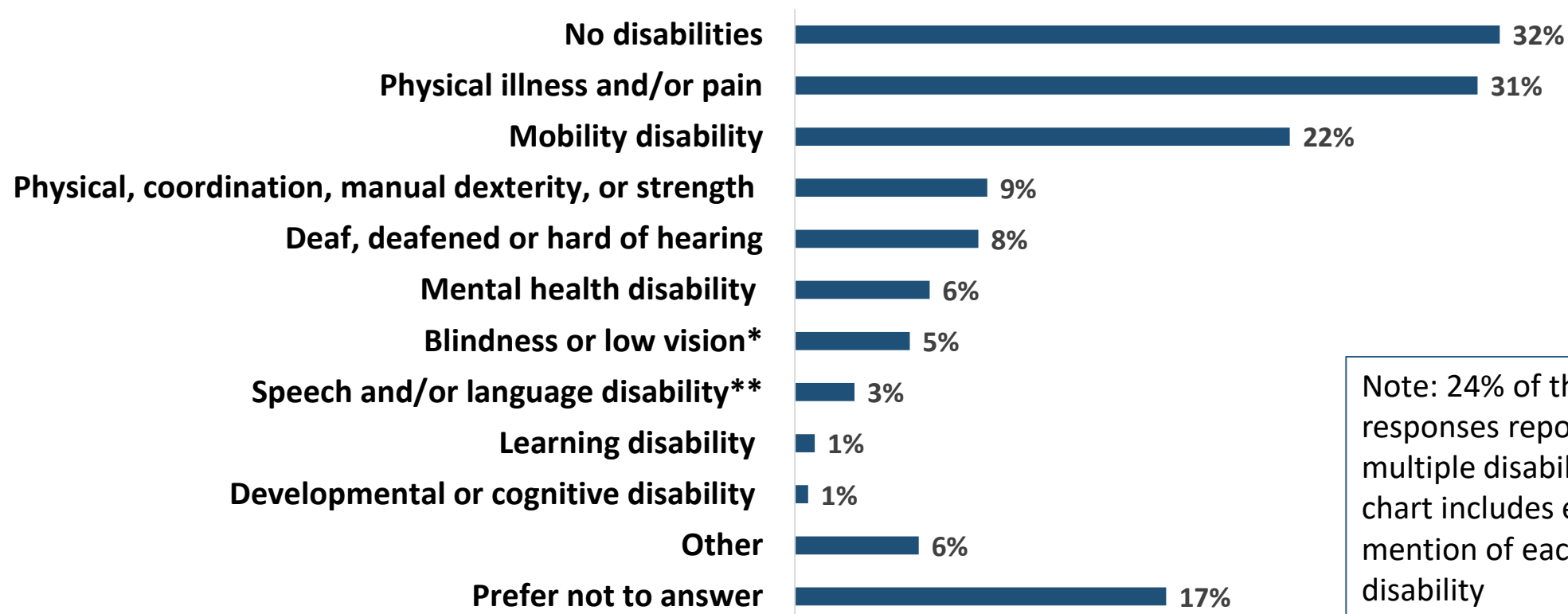
43. People often describe themselves by their race or racial background. How would you describe yourself? (Multi-Select)

Sample size: Total (n=3223) Base: Total sample

*First Nations (status, non-status, treaty or non-treaty), Inuit or Métis

Demographics – Disabilities

- 51% of tenants have one or more disabilities. The most common type of disability is physical illness and/or pain.



Note: 24% of the total responses reported multiple disabilities; this chart includes each mention of each disability

44. Disability means any condition that makes it harder for someone to fully take part in their community. They might be something you can see or something you cannot see. Please indicate which types of disabilities you have, if any:

Sample size: Total (n=3223)

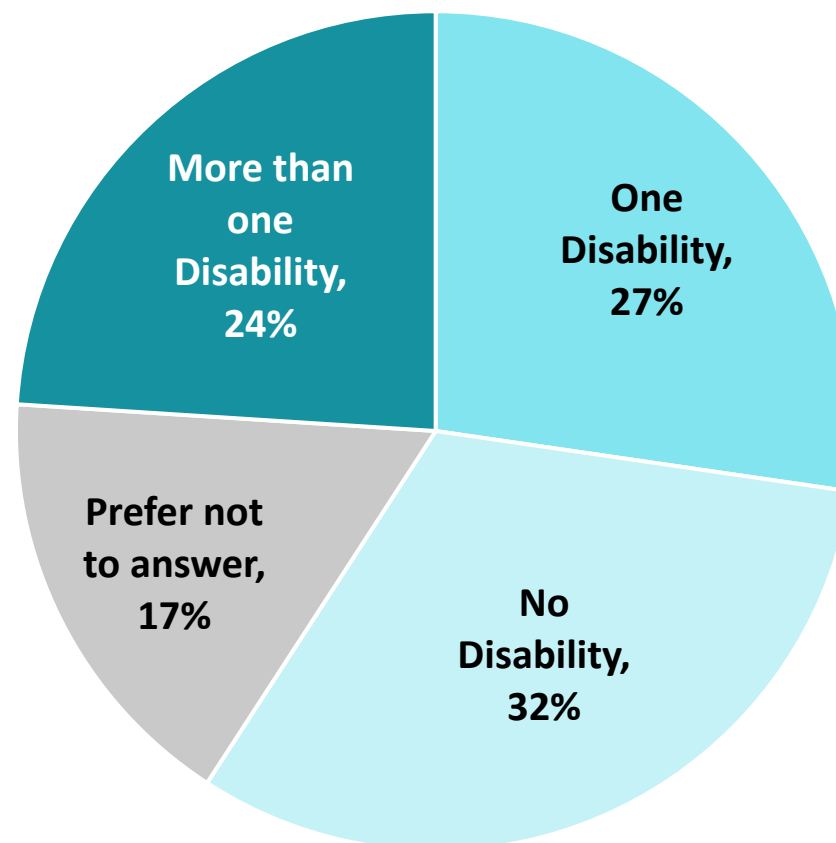
Base: Total sample

*Blindness or low vision (does not include vision that is correctable by glasses or contact lenses)

**Speech and/or language disability (not caused by hearing loss)

Demographics – Disabilities

- 51% of tenants have one or more disabilities.



44. Disability means any condition that makes it harder for someone to fully take part in their community. They might be something you can see or something you cannot see. Please indicate which types of disabilities you have, if any:

Sample size: Total (n=3223)

Base: Total sample

Segmentation Analysis

The segmentation analysis examines potential relationships between demographic factors and tenant experiences. A regression model was used to compare how different demographic factors may have affected the response to each question. The standardized beta coefficient from the regression analysis was used to identify which demographic factors had the most influence on each question. Insights can be presented only for demographic groups where the number of responses were large enough to generate statistical power.

How Do Tenants' Experiences Vary?

Overall Satisfaction

- **While tenants are generally very satisfied living at TSHC:**
 - Those born outside of Canada and people who prefer to speak a language other than English are the most satisfied.

Pride in Living at TSHC

- **Tenants were overwhelmingly proud to live at TSHC as well. The groups that felt especially proud include:**
 - Black tenants.
 - Those born outside of Canada.
 - People who prefer to speak a language other than English.

How Do Tenants' Experiences Vary?

Language

- Having a language other than English as a preference does not affect a tenant's ability to understand their lease, responsibilities and rights. Nor does it impact their ability to receive updates about necessary work in their buildings.
- These tenants still have a preference to receive information in their preferred language.
- They are also less likely to know who to contact when reporting a security incident, or when they need help with information to accessing services, or generally with assistance related to their place.

Race

- Black tenants tend to feel more pride living at TSHC. They also felt most positively about the cleanliness of their buildings and felt safest in common spaces.
- East Asian tenants tend to be less satisfied living at TSHC. This is reflected in their perspectives on a range of issues such as their feelings on pride, sense of community, and building maintenance.
- White tenants are especially satisfied with the maintenance of their buildings but tend to be less proud to be tenants at TSHC.
- Among other groups, there were not enough responses to generate statistically meaningful results.

How Do Tenants' Experiences Vary?

Gender

- Women are more concerned about building cleanliness and feel that they receive less support getting ready for pest treatment.
- Women also feel less safe in their units. However, there isn't a significant difference between men and women's perceptions of safety in common spaces.
- In addition, women have more trouble getting information to access the services they need. They also tend to feel less respected by other tenants.

Disability

- While people with disabilities tend to find their units and their buildings to be less accessible than those without disabilities, 90% of people with disabilities nonetheless consider their homes to be accessible.
- People with disabilities tend to have less awareness about who to contact for support on issues such as reporting a security incident or support with accessing wellbeing and support services. When they do request help for maintenance or receive pest treatment, they are less satisfied with the outcome. They have a more difficult time understanding their lease and responsibilities as well.

Please check one answer per question unless otherwise specified.

How much do you disagree or agree with the following statements:

Property Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. Generally, my entire building is clean (example: lobby, hallways, laundry room).					
2. Generally, my building is well-maintained (example: elevators, lights, common areas like the lobby and hallways).					
3. My unit and my building are physically accessible.					

4. Do you know who to contact to get help with repairs or maintenance issues?

- Yes** **No**

5. Have you ever requested a repair or maintenance service?

- Yes** **No - > Go to Question 9**

Please turn the page to continue.

Unique Access Code:

Skip questions 6, 7, and 8 if you said “No” in Question 5.

Think about the last time you requested a repair or maintenance service:

Property Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
6. The work was done quickly.					
7. I was kept up to date with information on how the work was going.					
8. I was happy with how well the work was done.					

9. Has your unit ever been treated for pests (example: cockroaches, bedbugs, mice)?

Yes

No - > Go to Question 12

Skip questions 10 and 11 if you said “No” in Question 9.

Think about the last time your unit was treated for pests:

Property Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
10. I received enough help getting ready for pest treatment.					
11. I was happy with the outcome of the pest treatment.					

How much do you disagree or agree with the following statements:

Safety and Security	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
12. I feel safe in my home.					
13. I feel safe in the common spaces of my building (example: elevators, lobby, laundry room).					

14. Do you know who to contact if you want to report a security incident?

Yes

No

How much do you disagree or agree with the following statements:

Communication and Interactions with Staff	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
15. Staff treat me with respect.					
16. Staff take accountability for their work.					
17. I get updates about necessary work in my building (example: water shutoffs, fire testing, elevator outages).					
18. Tenant policies are clear and easy to understand (example: Guest and Visitor Policy, Absence from Unit Policy, Use of Space Policy).					

Communication and Interactions with Staff	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
19. I feel comfortable sharing my concerns and making complaints to Toronto Seniors Housing.					
20. I am happy with how staff respond when I ask for help or make a request.					
21. I can receive information in my preferred language.					

Access to support and services outside of Toronto Seniors Housing.

