

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee (QTEC) Meeting
Agenda

Date: Monday, September 30, 2024

Time: 3:00 pm to 5:00 pm

Location: WebEx and Livestream

| Item | Time | Description | Action | Type of Item | Presenter |
|-------------|--------------------|--|---------------|---------------------|------------------|
| 1. | 3:00 pm 2 mins | Chair's Remarks | Information | N/A | Chair |
| 2. | 3:02 pm 2 mins | Land and African Ancestral Acknowledgements | N/A | N/A | Chair |
| 3. | 3:04 pm 1 min | Approval of Public Meeting Agenda | Approval | Agenda | Chair |
| 4. | 3:05 pm 1 min | Chair's Poll re: Conflict of Interest | Declaration | N/A | Chair |
| 5. | 3:06 pm 1 min | Approval of Public Session Minutes of QTE Committee Meeting of July 23, 2024 | Approval | Minutes | Chair |
| 6. | 3:07 pm 1 mins | Action Item Review | Information | List | Chair |
| 7. | 3:08 pm 5 mins | CEO Update | Information | Verbal Report | Tom Hunter |
| 8. | 3:13 pm 10 mins | Operational Dashboard | Information | Dashboard | Brad Priggen |
| 9. | 3:23 pm 10 min | Local Housing Corporation (Benchmark Report) | Information | Report | Brad Priggen |
| 10. | 3:33 pm 10 min | OCHE Bi-Annual Report Jan 1-June 30, 2024 | Information | Report | Melanie Martin |
| 11. | 3:43 pm 10 min | Quality Improvement Projects One-year Update | Information | Report | Grant Coffey |

| Item | Time | Description | Action | Type of Item | Presenter |
|--|-------------------|--|---------------|---------------------|---------------------------------|
| 12. | 3:53 pm 20 min | Use of Community Space Policy | Approval | Report | Arlene Howells/ Grant Coffey |
| 13. | 4:13 pm 20 min | Programs, Partnerships and Engagement | Information | Report | Arlene Howells |
| 14. | 4:33 pm 20 min | TSHC Service Model | Information | Report | Tom Hunter |
| Consent Agenda Items (items for Information only and will not be addressed during meeting, unless a committee member requires, or public deputation requested). | | | | | |
| 15. | | Strategic Directions Q2 2024 Progress Report | Information | Report | n/a |
| 16. | | Quality Improvement Projects Q2 2024 Progress Report | Information | Report | n/a |
| 17. | 4:53 pm | Adjournment | Approval | N/A | Chair |

Toronto Seniors Housing Corporation (TSHC)

Quality and Tenant Engagement Committee Meeting (QTEC)

Date: Tuesday, July 23, 2024

Time: 3:00pm to 5:00pm

Location: WebEx and Livestream

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Tuesday, July 23, 2024, at 3:00pm via WebEx video conference. **This meeting was livestreamed and can be viewed [here](#).**

Members in attendance:

Linda Jackson, Chair
Maureen Clohessy
Jim Meeks
Lawrence D’Souza
Fareed
Councillor Crisanti

Presenters from City of Toronto

Denise Andrea Campbell,
Executive Director
Nicole Watson, Manager
Mohamed Shuriye, Director
Celine Maiolino, Policy
Development Officer

TSHC staff present:

Tom Hunter, Chief Executive Officer
Grant Coffey, Director, Strategy and
Business Management
Arlene Howells, Director, Engagement,
Partnership and Communications (I)
Carol Francis, Director, People & Culture
Brad Priggen, Director, Operations
Vince Truong, Interim Finance Lead
Karyn Bawden, EA and Board Secretary
Liz Dizig, EA to CEO (I)
Fatima Mahmood, EA

Item 1: Chair’s remarks

The Chair, Ms. Jackson welcomed staff, committee members and stated that the meeting was being live streamed on YouTube. She noted we had no deputations

and that the QTE Committee Public meeting minutes from May 29th were redistributed and uploaded to the package on the Website.

The Chair noted that we had an exciting agenda starting with two presentations from the City of Toronto on the Toronto Community Crisis Service and the Community Safety Unit Review (CSU Project/ ConveneToronto. She then stated the remainder of the agenda would be an update from our CEO, Tom Hunter and a presentation on the TSHC Operational Dashboard.

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 July 23, 2004 QTEC Public meeting Agenda, being none, the she asked for a motion to approve the Public Agenda of July 23, 2024 as presented.

Moved: Maureen Clohessy

Seconded: Jim Meeks

With All in favour, it was resolved that the QTEC Public Agenda of July 23, 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 of public minutes of QTEC meeting of May 29, 2024

The Chair asked if there were there any edits or changes to the QTEC Public meeting Minutes of May 29, 2024, being none, the Chair asked for a motion to approve the QTEC Public meeting Minutes of May 29, 2024 as presented.

Moved: Maureen Clohessy

Seconded: Jim Meeks

With All in favour, it was resolved that the QTEC Public meeting Minutes of May 29, 2024 were approved as presented **Carried**

Item 6: Toronto Community Crisis Service

The Chair welcomed the City of Toronto’s Social Development, Finance & Administration Team:

Denise Andrea Campbell, Executive Director

Nicole Watson, Manager

Mohamed Shuriye, Director, Community Safety and Wellbeing

Celine Maiolino, Policy Development Officer

Nicole Watson went through the Toronto Community Crisis Service presentation. There was a lengthy discussion, and the Committee shared a lot of insight of the information provided with the Services.

The Chair thanked Ms. Watson for the presentation and the thorough information. The Chair then proceeded to the next Agenda Item.

Item 7: CSU Review Project/ ConveneToronto

The Chair then asked the City to go through the CSU Review Project/ ConveneToronto presentation.

Denise Andrea Campbell and Mohamed Shuriye went through the presentation. They provided the CSU Timelines being:

- June – October 2024: Ongoing Update Meetings & Briefings with key TCHC and City of Toronto Stakeholders
- October 2024: ConveneTO submits final CSU Review Report to the City of Toronto
- Fall 2024: City of Toronto final report submitted to TCH Board/City Council (TBD)

The Committee had an in-depth conversation and thanked the CEO for bringing forward the CSU team to present.

The Chair thanked the City for attending and presenting to the QTEC Committee and proceeded to the next Agenda item.

Item 8: Action item review

The committee reviewed the action item list and the status of the items. It was asked by Ms. Clohessy to be provided a schedule of the Community Safety Audit's.

With no other action items discussed, and the Committee satisfied, the Chair proceed to next Agenda Item.

Item 9: CEO Update

At the Chair's invitation, Mr. Hunter gave his update highlighting:

OCHE and Rent Bank

- Worked with the City and OCHE to implement recent changes to the Toronto Rent Bank program that TSHC tenants receiving RGI are now eligible by working with OCHE.

- The program provides arrears relief to residents, and we look forward to the next OCHE report to the committee with updates on the number of residents that have had their housing stabilized.

R PATH (Responsible Personal Accessibility in Toronto Housing)

- Senior staff attended the R PATH anniversary celebration on July the 18th. The R-PATH Committee is a resident-led group established in 2013. The focus of the committee is to improve quality of life for people with physical disabilities and to support Toronto Community and Toronto Seniors Housing in being a leader in accessible housing.
- The R-PATH Committee has done exemplary work to ensure many of our buildings are accessible.

STAC (Seniors Tenant and Advisory Committee)

- The Committee provides important input to the work TSHC is doing, with the most recent being the Use of Space policy and the draft Tenant Code of Conduct developed by the Implementation Table, then brought to STAC
- Were involved in a focus group from the CSU at the July 2024 meeting.
- At the same July meeting, the STAC new Terms of Reference for STAC were passed. The terms were co-revised between staff and a representative of the STAC. The new terms create a stronger link to the Community Connect+ city wide circle which contemplates a STAC membership, which consists of 24 volunteers.

Regional Tenant Volunteer Meetings

- Weekly Regional Volunteer Meetings have commenced with 2 Tenants Board Members, representation from STAC. 3 meetings were held over the last couple of weeks.

Annual Unit Inspections:

- TSHC Annual Unit Inspection is in full swing and will conclude in the fall of 2024.

Partnership Update

- TSHC is working toward putting together a comprehensive review around partnerships and will bring to the Committee in the fall.

TSHC Annual General Meeting

- TSHC's Annual General Meeting package (approved at TSHC Board in April) was adopted through the City's Executive Committee on July 16 and is being considered by City Council week of July 24

The Chair thanked Mr. Hunter for his update and moved on to the next Agenda Item.

Item 10: Operational Dashboard

At the invitation of the Chair, Mr. Priggen went through the Operational Dashboard, highlighting:

- Monthly Summary: TSHC
- Arrears, Vacancies, Maintenance Work Orders (WO)
- Administrative Requests (Tickets) and Pest Management

Action Item: Staff was asked to bring forward Local Housing Corporation Benchmark Report.