Some tenants may access well-being and support services. Toronto Seniors Housing can help tenants connect to the services they need. For example, having someone to accompany them to appointments, getting housekeeping service, personal care, etc. Based on this information, please answer the following questions.

How much do you disagree or agree with the following statement:

Access to Support and Services	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
22. Toronto Seniors Housing helps me get information to access the service(s) I need.					

23. Do you know who to contact at Toronto Seniors Housing if you need help accessing well-being and support services?

- Yes
 No

How much do you disagree or agree with the following statements:

Tenancy Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
24. I understand my rights as a tenant.					
25. I understand my lease and responsibilities as a tenant.					

26. Do you know which staff to talk to if you need help with things related to your place, like paying or owing rent?

Yes No

How much do you disagree or agree with the following statements:

Community Participation	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
27. My building offers programs that I like and are helpful to me (example: exercise, arts and crafts, language classes).					
28. I feel there is a strong sense of community in my building.					
29. I can share my ideas about organizing social activities in my building.					
30. I can participate in social activities that are organized in my building.					
31. I feel respected by other tenants.					

How much do you disagree or agree with the following statements:

General	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
32. I am happy with the services Toronto Seniors Housing provides.					
33. I am proud to be a tenant at Toronto Seniors Housing.					

34. How do you prefer to receive updates about Toronto Seniors Housing? Please select all that apply.

- Email
- Text
- Mail
- Poster
- Toronto Seniors Housing website
- Building meeting
- Other (please specify: _____)

35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

About You

Things like age, race, gender, sexuality, and ability can change how people experience services. By answering the questions below, you can help us learn more about your experience.

Answering these questions is optional. Your answers are anonymous.

36. How old are you?

- Under 59 years old
- 59 – 64 years old
- 65 – 74 years old
- 75 – 84 years old
- 85 years old or older

37. How long have you lived in Toronto Seniors Housing (previously Toronto Community Housing)?

- Less than two years
- Two to five years
- Six to nine years
- Ten years or longer

38. What language do you prefer speaking?

- English
- Other (please specify: _____)

39. Which gender best describes you?

- Woman
- Man
- Trans woman
- Trans man
- Gender non-binary
- Two-Spirit
- Not listed (please specify: _____)

40. Sexual orientation describes a person's emotional, physical, romantic and/or sexual attraction to other people. What best describes your sexual orientation?

- Heterosexual or Straight
- Bisexual
- Gay
- Lesbian
- Queer
- Two-Spirit
- Not listed (please specify: _____)

41. Were you born in Canada?

- Yes - > **Go to Question 43**
- No

Skip question 42 if you said “Yes” in Question 41.

42. How long have you lived in Canada?

- 0-5 years
- 6-10 years
- More than 10 years

43. People often describe themselves by their race or racial background. How would you describe yourself? (You can check more than one answer)

- Arab, Middle Eastern or West Asian (example: Afghan, Armenian, Iranian, Lebanese, Persian, Turkish)
- Black (example: African, African-Canadian, Afro-Caribbean)
- East Asian (example: Chinese, Japanese, Korean)
- First Nations (status, non-status, treaty or non-treaty), Inuit or Métis
- Latin American (example: Brazilian, Colombian, Cuban, Mexican, Peruvian)
- South Asian or Indo-Caribbean (example: Indian, Indo-Guyanese, Indo-Trinidadian, Pakistani, Sri Lankan)
- Southeast Asian (example: Filipino, Malaysian, Singaporean, Thai, Vietnamese)
- White (example: English, Greek, Italian, Portuguese, Russian, Slovakian)
- Not listed (please specify: _____)

44. Disability means any condition that makes it harder for someone to fully take part in their community. They might be something you can see or something you cannot see. Please indicate which types of disabilities you have, if any:

- No disabilities
- Blindness or low vision (does not include vision that is correctable by glasses or contact lenses)
- Deaf, deafened or hard of hearing
- Developmental or cognitive disability (example: Down syndrome)
- Learning disability (example: dyslexia)
- Mental health disability (example: bipolar disorder, depression, etc.)
- Mobility disability (example: cane, wheelchair, etc.)
- Physical, coordination, manual dexterity, or strength (example: handling objects)
- Physical illness and/or pain (example: diabetes, epilepsy, heart condition, kidney disease, lung disease, rheumatoid arthritis)
- Speech and/or language disability (not caused by hearing loss)
- Not listed (please specify: _____)

*** End of survey ***

Thank you for taking the time to fill out the TSHC Tenant Experience Survey. Your feedback will help us improve services for you.

If you have any questions or comments about completing this survey, please contact Forum Research at (416) 613-8225 or tshcsurvey@forumresearch.com.

2023/24 Tenant Survey Findings Presentation

Toronto Seniors Housing Corporation

Presentation to the Board

July 2024



Agenda

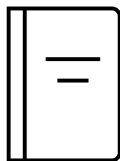
1. Developing the questionnaire
2. Methodology

Understanding the Survey

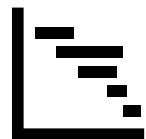
3. Key Insights
4. Drivers Analysis
5. Demographic breakdown
6. Segmentation Analysis
7. Qualitative Insights
8. 2021 Trending

Ways to Interpret the Survey Responses

Developing the Questionnaire



2021 questionnaire was used as the basis, with the aim of measuring the same or similar items



Strategic Direction KPIs were considered to ensure the survey would measure required items



Focus group consultations were done with tenants to ensure clarity and comprehension and to develop substantive changes

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Research Methodology



Process

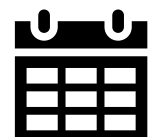
Forum Research Inc. mailed one survey and return envelope to each Toronto Seniors Housing Corporation household across all 83 buildings, with information included for phone-in and online options. The survey was made available in 13 languages.



Participation

A total of 13,472 surveys were mailed, and 3,223 responses were received. The survey achieved a response rate of 24%, exceeding the anticipated target of 20%.

Margin of error: $\pm 1.73\%$ at a 95% confidence level



Timeline

Surveys were mailed in early December 2023
Responses were received from December 4, 2023 – February 6, 2024

Responses Received	
Total	3,223
Mail	2,993
Online	228
Phone	2

Key Insights

High level findings from the survey are based on frequency analysis. A high frequency of positive responses, such as 80%, can signify favourable outcomes and guide decision-making about resource allocation.

The Big Picture

Overall, tenants feel highly positive about TSHC services and the large majority are proud to be a tenant at Toronto Seniors Housing. Tenants overwhelmingly feel safe and are happy with their interactions with TSHC staff.



**4 in 5 tenants are happy
with TSHC services**



**82% are proud to be a
tenant at TSHC**



**83% feel safe in their
home**

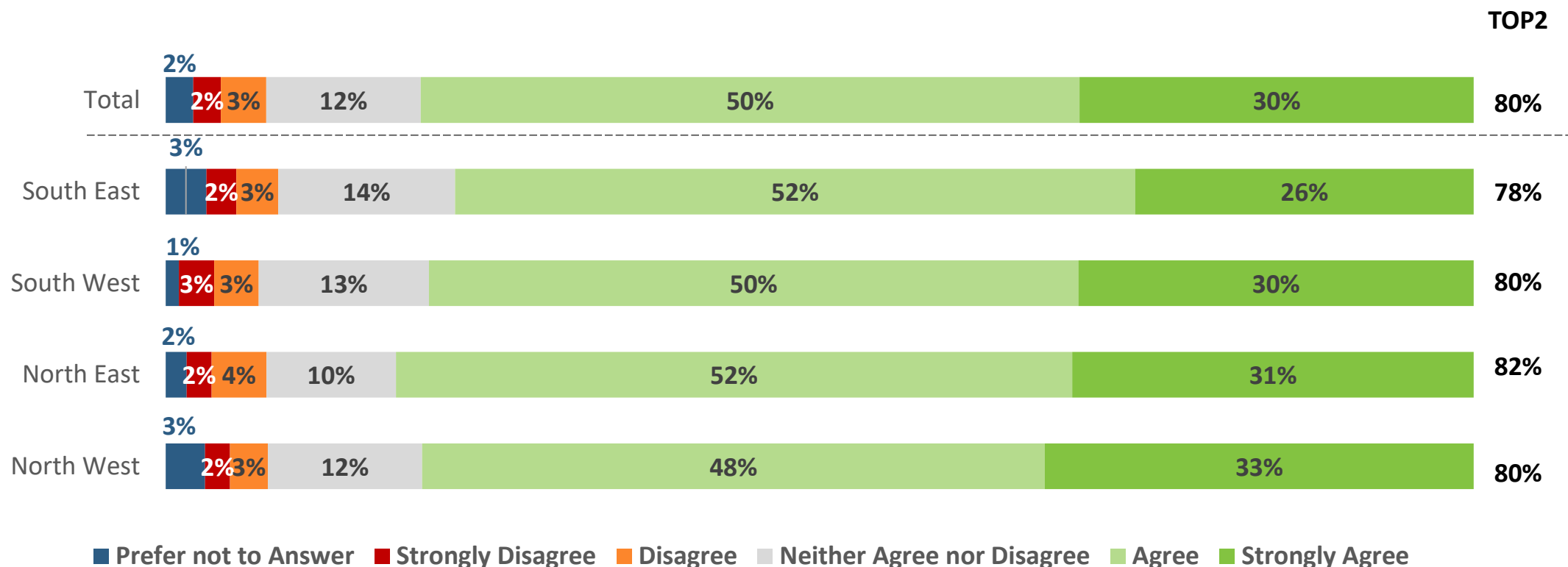


**87% feel staff treat them
with respect**



Satisfaction with Toronto Seniors Housing Services

- 4 in 5 (TOP2: 80%) tenants are generally happy with the services TSHC provides.



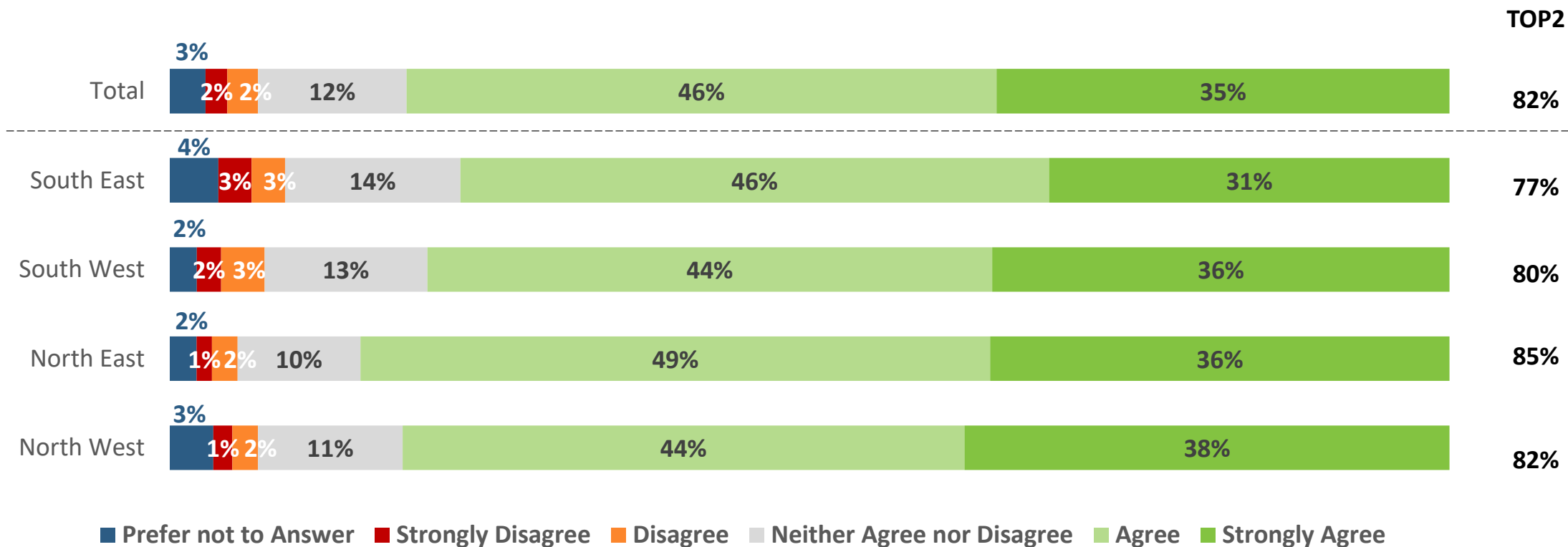
32. How much do you disagree or agree with the following statement: I am happy with the services Toronto Seniors Housing provides.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Tenant Pride at Toronto Seniors Housing

- More than 4 in 5 (TOP2: 82%) are proud to be a tenant at Toronto Seniors Housing.



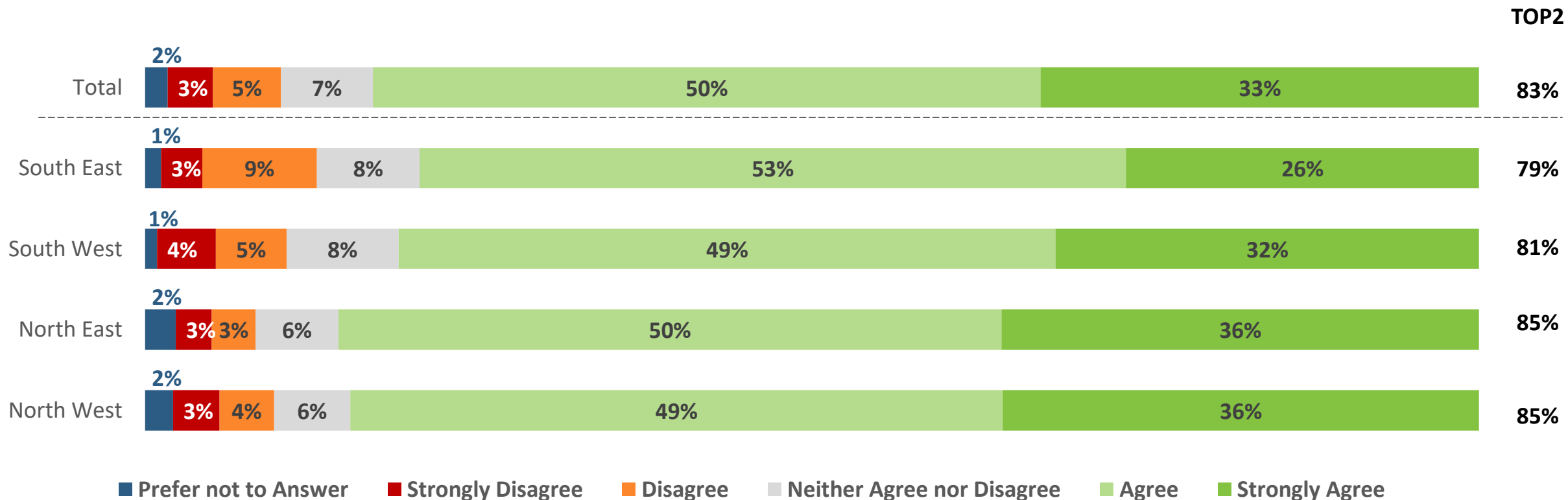
33. How much do you disagree or agree with the following statement: I am proud to be a tenant at Toronto Seniors Housing.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Safety in Their Home

- About 4 in 5 (TOP2: 83%) tenants feel safe in their home.



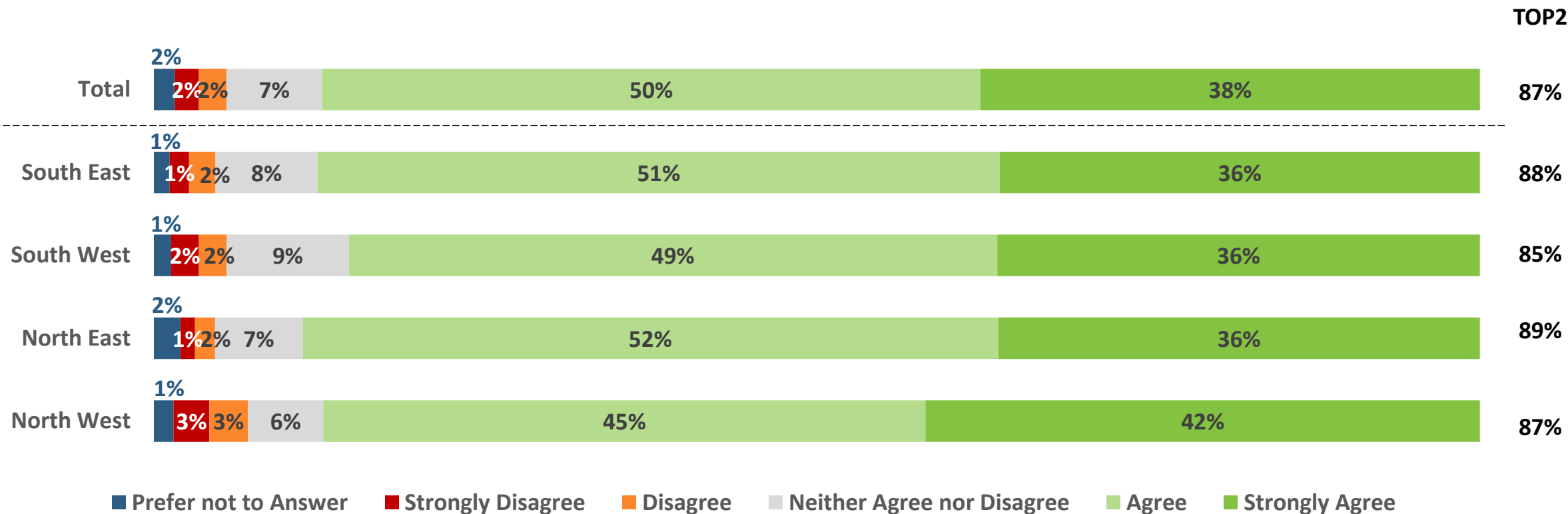
12. How much do you disagree or agree with the following statement: I feel safe in my home.

Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)

Base: Total sample

Respect

- Nearly 9 in 10 (TOP2: 87%) tenants feel that TSHC staff treat them with respect, across all regions.



15. How much do you disagree or agree with the following statement: Staff treat me with respect.
 Sample size: Total (n=3223) / South East (n=687) / South West (n=675) / North East (n=1057) / North West (n=804)
 Base: Total sample

The Big Picture

Opportunities for Improvement



Access to Supports

Tenants could benefit from more **help to access the services they need.**



Property Management

Tenants are largely happy with the cleanliness and maintenance of their building but less so when it comes to being **kept up to date on repairs** and issues related to pest control.



Community Participation

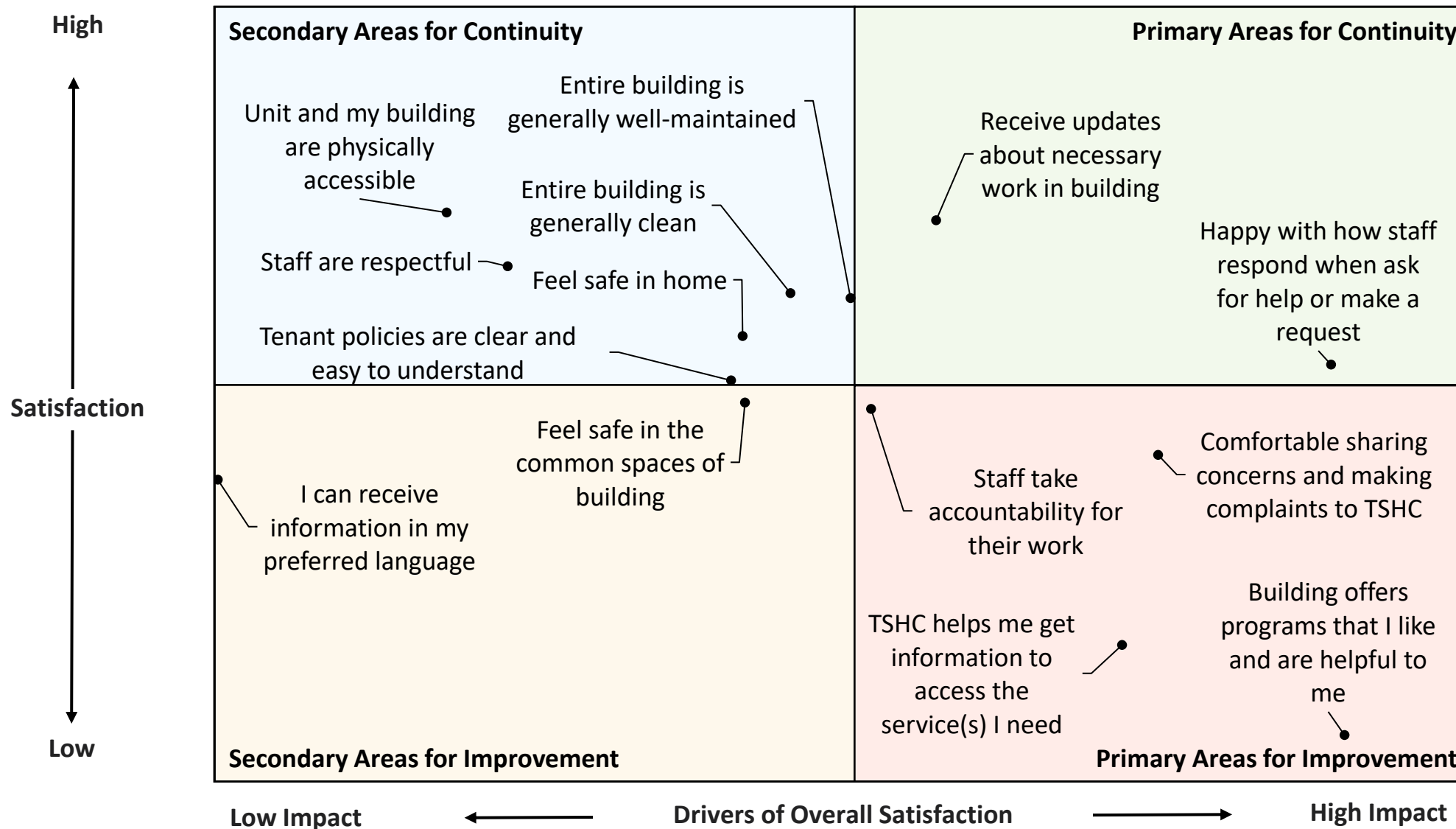
Just over half (TOP2: 55%) of tenants felt that there is a **sense of community in their building.** This is an important driver of overall satisfaction. Areas for improvement include enhancing program offerings at buildings and creating more spaces for tenants to contribute their ideas about organizing social activities.