The Chair thanked Mr. Priggen for his work and then carried on to the next Agenda Item.

Item 11: Adjournment

The Chair thanked the Committee members, staff and all the presenters for their attendance and contributions to the TSHC QTEC July 23, 2024 meeting and asked for a motion to adjourn the meeting.

Moved: Fareed Amin

Seconded: Maureen Clohessy

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

Linda Jackson, Chair
Quality and Tenant Engagement Committee

**Toronto Seniors Housing Corporation (TSHC)
Quality and Tenant Engagement Committee**

Action Items List as of July 2024

| Action items | | | | |
|---------------------|-----------------------------|--------------------|--------------|---------------|
| | Meeting Arising From | Description | Resp | Status |
| 1. | July 23, 2024 | Provide LHC Report | Brad Priggen | Complete |

| Completed Action items | | | | |
|-------------------------------|-----------------------------|--|----------------|---------------|
| | Meeting arising from | Description | Resp. | Status |
| 1. | May 29, 2024 | Provide schedule of Building List of Community Safety Audit's | Brad Priggen | Complete |
| 2. | May 29, 2024 | Provide schedule of CEO Connecting with Tenants | Tom Hunter | Complete |
| 3. | May 29, 2024 | Provide Board Members list of Activities (BBQ's) for Summer 2024 | Arlene Howells | Complete |
| 4. | Feb 5, 2024 | To share a sample of Community Safety Audit's and schedule of audits with the Committee. | Brad Priggen | Complete |
| 5. | Feb 5, 2024 | "Less rotation of staff" was removed in the Roadmap, staff will take into consideration to amend the Roadmap | Grant Coffey | Complete |
| 6. | Feb 5, 2024 | Arlene to provide Linda with a list of how many tenants led events (2 TAF applications) were denied. | Arlene Howells | Complete |

| Completed Action items | | | | |
|-------------------------------|------------------------------|---|----------------|---------------|
| | Meeting arising from | Description | Resp. | Status |
| 7. | Feb 5, 2024 | Brad to provide the Committee with stats on where tenants are moving to once they leave TSHC. | Brad Priggen | Complete |
| 8. | Jan 4, 2024 Board meeting | Board asked staff to bring back a report to QTE on how we are addressing the various language needs of tenants. | Arlene Howells | Complete |

Toronto Seniors
Housing Corporation

Operational Performance Monthly Dashboard

August 2024

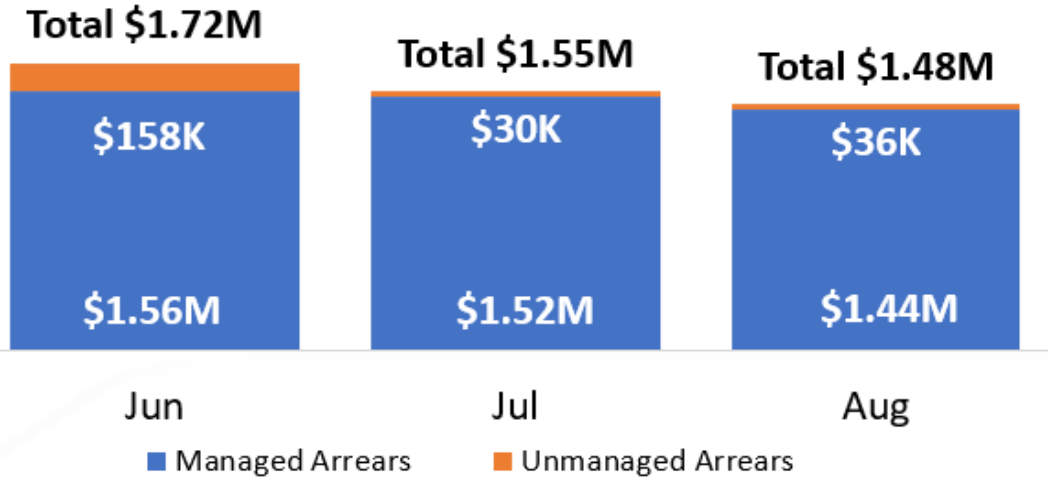
Quality and Tenant Engagement Committee Meeting