Drivers Analysis

Regression analysis helps identify priority areas for future action by exploring which areas matter most to tenants.

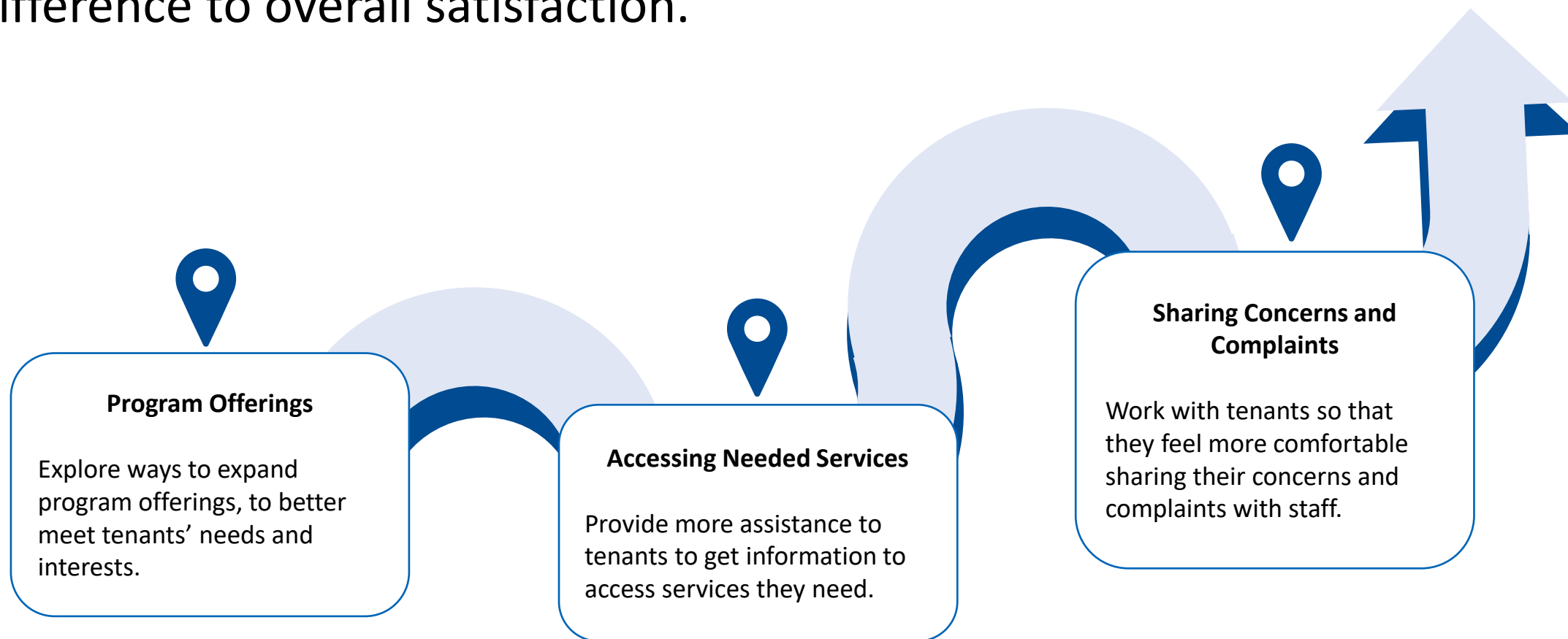
4	3
2	1

Drivers Analysis Overall Satisfaction with Services



What Makes A Difference?

By focusing on the key areas described below, TSHC can make a meaningful difference to overall satisfaction.

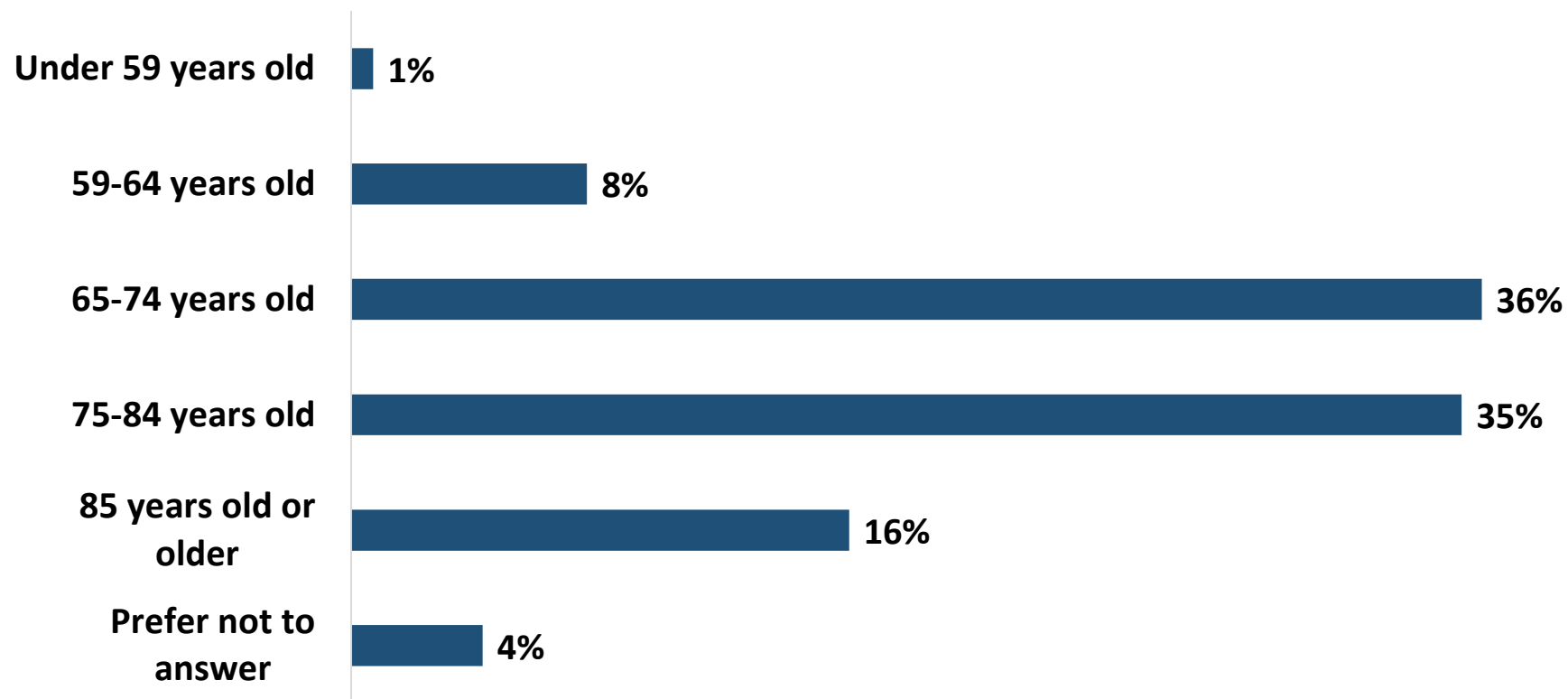


Demographics

The survey included voluntary questions about demographic details.

Demographics – Age

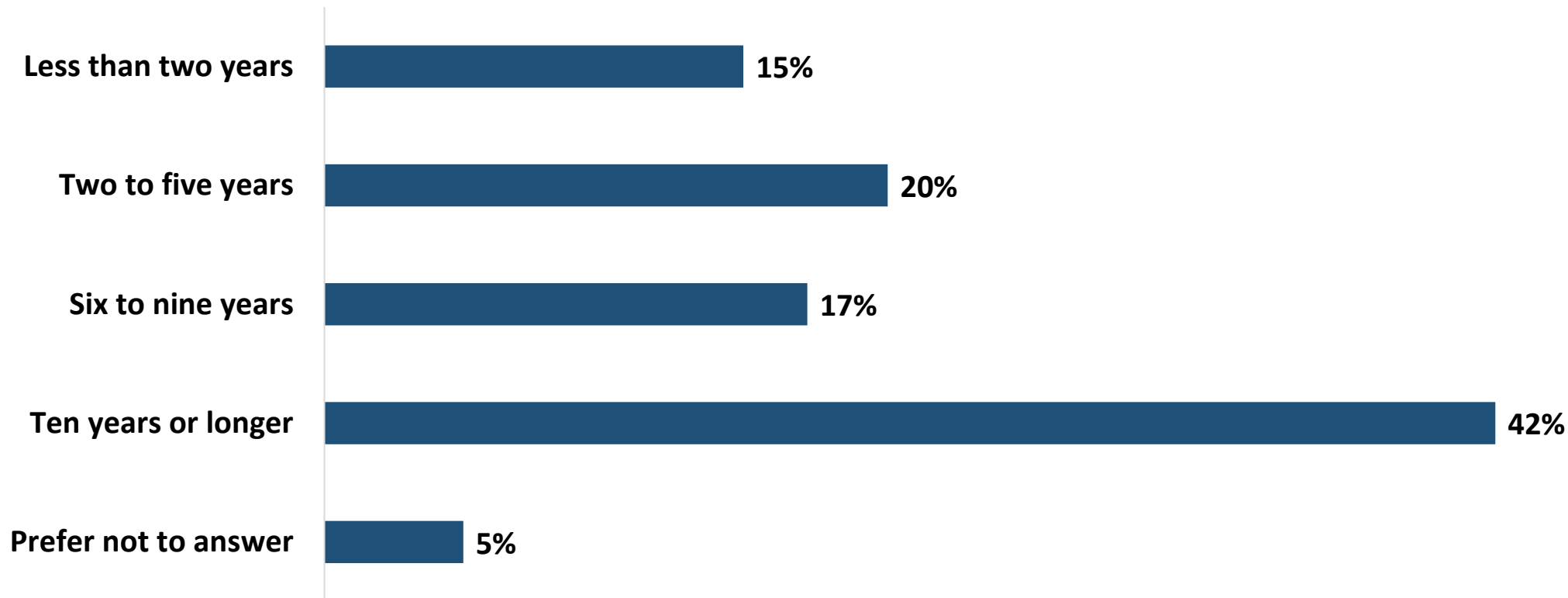
- Nearly 7 in 10 (72%) tenants are between 65 to 84 years old.