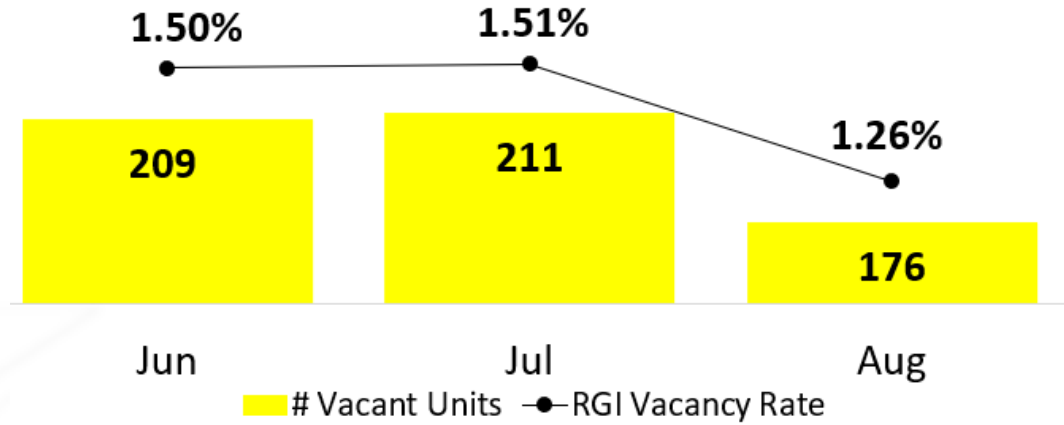
Monthly Summary: TSHC

August 2024

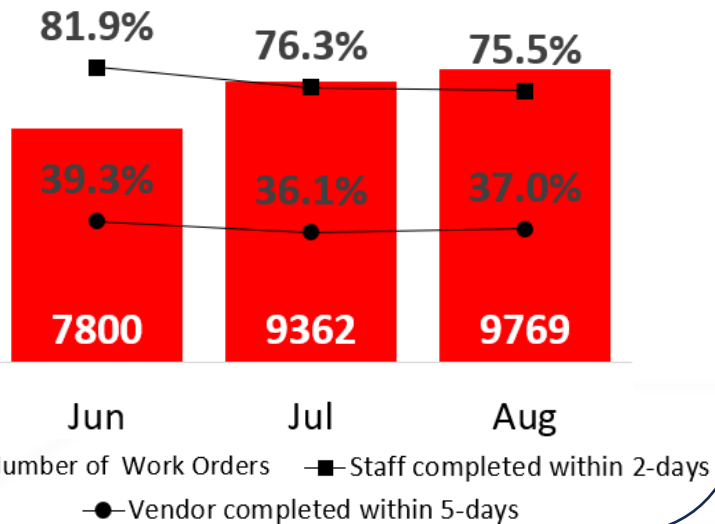
ARREARS



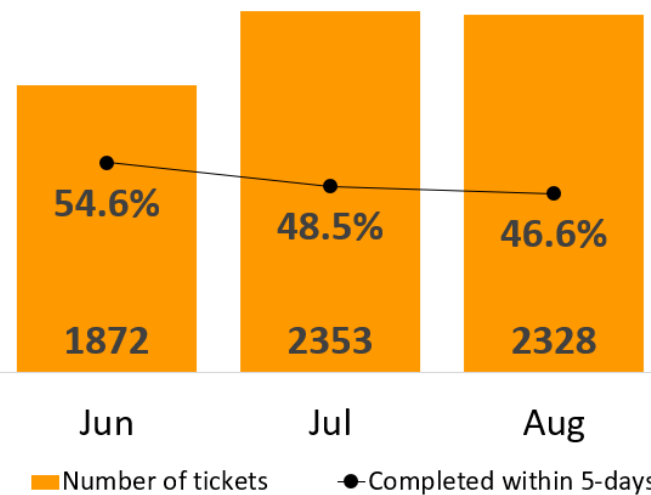
VACANCIES



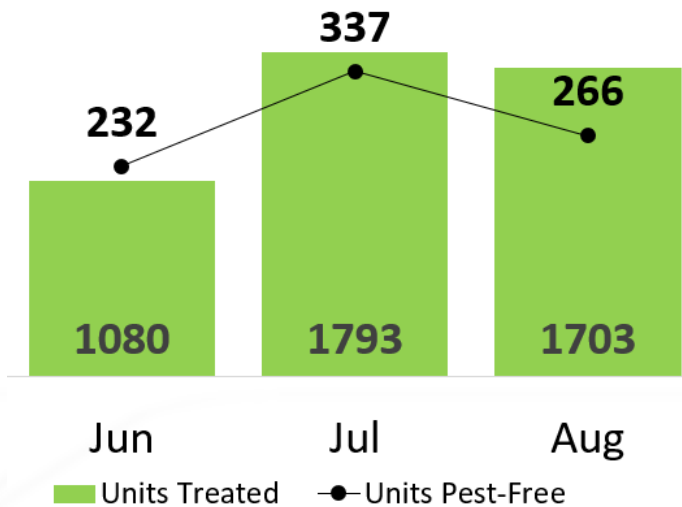
MAINTENANCE WORK ORDERS



ADMINISTRATIVE TICKETS



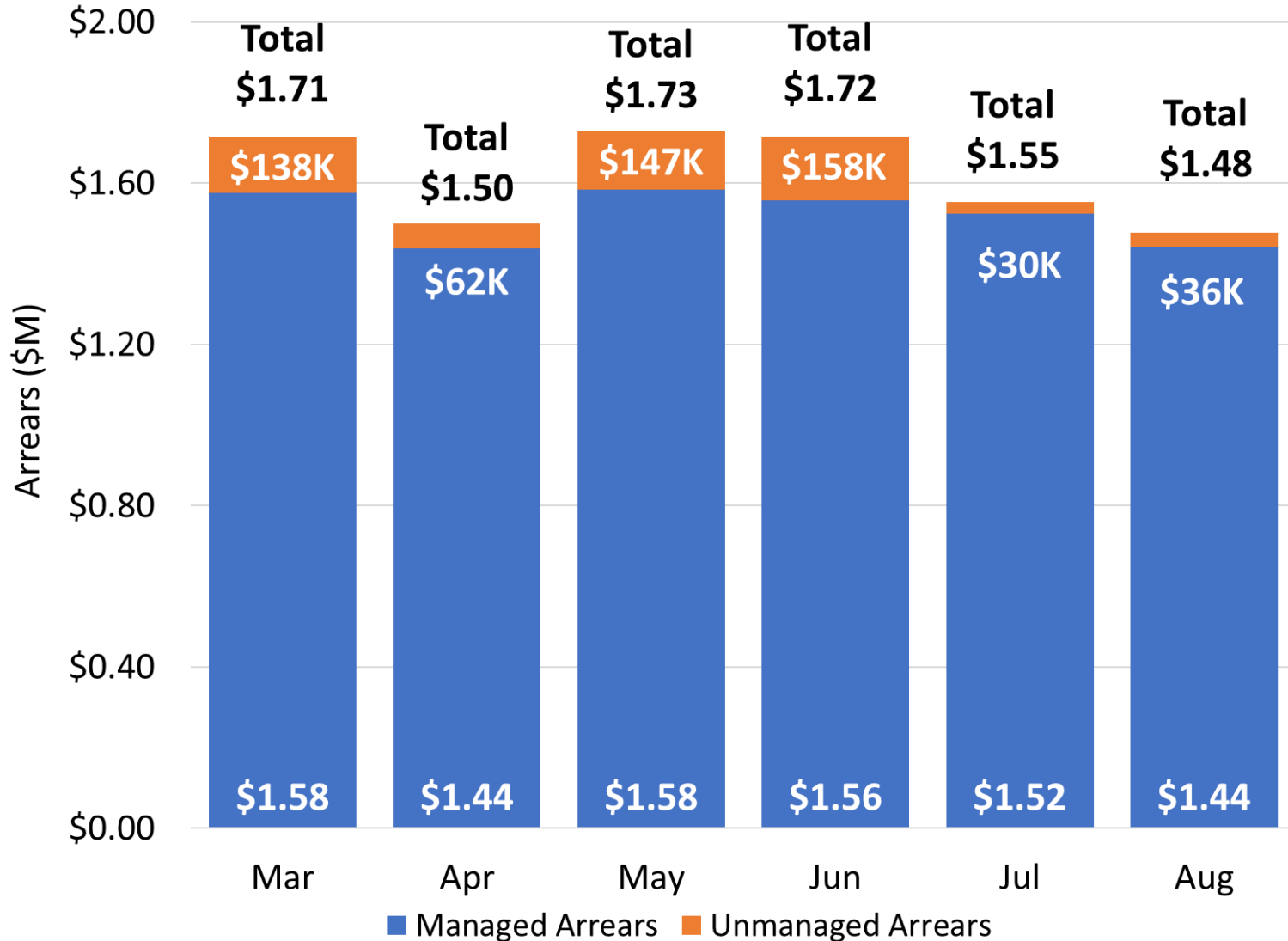
PEST MANAGEMENT



Arrears

August 2024

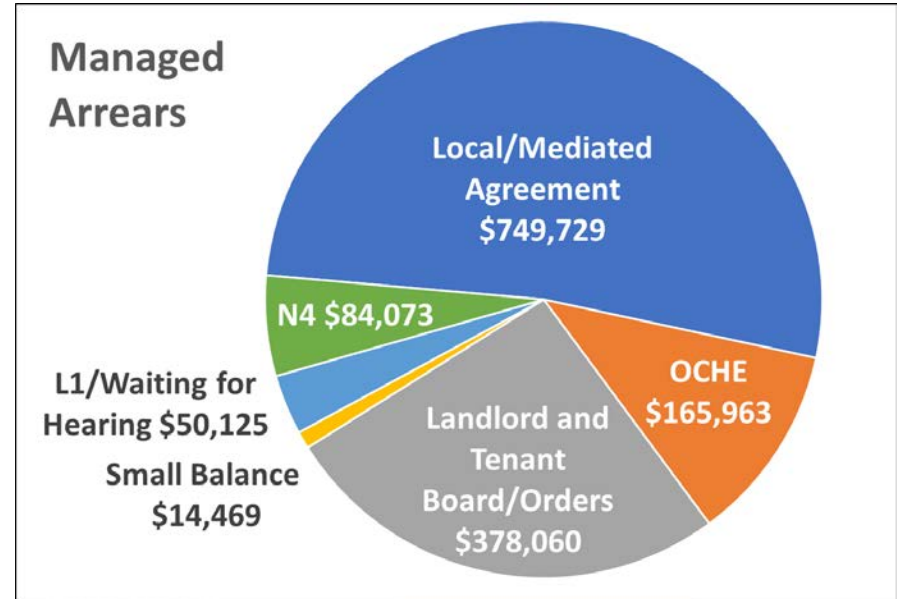
Arrears (2024)



\$76K decrease in total arrears from July 2024

Managed arrears: \$82K decrease from July 2024

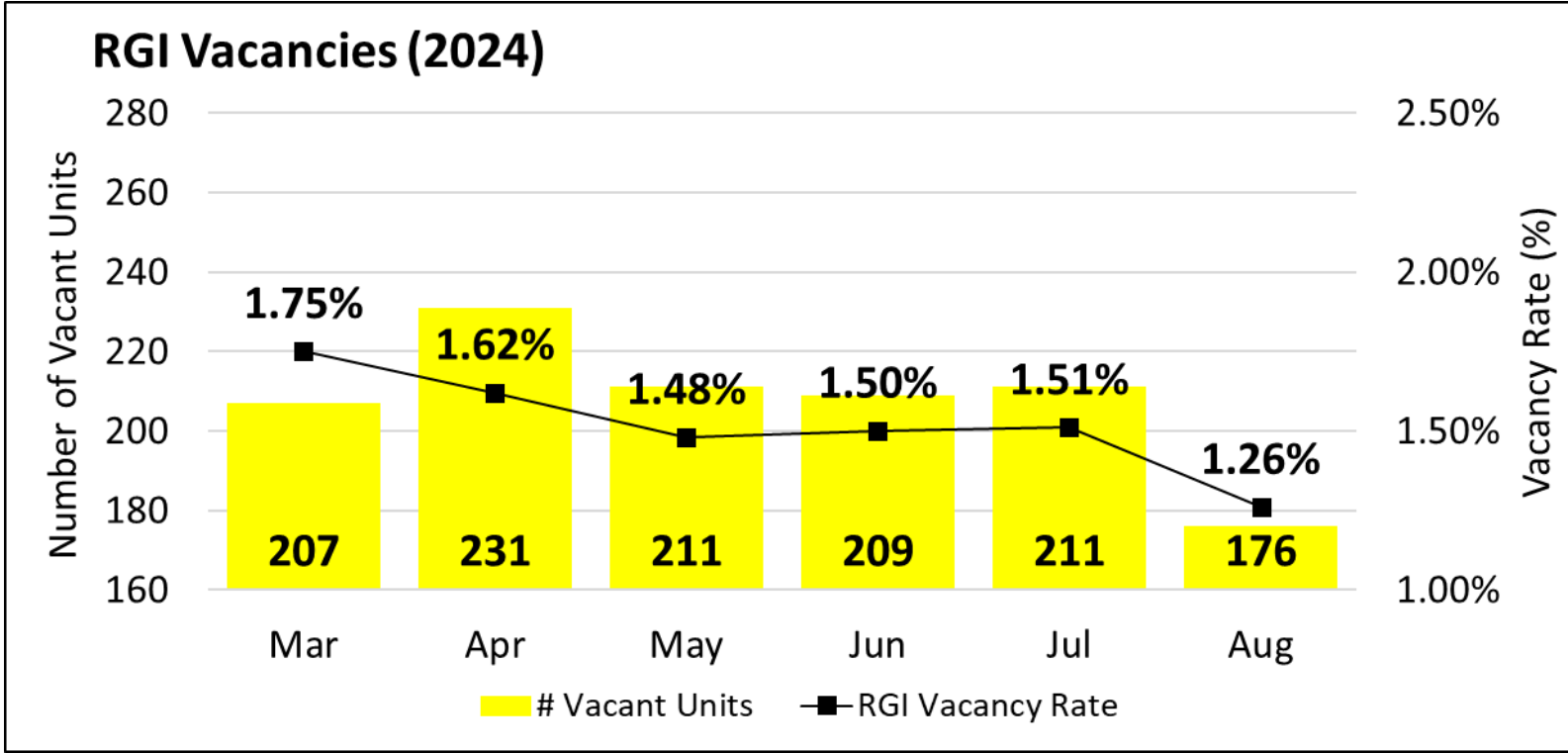
Unmanaged arrears: \$6K increase from July 2024