36. How old are you?
Sample size: Total (n=3223)
Base: Total sample

Demographics – Years at TSHC

- Many tenants (42%) have lived in Toronto Seniors Housing for more than 10 years.



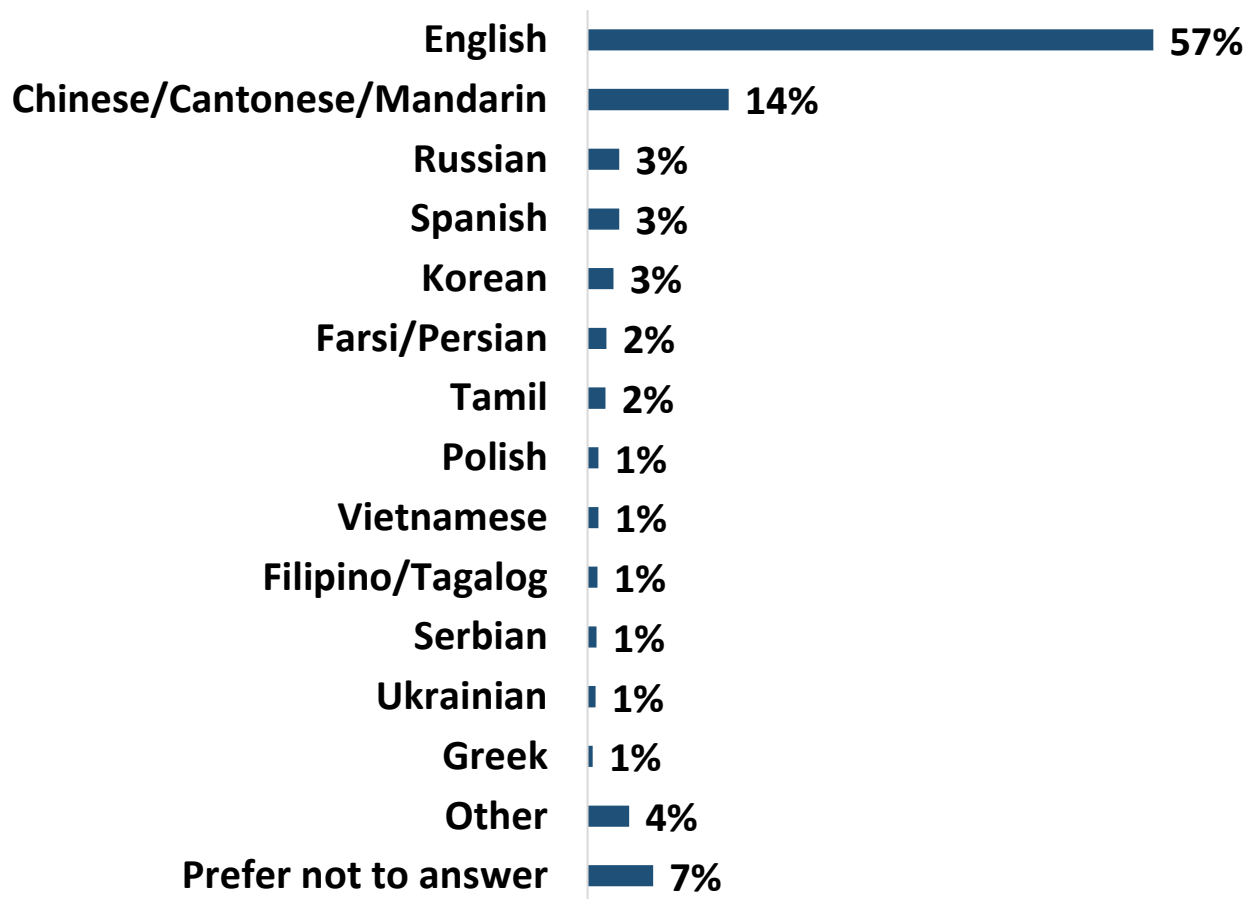
37. How long have you lived in Toronto Seniors Housing (previously Toronto Community Housing)?

Sample size: Total (n=3223)

Base: Total sample

Demographics – Language Preference

- A majority (57%) of tenants prefer speaking in English.



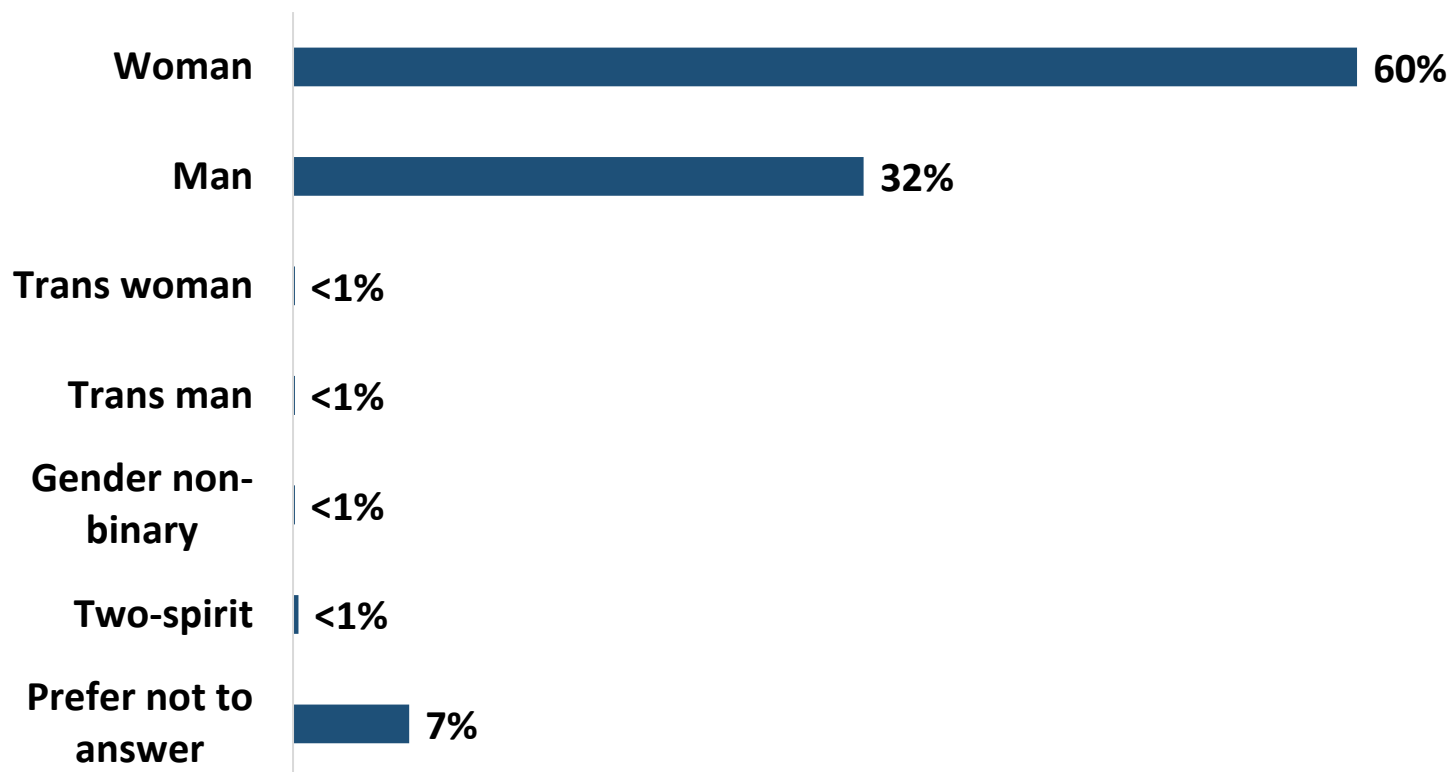
38. What language do you prefer speaking? / Sample size: Total (n=3223) / Base: Total sample

Note: "Other" combines languages mentioned by <0.5% and those who selected "Other (please specify)".

Chinese, Cantonese, and Mandarin are presented as a combined category as some responses of Chinese didn't specify Cantonese or Mandarin.

Demographics – Gender

- 3 in 5 (60%) tenants identify as women.



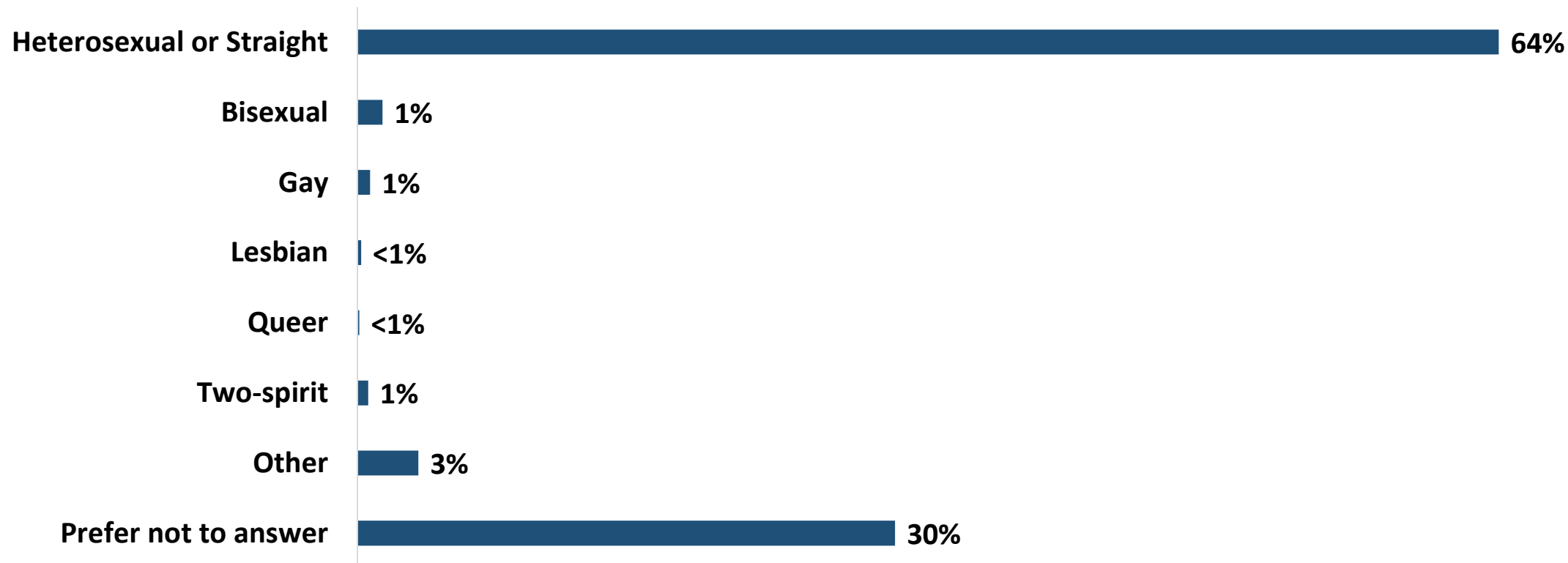
39. Which gender best describes you?