| Managed and Unmanaged Arrears | Total | Tenants |
|------------------------------------|--------------------|------------|
| N4 Status | \$84,073 | 55 |
| L1/Waiting for Hearing | \$50,125 | 11 |
| Local/Mediated Agreement | \$749,729 | 298 |
| OCHE | \$165,963 | 49 |
| Landlord & Tenant Board/Orders | \$378,060 | 56 |
| Small Balance | \$14,469 | 16 |
| Total Managed | \$1,442,419 | 485 |
| UnManaged | \$35,949 | 42 |
| Total Managed and Unmanaged | \$1,478,368 | 527 |

Vacancies

August 2024

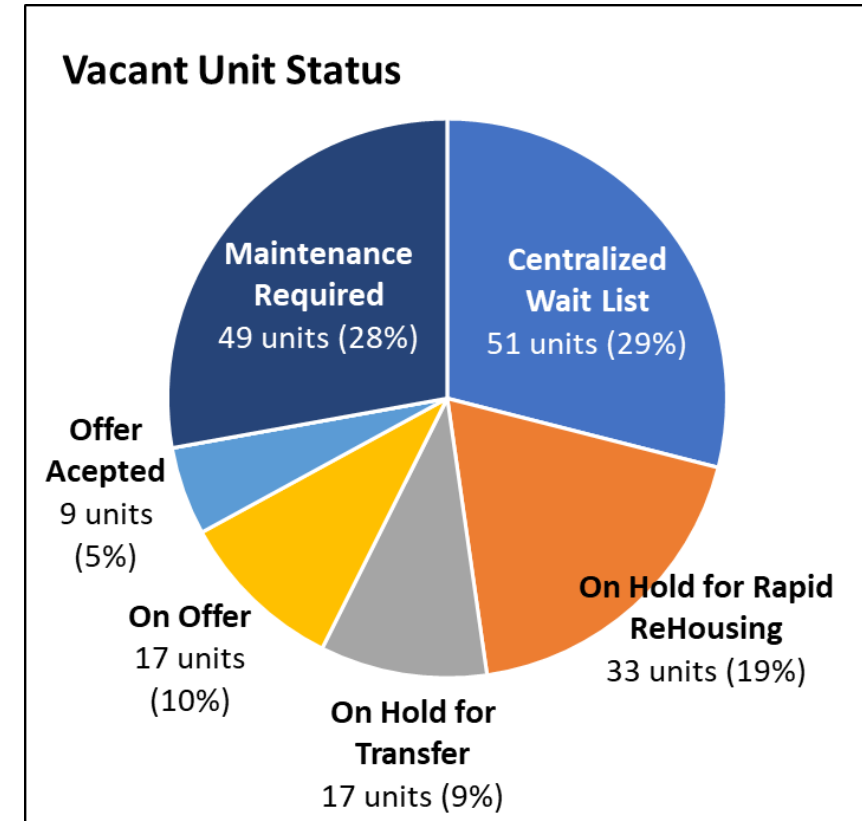


1.26% RGI vacancy rate is below the Service Manager target of 2.00%

2.06% AFF (affordable housing) vacancy rate

78 move-ins and **65** move-outs

| Vacant Unit Status | Mar | Apr | May | Jun | Jul | Aug |
|-----------------------|------------|------------|------------|------------|------------|------------|
| Centralized Wait List | 49 | 92 | 47 | 53 | 82 | 51 |
| Rapid ReHousing | 15 | 28 | 25 | 23 | 27 | 33 |
| Transfer | 21 | 28 | 12 | 8 | 21 | 17 |
| On Offer | 23 | 6 | 8 | 16 | 20 | 17 |
| Accepted | 24 | 12 | 25 | 7 | 7 | 9 |
| Agency | 0 | 0 | 0 | 0 | 0 | 0 |
| Maintenance | 75 | 65 | 94 | 102 | 54 | 49 |
| Total | 207 | 231 | 211 | 209 | 211 | 176 |



Annual Unit Inspections

August 2024

Start Date: July 8

End Date: November 30



99.8% Access to unit to complete inspection on first attempt

Issues Identified

| | |
|---|-------------|
| Life Safety Issues (ie. smoke detector, window screens) | 483 |
| Housekeeping Issues (ie. cleanliness, clutter) | 367 |
| Fire Safety Issues (ie. blocked pathways, flammable items) | 259 |
| Electrical Issues (ie. unauthorized lighting) | 181 |
| Pest Issues (ie. pest infestation) | 601 |
| Kitchen Repair/Replacement Items (ie. cupboards, counter) | 721 |
| Bathroom Repair/Replacement Items (ie. bathtub, toilet, fixtures) | 455 |
| Flooring Repair/Replacement | 109 |
| Doors, Walls, Stairs Repair | 264 |
| Balcony Issues (ie. clutter, BBQ) | 95 |
| Water Penetration Issues | 116 |
| Other Issues (ie. unauthorized washer/dryer, renovations) | 237 |
| Total | 3888 |

1,433

Work Orders Created
(work orders may have multiple items)

Items to be repaired by site including life safety items, pest infestations

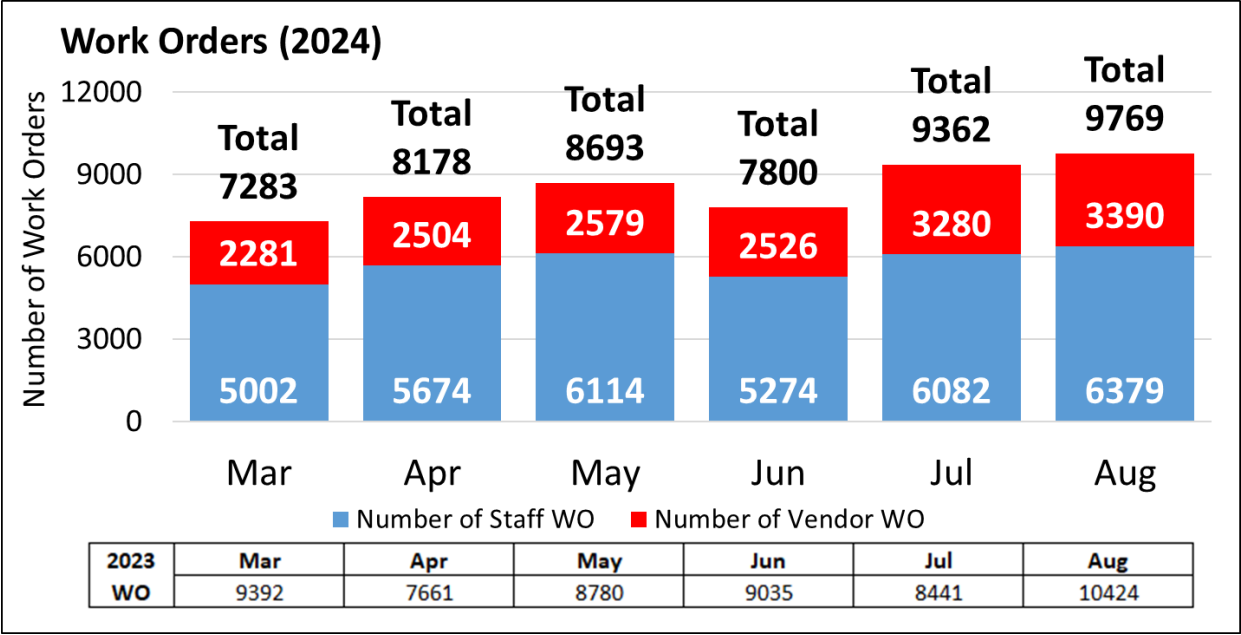
1,165

Violation Tickets Created
(one ticket per unit; may have multiple violations)

Clutter, cleanliness, hazardous conditions, unauthorized items and renovations, tenant damaged life safety items

Maintenance Work Orders (WO)

August 2024



9,769 WO (work orders)

6,379 staff WO: **75.5%** completed within 2 business days
(65%) **91.9%** completed by end of the month

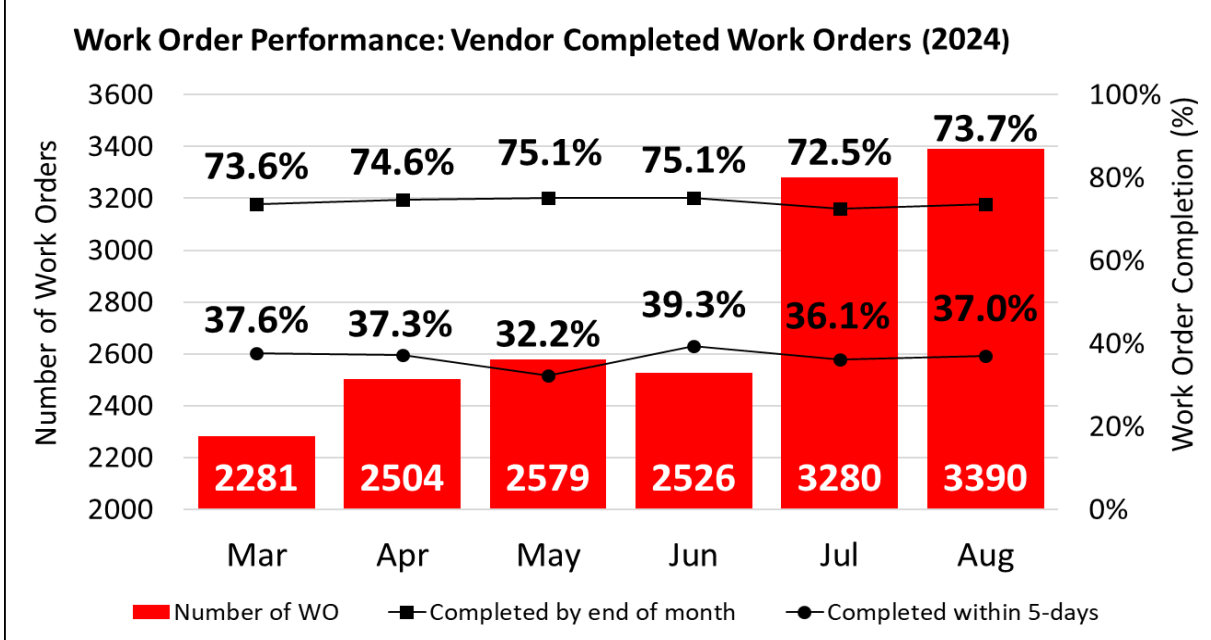
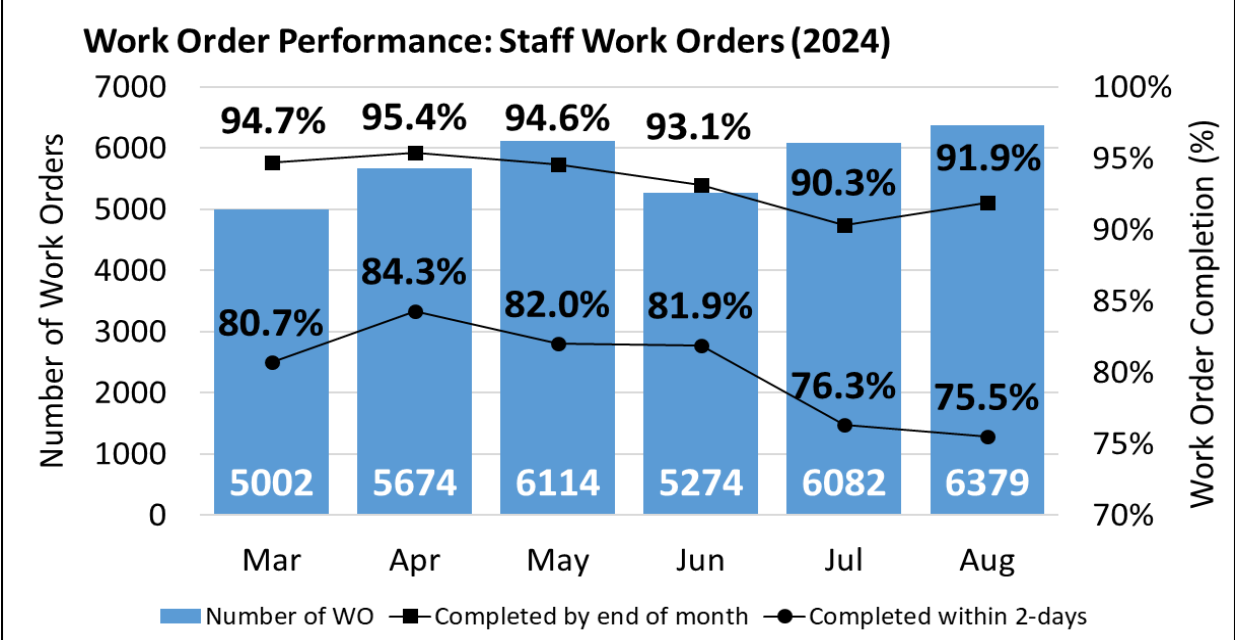
3,390 vendor WO: **37.0%** completed within 5 business days
(35%) **73.7%** completed by end of the month

Top 5 Staff Work Order Categories

| | | |
|------------------|-----|------------------|
| Janitorial | 13% | 55% of WO |
| Plumbing | 12% | |
| Alarm Monitoring | 11% | |
| Electrical | 10% | |
| Doors | 9% | |

Top 5 Vendor Work Order Categories

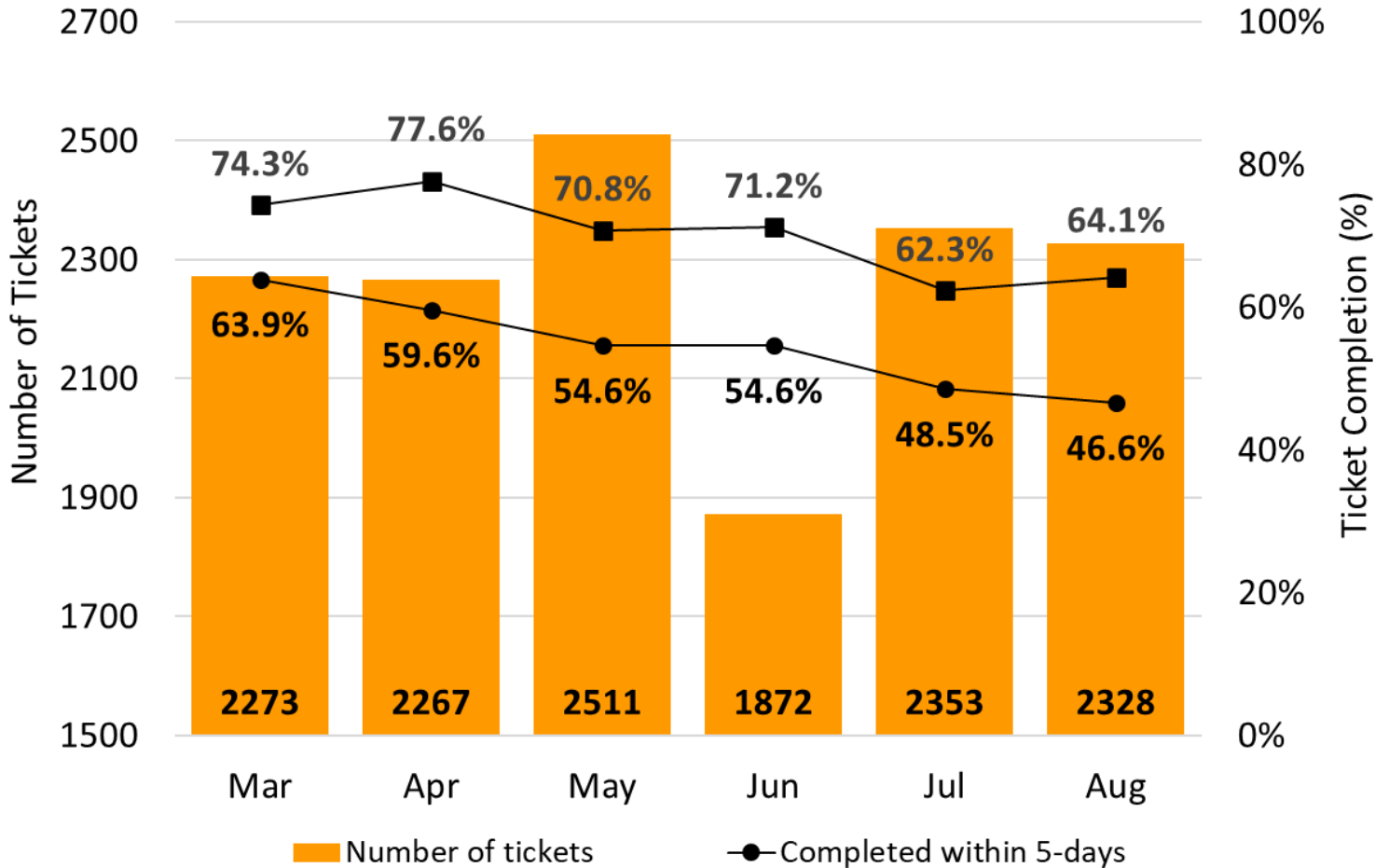
| | | |
|--------------|-----|------------------|
| Pest Control | 60% | 84% of WO |
| Plumbing | 8% | |
| Renovations | 6% | |
| Appliances | 6% | |
| Doors | 4% | |