Sample size: Total (n=3223)

Base: Total sample

Demographics – Sexual Orientation

- Around 2 in 3 (64%) tenants describe their sexual orientation as heterosexual or straight.

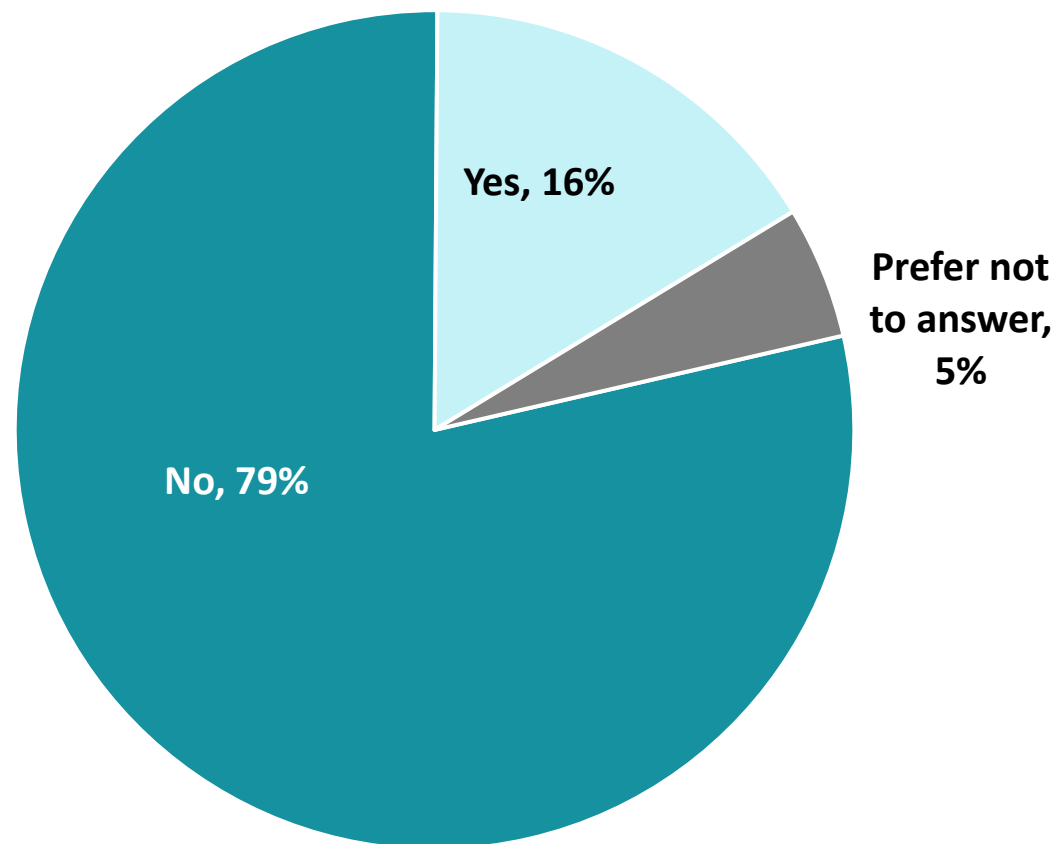


40. Sexual orientation describes a person's emotional, physical, romantic and/or sexual attraction to other people. What best describes your sexual orientation?

Sample size: Total (n=3223) Base: Total sample

Demographics – Born in Canada

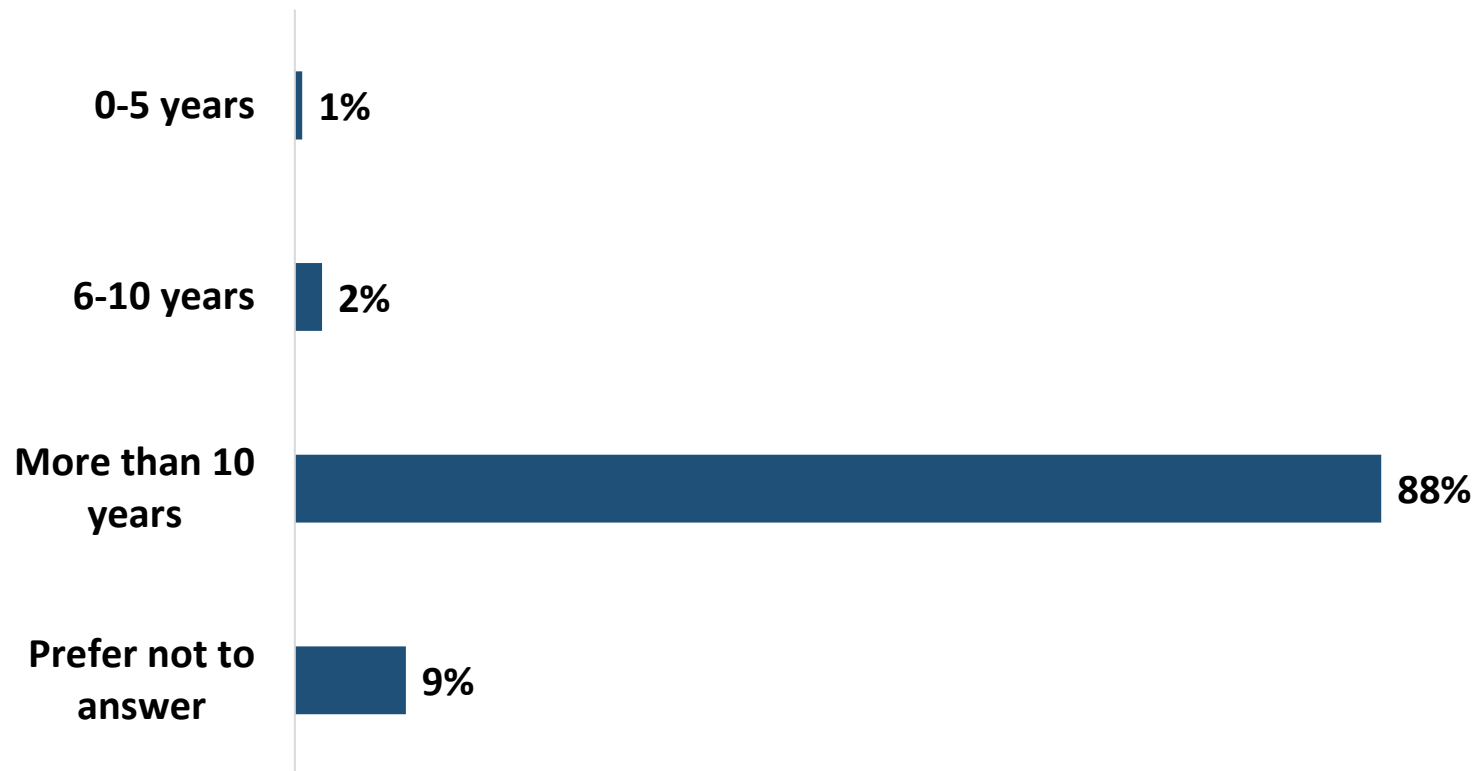
- About 4 in 5 (79%) tenants were not born in Canada.



41. Were you born in Canada?
Sample size: Total (n=3223)
Base: Total sample

Demographics – Years Lived in Canada

- A vast majority (88%) of tenants have lived in Canada for more than 10 years.



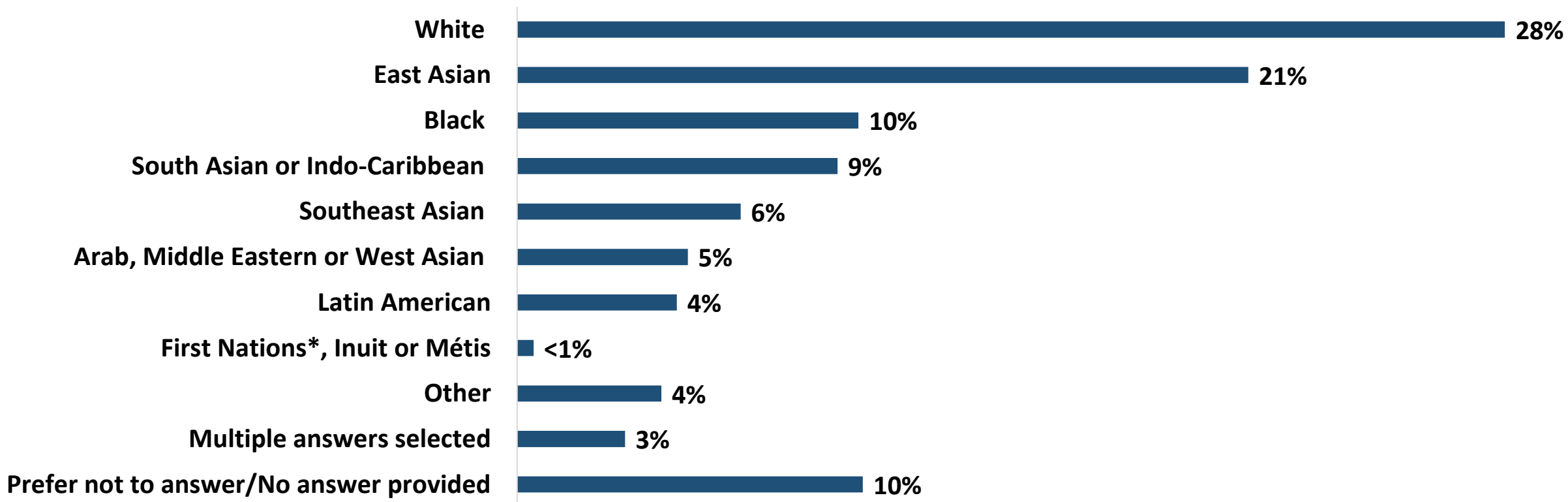
42. How long have you lived in Canada?

Sample size: Total (n=2539)

Base: Tenants born outside of Canada

Demographics – Racial Background

- Around 3 in 10 (28%) tenants describe their racial background as White.