Administrative Requests (Tickets)

August 2024

Administrative Tickets and Performance (2024)



| | | | | | | |
|----------------|------------|------------|------------|------------|------------|------------|
| 2023 | Mar | Apr | May | Jun | Jul | Aug |
| Tickets | 2546 | 1679 | 2002 | 1797 | 1866 | 2319 |

2,328 administrative tickets

46.6% completed within 5 business days

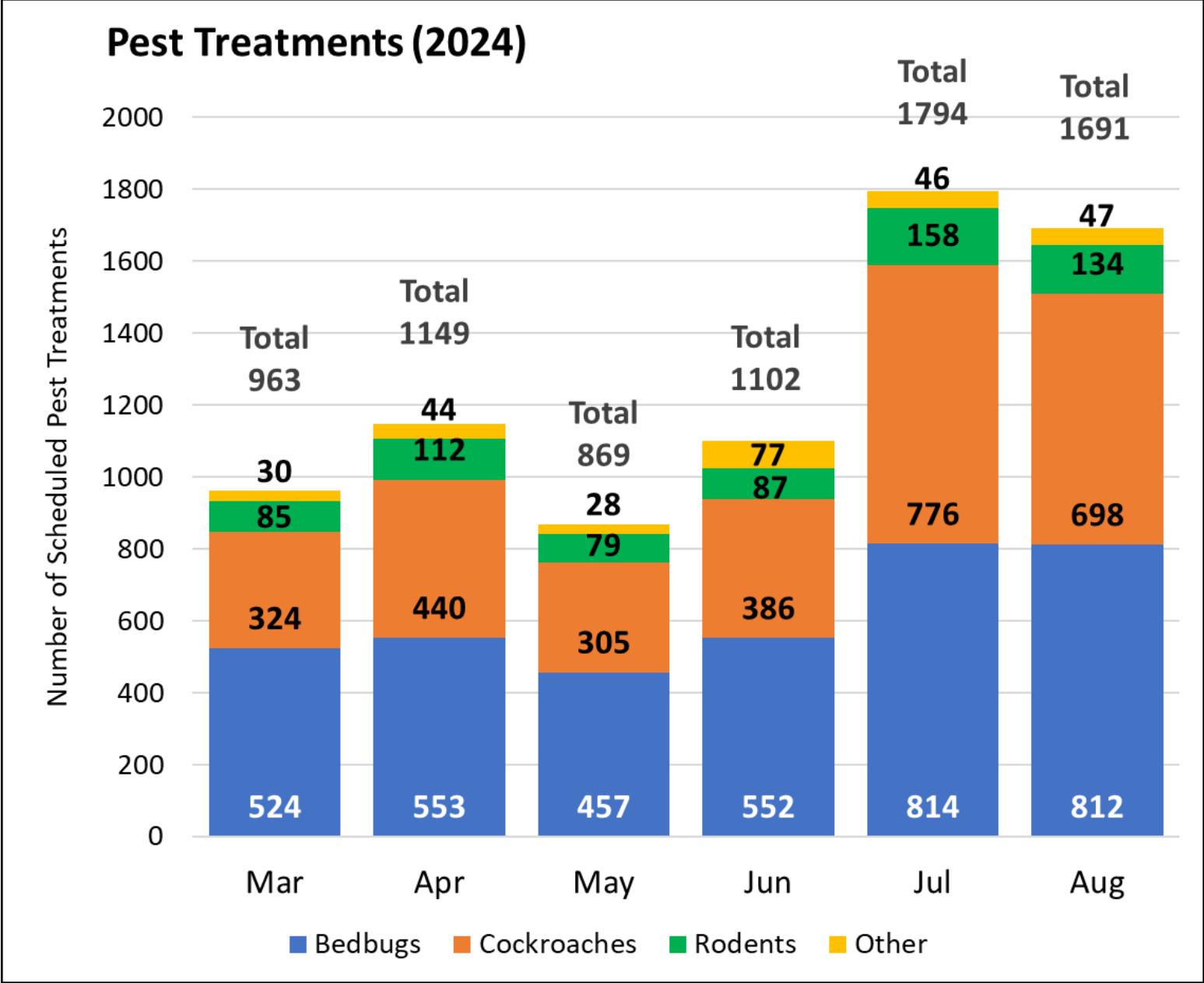
64.1% completed by end of the month

| Top 5 Administrative Ticket Categories | | |
|--|-----|-------------------------------|
| Annual Rent Review | 27% | 70% of Tickets |
| Annual Unit Inspection | 18% | |
| Document Requests/Support | 10% | |
| Complaints | 8% | |
| Information Requests | 7% | |

| Administrative Ticket Assignments | |
|-----------------------------------|-----|
| Senior Services Coordinator | 58% |
| Tenant Services Administrator | 26% |
| Call Centre Agent | 8% |
| Accessibility Group | 1% |
| Other | 7% |

Pest Management

August 2024



1,691 pest treatments (bedbugs, cockroaches, rodents, other (flies, ants))

1,703 units treated

266 units declared pest-free

TSHC staff assisted 4 units with preparation and bed replacement

Collaborated with Toronto Public Health in assisting 8 units with unit preparation for treatment

Glossary/Definitions

ARREARS

Arrears Collection Process (ACP): the process by which staff collect outstanding payments from tenants

Unmanaged arrears: arrears outside of the Arrears Collection Process

Managed arrears: arrears that are in the collection process (N4 issued, repayment agreement, Order, etc.)

N4 issued: a legal notice from the Landlord and Tenant Board (LTB) to end tenancy for non-payment of rent

Repayment agreement: arrears for which an agreement has been negotiated for repayment of the outstanding balance; types of agreement include Local Repayment Agreements (negotiated by staff), OCHE Repayment Agreements (negotiated by OCHE) and Mediated Agreements (imposed by the Landlord and Tenant Board)

Order: an Order received from the Landlord and Tenant Board

VACANCIES

Vacancy rate: the percentage of units that are vacant

Rapid ReHousing: an initiative to identify vacancies to be made available immediately to people experiencing homelessness in Toronto

Transfer: vacant unit to be used for overhoused or crisis transfers (household that is facing direct, immediate, elevated and acute risks to their health and/or safety)

Agency: vacant unit to be used for agency-related offers/referral agreements

On offer: vacant unit for which an offer has been made to an applicant

Offer accepted: vacant unit for which an applicant has accepted and is in the process of signing a lease

Maintenance required: vacant unit that requires minor maintenance

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee (QTEC)
Meeting

Meeting Date: September 30, 2024

Topic: Local Housing Corporation Benchmarks

Item Number: 09

To: Quality and Tenant Engagement Committee

From: Brad Priggen, Director of Operations

Date of Report: Sept 19, 2024

Purpose: The purpose of this report is to present a comparison of TSHC's key performance indicators as compared to other social housing providers in the province of Ontario.

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

Reason for Recommendation:

During the July 18th, 2024, TSHC Board meeting, staff were requested to prepare a report comparing TSHC's key performance indicators to other housing providers. The attachment below is a comparison of Toronto Seniors Housing Corporation to the 6 municipal housing providers in the province of Ontario as reported through the Local Housing Corporation. Combined these six providers represent 40% of all social housing in Ontario and 15% of all social housing in Canada.