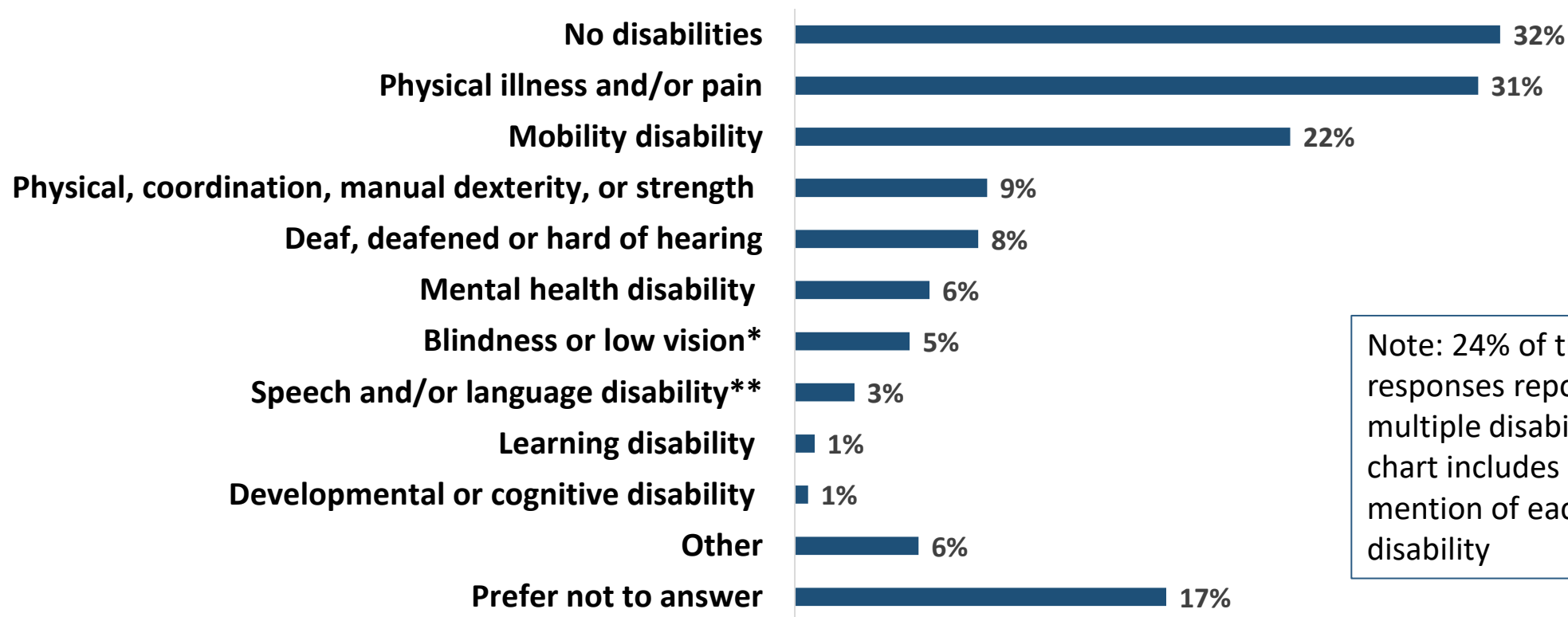
43. People often describe themselves by their race or racial background. How would you describe yourself? (Multi-Select)

Sample size: Total (n=3223) Base: Total sample

*First Nations (status, non-status, treaty or non-treaty), Inuit or Métis

Demographics – Disabilities

- 51% of tenants have one or more disabilities. The most common type of disability is physical illness and/or pain.



Note: 24% of the total responses reported multiple disabilities; this chart includes each mention of each disability

44. Disability means any condition that makes it harder for someone to fully take part in their community. They might be something you can see or something you cannot see. Please indicate which types of disabilities you have, if any:

Sample size: Total (n=3223) | Base: Total sample

*Blindness or low vision (does not include vision that is correctable by glasses or contact lenses)

**Speech and/or language disability (not caused by hearing loss)

Segmentation Analysis

The segmentation analysis examines potential relationships between demographic factors and tenant satisfaction. A regression model was used to compare how different demographic factors may have affected the response to each question. The standardized beta coefficient from the regression analysis was used to identify which demographic factors had the most influence on each question. Insights can be presented only for demographic groups where the number of responses were large enough to generate statistical power.

How Do Tenants' Experiences Vary?

Overall Satisfaction

- **While tenants are generally very satisfied living at TSHC:**
 - Those born outside of Canada and people who prefer to speak a language other than English are the most satisfied.

Pride in Living at TSHC

- **Tenants were overwhelmingly proud to live at TSHC as well. The groups that felt especially proud include:**
 - Black tenants.
 - Those born outside of Canada.
 - People who prefer to speak a language other than English.

How Do Tenants' Experiences Vary?

Language

- Having a language other than English as a preference does not affect a tenant's ability to understand their lease, responsibilities and rights. Nor does it impact their ability to receive updates about necessary work in their buildings.
- These tenants still have a preference to receive information in their preferred language.
- They are also less likely to know who to contact when reporting a security incident, or when they need help with information to accessing services, or generally with assistance related to their place.

Race

- Black tenants tend to feel more pride living at TSHC. They also felt most positively about the cleanliness of their buildings and felt safest in common spaces.
- East Asian tenants tend to be less satisfied living at TSHC. This is reflected in their perspectives on a range of issues such as their feelings on pride, sense of community, and building maintenance.
- White tenants are especially satisfied with the maintenance of their buildings but tend to be less proud to be tenants at TSHC.
- Among other groups, there were not enough responses to generate statistically meaningful results.

How Do Tenants' Experiences Vary?

Gender

- Women are more concerned about building cleanliness and feel that they receive less support getting ready for pest treatment.
- Women also feel less safe in their units. However, there isn't a significant difference between men and women's perceptions of safety in common spaces.
- In addition, women have more trouble getting information to access the services they need. They also tend to feel less respected by other tenants.

Disability

- While people with disabilities tend to find their units and their buildings to be less accessible than those without disabilities, 89.5% of people with disabilities nonetheless consider their homes to be accessible.
- People with disabilities tend to have less awareness about who to contact for support on issues such as reporting a security incident or support with accessing wellbeing and support services. When they do request help for maintenance or receive pest treatment, they are less satisfied with the outcome. They have a more difficult time understanding their lease and responsibilities as well.

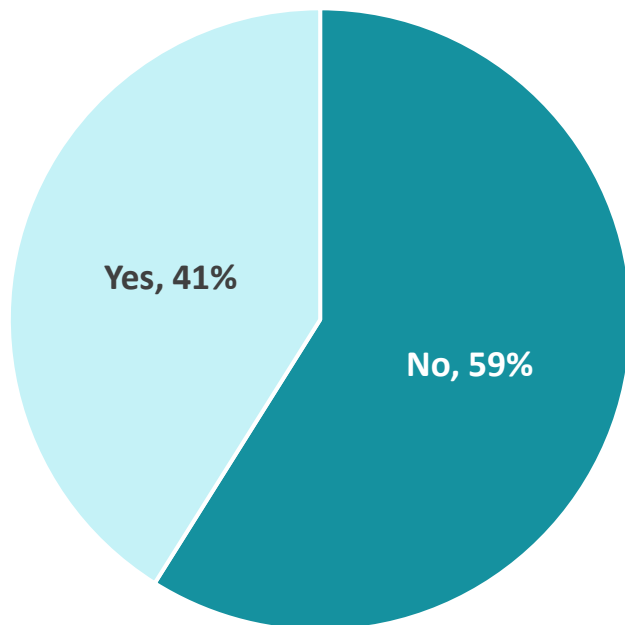
Qualitative Findings

Hearing from tenants in their own words.

Additional Thoughts to Improve Toronto Senior Housing

- Tenants were asked to share any thoughts they had that could make Toronto Seniors Housing better for tenants like them.
- The majority of tenants (59%) provided no suggestions

Provided Suggestions



Number of tenants who provided suggestions	1,324
Total number of identified suggestions	2,884
Average suggestions per tenants	2.18

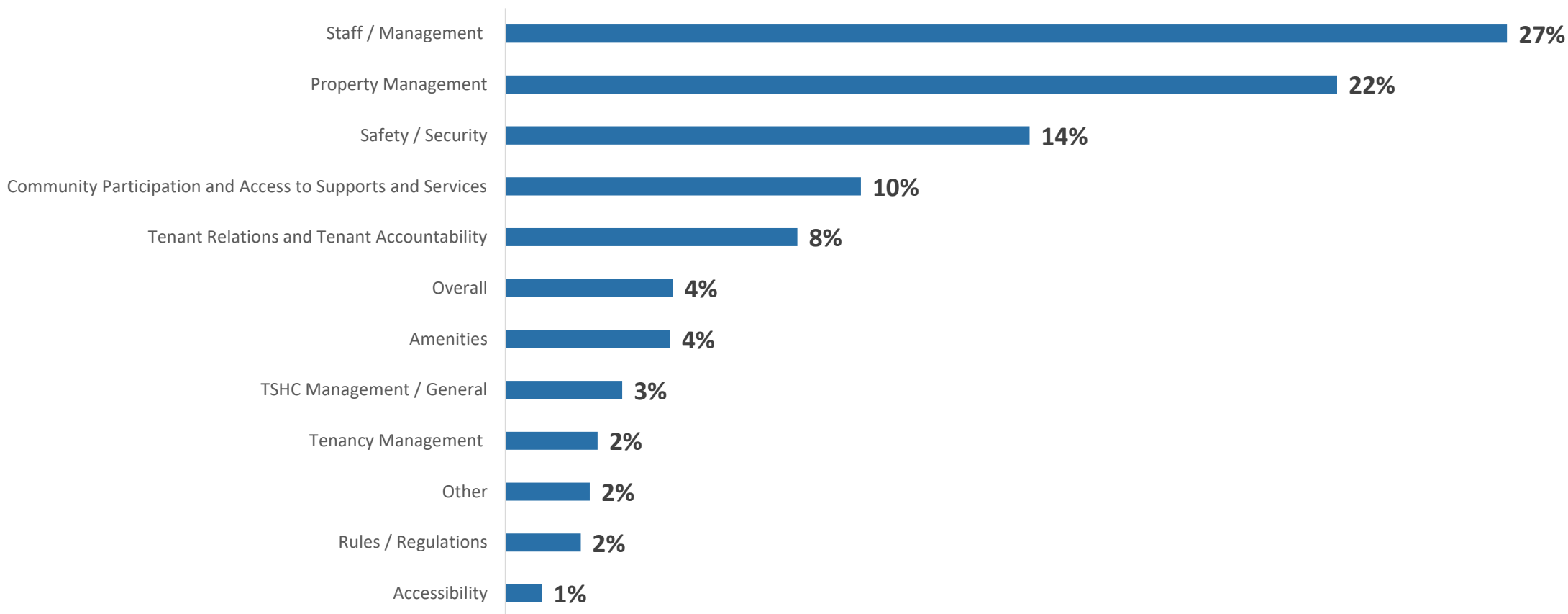
35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=3223)

Base: Total sample

Additional Thoughts to Improve Toronto Seniors Housing

- The Forum Research team reviewed all answers and identified 12 categories to summarize the suggestions received.
- The most common topic of suggestions was staff/management, followed by property management.



35. Please share with us any other thoughts that you have that could make Toronto Seniors Housing better for tenants like you.

Sample size: Total (n=3223)

Base: Total sample

2021 Trending

In 2021, a similar survey was conducted across 18 buildings, fifteen from the South East and three from the North East. The comparable results are summarized in the following tables.

How has TSHC been doing since it transitioned from TCHC?

- 2023/24 results suggest that overall satisfaction levels remain similar, while program offerings and sense of community scored relatively low in both surveys

Snapshot of Trending Results	2021	2023/24
Overall satisfaction/happiness with services	82%	80%
Staff treat me with respect	91%	87%
Building is well-maintained	87%	89%
Building has programs I like/are helpful to me	60%	52%
I feel there is a strong sense of community in my building	58%	54%

Thank you!

Questions and comments?

Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: July 18, 2024

Topic: YTD April 2024 TSHC Financial Result

Item Number: 11

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date of Report: July 18, 2024

Purpose: The purpose of this report is to provide an update on financial matters.

Recommendation:

It is recommended that the Board of Directors receive this Report for information.

Reason for Recommendation:

YTD April 30, 2024 TSHC Financial Result

Please see the Statement of Operations (Attachment 1).

Through April 30, 2024 TSHC incurred operating expenses of \$14,298,139 on total revenue of \$12,637,745 for an Excess of Revenue over Expenses of (-\$1,662,539), including amortization expense.

The Excess of revenue over expenses for the first 4 months included three major factors affecting the outcome of the result: the booking of the Q1 surplus arising from the TCHC-TSHC reconciliation, which had a

net positive effect of \$2,774,582 (revenue of \$2,166,548 and SDA (shared services with TCHC) expenses of \$608,034) and was offset mainly by higher than expected Salary and Benefit costs (-\$674,087) and Post-retirement Benefit (-\$103,967), resulting in a better than expected outcome versus budget by \$2,142,676.

Revenue for the 4 months was \$12,637,745 composed of \$12,588,739 from Toronto Community Housing Corporation (TCHC) for TSHC's rental units (revenue less expense estimate per the Transition Agreement). This includes \$2,166,544 recognised as the surplus revenue from the Quarter 1 TCHC-TSHC reconciliation. Interest income earned on bank balances accounted for \$39,006 and miscellaneous income of \$10,000 earned as a result of compensation from a contractor for work at a TSHC operated building.

TSHC incurred operating expense of \$14,300,284 including amortization expense. Expenses incurred were for staff compensation and benefits, legal and professional services and other third-party vendors, insurance, other miscellaneous costs, and shared services paid to TCHC as per the Service Delivery Agreement (SDA).

Salaries and benefits were higher than budget by \$778,054 as result of increasing additional staff health benefit reserve outlined by the benefit provider, impact of the lower than expected vacancy rate versus budgeted, payout of unused vacation from prior years, and adjustment to the post-retirement benefit accrual.

Shared services with TCHC were lower by \$608,034, however, including the non-recoverable HST cost that was not budgeted, the overall cost was lower than budgeted of \$551,270.

Professional and legal services were lower than budget by \$84,927 mainly due to timing difference on the spends. Other miscellaneous cost was lower by \$81,477 due to lower than expected spend in the office and other

Please see the Statement of Financial Position (Attachment 2):

1. Cash – \$1,535,601
2. Accounts Receivable - \$133,688
3. Due from TCHC (Short -Term) - \$7,645,208
4. Prepaid expenses - \$376,082
5. Due from TCHC (Long-Term) - \$4,180,700
6. Fixed Asset (Equipment), net - \$17,159
7. Accounts payable - \$3,558,413
8. Due to TCHC - \$5,867,472
9. Due to the City of Toronto - \$60,231
10. Employee Benefits (Post Retirement Benefits) - \$5,633,967

The cash balance represents the bank balance as of April 30, 2024. The low balance in the account is continuously addressed with TCHC, and TSHC continues to work with TCHC and the City on opportunities to improve the cash position.

The Accounts Receivable balance consisted of HST Recoverable from the CRA for HST Rebate for the period, and interest receivable from the bank.

Prepaid expense is the balance of the annual insurance paid in November 2023. This will be drawdown at the end of October, 2024.

Due from TCHC (Short-Term) included staff secondment of \$108,177, surplus identified from the 2023 year-end and Q1 2024 TCHC-TSHC Reconciliation process of \$2,856,854 and \$2,774,581 respectively, the \$1,784,209 2023 year-end deficit funding to balance the 2023 operations, per the budgeting agreement process with the City and TCHC and 2023 Covid recoverable of \$121,386. Some of these receivables will be cleared in May 2024.

Due from TCHC is the long-term receivable for the Post Retirement Obligations transferred as of June 1, 2022 of \$4,180,700.

Due to TCHC included the 2022 surplus from TSHC of \$1,631,409, Service Delivery Agreement payable for the period December, 2023 to April, 2024 of \$4,193,441 and miscellaneous payable of \$42,620.

The Accounts Payable balance comprises of April activity that has been processed through the bank in May. The balance includes:

- Payroll - \$2,659,936
- Pension and Benefits - \$461,545
- HST Payable - \$340,021
- Vendor Payables - \$96,909

Name: Vince Truong

Title: Finance Lead (I)

List of Attachments:

- 1. TSHC April 2024 Financial Result - Statement of Operations**
- 2. TSHC April 2024 Financial Result - Statement of Financial Position**

Toronto Seniors Housing Corporation
Statement of Operations
4 Months to April 30, 2024

STATEMENT OF OPERATIONS	Year to Date Result			Annual		
	Actual	Budget	Variance Actual Vs Budget	2024 Forecast	2024 Budget	2024 Budget v Forecast
Revenue						
Revenue from TCHC	10,422,195	10,422,200	(5)	40,660,873	40,660,878	(5)
TCHC-TSHC Reconciliation	2,166,544	-	2,166,544	2,166,544	-	2,166,544
Interest income	39,006	26,667	12,339	119,006	80,000	39,006
Other Income	10,000	-	10,000	10,000	-	10,000
Total Revenue	12,637,745	10,448,867	2,188,878	42,956,422	40,740,878	2,215,544
Expenses						
Salaries and Benefits	11,172,460	10,394,406	(778,054)	32,393,621	31,175,867	(1,217,754)
Legal and Professional Services	65,350	150,277	84,927	633,057	626,998	(6,059)
Insurance	250,721	254,900	4,179	756,803	764,700	7,897
Other Miscellaneous Costs	135,402	216,879	81,477	961,242	1,044,418	83,176
SDA - Shared Services with TCHC	2,674,206	3,225,476	551,270	10,982,376	11,389,954	407,578
Total Expenses	14,298,139	14,241,938	(56,201)	45,727,099	45,001,937	(725,162)
Amortization charge	2,145	12,144	9,999	11,434	36,432	24,998
Excess of Revenue over Expenses	(1,662,539)	(3,805,215)	2,142,676	(2,782,111)	(4,297,491)	1,515,380

Toronto Seniors Housing Corporation
Statement of Financial Position
As of April 30, 2024

Assets

Current Assets:

Cash	1,535,601
Accounts receivable	133,688
Due from TCHC	7,645,208
Prepaid expenses	376,082
	<u>9,690,579</u>

Capital assets - Equipment	25,738
Less: Depreciation	(8,579)
Capital assets	<u>17,159</u>

Due from TCHC	4,180,700
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Total Assets	<u><u>13,888,438</u></u>
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Liabilities & Net Assets

Current Liabilities:

Accounts payable and accrued liabilities	3,558,413
Due to TCHC	5,867,472
Due to the City of Toronto	60,231
	<u>9,486,116</u>

Employee Benefits	5,633,967
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Net Assets

Unrestricted (Deficit)/Surplus	(1,231,645)
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Total Liabilities & Net Assets	<u><u>13,888,438</u></u>
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Toronto Seniors Housing Corporation
Board of Directors Meeting

Meeting Date: July 18, 2024

Topic: 2025 Budget Timeline

Item Number: 12

To: Board of Directors

From: Vince Truong, Finance Lead (I)

Date of Report: July 18, 2024

Purpose: The purpose of this report is to provide an update on financial matters.

Recommendation:

It is recommended that the Board of Directors receive this Report for information.

2025 Budget

The City has announced the due date of September 10th for the 2025 Budget submission for Toronto Seniors Housing Corporation (TSHC). The City has conveyed to TSHC that it will be a stand-alone budget. This will allow flexibility and autonomy after 2 years of budget consolidation with Toronto Community Housing Corporation (TCHC). Also, the City conveyed that the subsidy will be provided directly to TSHC. The details of this requirement will be discussed further with TCHC and the City.

The timeline below will provide an overview of the 2025 Budget and will require a change in schedule for the upcoming Audit, Finance, and Risk Committee (AFRC) to September 3rd, one week earlier than originally scheduled.

- June 26th : 2025 Budget Kick-Off – Distribution of Budget template
- July 19th : 2025 1st draft Budget template due back to Finance
- July 26th : Finance review and consolidation
- July 29th – Aug 9th : Leadership Team (LT) review, feedback, and adjustments
- Aug 7th & 8th : Tenants online Budget consultation
- Aug 12th – Aug 23rd : TCHC to provide budget allocation and shared services costs (TBD)
- Aug 12th – Aug 30th: Further update and consultation with budget holder, and LT
- Sept 3rd : AFRC 2025 Budget Draft Review
- **Sep 10th : Budget Submission to the City (Initial and 1st Draft)**

There will be ongoing touch points with the City and TCHC throughout the budgeting process, as there are shared and allocated costs with TCHC.

Below are the key dates due to the City of Toronto 2025 Budgeting Process:

- Administrative Reviews – Oct. 1 – 31, 2024
- Informal Budget Committee Reviews – Mid October to Mid November, 2024

- Target Final 2025 Budget Decision – Wednesday November 27, 2024
- Final 2025 Budget Note to FPD – Nov/Dec 2024
- Political reviews –January 2025 (TBD)
- Council Budget Approval – February 2025 (TBD)

The Board and AFRC will be updated regularly on major and material items being discussed in these meetings. The Board is expected to approve the 2025 Budget on December 11 or 16, 2024, depending on time and agenda material and City Budget decision.

Name: Vince Truong
Title: Finance Lead (I)

List of Attachments:

None