The below chart summarizes and provides the Committee with an overview of the most recent data (Q2) as well as a comparison of the of the data for Q2 2023.

| | LHC Avg Q2 2023 | TSHC Q2 2023 | LHC Avg Q2 2024 | TSHC Q2 2024 |
|---------------------------------------|--------------------|-----------------|--------------------|-----------------|
| Housing Occupancy Rate | 97.3% | 98.0% | 97.6% | 98.5% |
| Unit Turnover Days | 95 days | 73 days | 85 days | 63 days |
| Tenant Move Out Rate | 2.8% | 2.1% | 2.7% | 1.8% |
| Households in Good Financial Standing | 76.7% | 89.9% | 76.0% | 89.9% |
| Rent Collection Performance | 95% | 99.6% | 94.4% | 99.5% |
| Percentage No. of Tenant with Debt | 18.2% | 10.06% | 15.5% | 10.0% |
| Average Amount of Arrears | \$1,653 | \$1,303 | \$1,523 | \$1,262 |

List of Attachments:

None

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee (QTEC) Meeting

Meeting Date: September 30, 2024

Topic: OCHE Update – January 1 to June 30, 2024

Item Number: 10

To: TSHC Quality and Tenant Engagement Committee

From: Interim Commissioner of Housing Equity

Date of Report: September 30, 2024

Purpose:

To provide the TSHC Quality and Tenant Engagement (“QTE”) Committee and the Board of Directors with the Office of the Commissioner of Housing Equity’s (“OCHE”) update for the period of January 1 to June 30, 2024.

Recommendation:

It is recommended that the QTE Committee review and receive this Report for information and forward it to the TSHC Board of Directors for information.

Reason for Recommendation:

This Report highlights the OCHE’s case management, audit, and policy work through the period of January 1 to June 30, 2024, and focuses on the work metrics as outlined in the TCHC Board-approved 2024 OCHE Work Plan.

This report is the sixth OCHE Report to be reviewed by the TSHC QTE Committee. Data for the reporting period has been compared to the data reported on in 2023.

Introduction:

This Report contains a summary of the referrals received and the audit findings which were obtained through the audit of individual files. It also describes the nature of the arrears at the time of the referral and differentiates between older and newer arrears.

This Report also describes the positive results of the OCHE monthly meetings with TSHC Management to review the audit findings to address issues more quickly.

In this period, the OCHE succeeded in collecting more direct payments than previous periods thanks in part to a new community partnership with the Toronto Rent Bank. This relationship and another community partnership with WoodGreen Community Services, are described in section 6.0. With these two partners, the OCHE has been successful in addressing arrears without the need for a Local Repayment Agreement (“LRA”), or with a shorter one.

Finally, this Report provides an update on the Recommendations made in the OCHE’s last Bi-Annual Report.

1.0 Referrals by Region

The following chart shows the number of referrals to the OCHE. These numbers represent all referrals. In this period, 57 files were returned to TSHC without an OCHE intervention.

| Region | January 1 – June 30, 2023 | July 1– December 31, 2023 | January 1 – June 30, 2024 |
|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| OU O (NW) | 9 | 20 | 53 |
| OU N (SE) | 42 | 35 | 58 |
| OU Q (SW) | 31 | 34 | 28 |
| OU P (NE) | 31 | 18 | 31 |
| Seniors Housing Unit Total | 113 | 107 | 170 |

1.2 Referrals Sent Back to TSHC

In early 2023, the Stage 1 Checklist was implemented with TCHC, which changed the way the OCHE reviews files from TCHC. In early 2024, the OCHE began applying the same screening to TSHC files. Instead of reviewing any file referred to the OCHE and outlining the errors found in the application of the ACP upon completion of the file, the OCHE began sending back any file where the ACP was not followed properly in lieu of assigning it to an ERO.

57 files were returned to TSHC for the following reasons:

| Reasons for sending files back to TSHC | 57 files |
|---|-----------------|
| Tenant currently engaged with Tenant Service Administrator (“TSA”)/Senior Services Coordinator (“SSC”) to resolve arrears; Tenant brokered a Local Repayment Agreement (“LRA”) with TSHC which remains in good standing, Sent in Error. | 46% (26) |
| Arrears were paid in full, Tenant provided ‘move out notice’ to TSHC, Tenant passed away. | 21% (12) |
| Non-Compliance with the Arrears Collection Process (“ACP”): Did not apply to the Housing Stabilization Fund (“HSF”) to address the arrears of rent | 19% (11) |
| Non-Compliance with the ACP: Requires SSC intervention prior to OCHE referral; Non-Compliance with the ACP: Local Repayment Agreement not offered; or Insufficient contact with the Tenant prior to the OCHE referral | 10% (6) |
| The OCHE previously worked with Tenant and recommended that TSHC proceed with an L1 Application | 4% (2) |

The most common reason to return files to TSHC was the sending of files prematurely to the OCHE, while the tenant was actively engaged with TSHC staff to address the arrears.

The second most common reason was the failure to access the Housing Stabilization Fund (HSF), for Tenants who were in receipt of social assistance. The expectation is that TSHC

submits an application for funds to the HSF and obtains an outcome (approval or denial) in advance of referring the file to the OCHE.

Files were also returned when the Tenant was not offered an LRA or there was insufficient contact made with the Tenant by the Regions to determine the cause of the arrears or to attempt to address them.

This has shifted the responsibility to the Regions to resolve arrears files and ensures the OCHE is utilized as an office of last resort for files which could not be resolved within the Regions. It should be noted that of the 57 Stage 1 files which were returned to the Regions to do more work, only 12 were re-referred to the OCHE due to TSHC not being able to resolve the arrears.

In May 2024, the OCHE and TCHC rolled out a new Stage 1 Checklist into HoMES, with the expectation that this would increase efficiency for the OCHE and TCHC in the referral screening process. TSHC also decided to adopt this process for referring cases to the OCHE or sending them back to TSHC. Testing of the process and TSHC staff training was completed in late Q2 and referrals began being received through HoMES in early Q3. This streamlined referral process is likely to decrease the number of referrals sent back to TSHC, creating efficiencies for staff at OCHE and TSHC.

1.1 Arrears at the Time of Referral

From January to June 2024 the OCHE assigned 113 cases to an Early Resolution Officer (“ERO”) to address the arrears. These represented a total of \$306,517.57 in arrears owing. Of these, there were three cases where the arrears exceeded \$10,000.00. It is important to note that most of the referrals to the OCHE were files where the arrears were under \$2,000.00. The greatest number of referrals are files where the arrears are newer, and the 2021 ACP was followed. This is positive as it demonstrates arrears are being addressed earlier, and the process is being followed. The significance of this is explained below under, “Arrears at time of Referral old ACP vs. New ACP.”

| Arrears owing at time of referral | Total of arrears | Number of Households |
|-----------------------------------|------------------|----------------------|
| \$20k and over | - | - |
| \$10k – \$19.9k | \$41,424.00 | 3 |
| \$5k – \$9.9k | \$73,439.93 | 10 |
| \$2k – \$4.9k | \$118,949.96 | 38 |
| \$186.00 – \$1.9k | \$72,703.68 | 62 |

Arrears at time of Referral Old ACP vs. New ACP:

The following chart presents the arrears at the time of referral to the OCHE and demonstrates the variance between the new and old ACP. Arrears which began to accumulate prior to June 28, 2021 fell under the 2014 ACP for auditing purposes. Arrears which began to accumulate after this date fell under the 2021 ACP for auditing purposes.

| | January 1 to June 30, 2023 | July 1 to December 31, 2023 | January 1 to June 30, 2024 |
|---|---|--|--|
| Average Arrears at Time of First N4 | \$1,646.05 <i>2014 ACP: \$2,639.86</i> <i>2021 ACP: \$1,463.11</i> | \$2,060.52 <i>2014 ACP: \$4,054.35</i> <i>2021 ACP: \$1,836.18</i> | \$1,881.46 <i>2014 ACP: \$2,186.60</i> <i>2021 ACP: \$1,847.56</i> |
| Average Arrears at Time of Referral | \$2,699.45 <i>2014 ACP: \$4,572.50</i> <i>2021 ACP: \$1,971.17</i> | \$2,698.52 <i>2014 ACP: \$1,832.25</i> <i>2021 ACP: \$2,432.66</i> | \$2,833.58 <i>2014 ACP: \$4,981.10</i> <i>2021 ACP: \$2,594.97</i> |
| Average Month of Referral to OCHE After Arrears Started Accumulating | 11.3 Months <i>2014 ACP: 24.2 months</i> <i>2021 ACP: 8.69 months</i> | 11.1 Months <i>2014 ACP: 36 months</i> <i>2021 ACP: 8.5 months</i> | 12 Months <i>2014 ACP: 45 months</i> <i>2021 ACP: 8.2 months</i> |

At the time of closing a file, the OCHE captures data related to the amount of arrears at the time of referral, and the number of months the tenant was in arrears prior to the OCHE referral. In this period, the OCHE has seen a decline in the amount of arrears at the time of referral from almost \$5,000.00 down to \$2,500.00. Additionally, only 10 files were referred with arrears which started under the 2014 ACP. For this reason, this will be the last report where we compare the difference between the 2014 and 2021 ACP.

2.0 Arrears Collection Process Compliance

While working with individual tenants to avoid eviction and identify underlying issues, the OCHE conducts an audit to ensure compliance with the ACP, Eviction Prevention Policy and applicable legislation. At the conclusion of this work, the Commissioner issues a report containing recommendations to TSHC and the Tenant.

From January to June 30, 2024, the OCHE issued a total of 100 reports with a total of 8 unique recommendations. It should be noted that in 13% (13/100) of cases, the ACP was followed perfectly. In this period, we noted decrease in the use of the N4 Cover Letter, which contributed to the increased number of findings of missing documentation (Documentation Standards). This was attributed to the fact that the N4 Cover letter was missing when the N4 was served or that important information related to an appointment with the Tenant was missing from it. This occurred in 79% (79/100) reports.

This trend was identified through the monthly Audit Reports the OCHE has been providing to TSHC management and we expect the next Bi-Annual Report to demonstrate far fewer findings related to Documentation Standards. With this finding removed, the number of files where the ACP was followed perfectly was 31% (31/100).

The following chart shows the number of reports issued and the number of recommendations made.

| | January 1 to June 30, 2023 | July 1 to December 31, 2024 | January 1 to June 30, 2024 |
|--------------------------------------|-----------------------------------|------------------------------------|-----------------------------------|
| Recommendation Reports Issued | 81 | 78 | 100 |
| Number of Recommendations | 153 | 82 | 184 |

Of the 8 of unique recommendations made to TSHC, only 4 were significant. These are described in the chart below:

| Commissioner’s Recommendations regarding Administrative Delays and Inefficient Use of Resources | January 1 to June 30, 2023 | July 1 to December 31, 2023 | January 1 to June 30, 2024 |
|---|-----------------------------------|------------------------------------|-----------------------------------|
| Documentation Standards not met: N4 Cover letter not sent or incomplete, Legal Card not updated as per ACP | 6% (5/81) | 12% (9/78) | 79% (79/100) |
| Serve the Notice to Terminate the Tenancy in accordance with Arrears Collection Process timelines | 58% (47/81) | 36% (28/78) | 41% (41/100) |
| Make direct contact with the tenant in the first month of arrears exceeding once month’s rent plus \$1.00 or \$700.00 in arrears. | 57% (46/81) | 38% (30/78) | 38% (38/100) |
| Send the Notice to Terminate the Tenancy once /do not send multiple Notices to Terminate the Tenancy | 12% (10/81) | 12% (9/78) | 16% (16/100) |

3.0 OCHE Case Management Highlights

The OCHE captures data related to the EROs’ engagement rate. The engagement rate is determined based on the number of tenants who elect to work with the ERO.

The chart below demonstrates the number of tenants willing to work with the EROs and the number of those tenants who were able to avoid a referral to the Landlord Tenant Board (“LTB”) because of that work.

| | January 1 to Jun 30, 2023 | July 1 to December 31, 2023 | January 1 to June 30, 2024 |
|--------------------------------------|------------------------------|-----------------------------------|-------------------------------|
| Engagement Rate | 99% (80/81) | 99% (77/78) | 98% (98/100) |
| Avoided the need for eviction | 88% (71/81) | 94% (73/78) | 83% (83/100) |

4.0 Arrears Managed by the OCHE

In this reporting period, the OCHE issued 100 reports, which accounted for \$329,712.69 in arrears. Through two new partnerships the OCHE has made with the Toronto Rent Bank and WoodGreen Community Services, the OCHE was able to collect more direct payments than in previous reporting periods. These partnerships are discussed in section 6.0.

(a) Total arrears directly paid to TSHC totaled \$86,871.00 as follows:

- Direct payments totaled \$42,933.00 from the following sources:
 - \$17,071.00 directly from tenants (10 cases)
 - \$1,120.00 Housing Stabilization Fund (HSF) (1 case)
 - \$24,742.00 Toronto Rent Bank Pilot (9 cases)
- Resolving Losses of Subsidy: \$13,150.00 (4 cases)
- Completing Annual or an 'In Year' Reviews: \$30,788.00 (7 cases)

(b) Arrears managed through Local Repayment Agreements

- \$181,494.21 (61 cases) in arrears were managed through Local Repayment Agreements and will be paid back to TSHC over time (see section 4.1) and have not yet been collected in full.

(c) Arrears approved to be forwarded to the Landlord and Tenant Board

- \$61,347.48 (17 cases) in arrears were not resolved by the OCHE and it was instead recommended that TSHC file an L1 Application at the LTB, where the Tenant would have an opportunity to enter into a Mediated Agreement.

4.1 Arrears Managed Through Local Repayment Agreements

In this period, the OCHE brokered a total of 61 LRAs representing \$181,494.21 of arrears. In considering tenants' income and expenses when brokering LRAs, the monthly repayment amounts averaged \$96.35 per arrears repayment. The new partnership with the Toronto Rent Bank (see section 6.0) had a positive impact on the LRAs brokered in the period. In many cases they were avoided altogether, and in some cases the length of the LRA was decreased due to lump sum payments made by the Toronto Rent Bank. Of the 9 cases where funds were received from the Toronto Rent Bank, only 3 required an LRA due to a balance still owing.

The OCHE organized the size of the arrears at the time of signing the LRAs into categories based on the size of the balance owing. Below is a summary of the LRAs brokered by OCHE based on these categories:

| Arrears owing | Total of arrears | Number of Cases | Average repayment amount | Average length of LRA (months) |
|--------------------------|-------------------------|------------------------|---------------------------------|---------------------------------------|
| \$20k and over | - | - | - | - |
| \$10k – \$19.9k | \$21,561.00 | 2 | \$99.82 | 108 |
| \$5k – \$9.9k | \$71,135.00 | 11 | \$119.36 | 60 |
| \$2k – \$4.9k | \$56,227.66 | 18 | \$111.42 | 38 |
| \$186.00 – \$1.9k | \$32,489.55 | 29 ¹ | \$78.56 | 17 |
| TOTAL: | \$181,413.21 | 60 | \$102.29 | 56 |

¹ One LRA was brokered for a balance less than \$186.00 and was excluded from this analysis.

5.0 Breached OCHE Brokered Local Repayment Agreements

When the OCHE receives a Breach File, the EROs are tasked with determining whether exceptional circumstances existed warranting a new LRA. If there are no exceptional circumstances, the OCHE reports back to TSHC and recommends that they proceed to file an L1 Application at the LTB.

The following chart describes the breach referrals received.

| Breach Files | January 1 to June 30, 2023 | July 1 to December 31, 2023 | January 1 to June 30, 2024 |
|---|---------------------------------------|--|---------------------------------------|
| Total Breach Referrals | 38 | 36 | 56 |
| No Exceptional Circumstances | 22 | 20 | 21 ² |
| Breach Reports issued | 14 | 14 | 15 |
| Average month of referral to OCHE after breach | 13.63 months | 5.15 months | 4 months |
| Average month of actual breach | 4.39 months | 7.82 months | 5 months |

It is important that when Tenants breach their OCHE brokered agreements, they are notified by TSHC staff in the first instance, and if they cannot catch up, are re-referred to the OCHE by the following month. This is one area with room for improvement. Based on our work with TSHC, we have learned that entering LRAs into the HoMES Database can assist with tracking and avoiding the need to manually check that payments were made, resulting in earlier OCHE referrals.

² An additional 11 breach files were returned to TSHC for the following reasons: Caught up with LRA (6), No Contact with tenant prior to referral of breach to OCHE (4); OCHE previously recommended L1 (1)

6.0 Community Partnerships (Toronto Rent Bank and Woodgreen)

Toronto Rent Bank

In early 2024, the OCHE met with the City of Toronto Housing Secretariat, Neighborhood Information Post (“NIP”) TCHC and TSCH to discuss a Pilot program. The Pilot was to determine whether it was feasible for the Rent Bank Program to be extended to TCHC and TSHC Rent Geared to Income (“RGI”) tenants to support them to address arrears of rent and avoid eviction and ensure successful tenancies. Traditionally, the Rent Bank program was only available to market rent tenants across the City of Toronto to support them with addressing rental arrears. It was a loan of 3 months’ rent to be repaid over time. However, during Covid, the loan became a grant—but it remained available only to market rent tenants.

The Pilot was developed in collaboration with the Housing Secretariat, NIP, TSHC and TCHC and it was determined that OCHE would be the administrator of the RGI Rent Bank Pilot and the only organization who can refer RGI Tenants to the Rent Bank for funding. The funding covers up to 4 months RGI rent to a maximum of \$5,000.00 per tenant, every 12 months. As of June 2024, the OCHE has been referring cases to the Toronto Rent Bank for assistance with RGI Tenants’ arrears of rent.

Due to this partnership, the OCHE has been able to decrease the length of LRAs, and in many cases eliminate a tenant’s arrears in full. This has been especially helpful for tenants whose underlying issue is poor budgeting. EROs will still work with tenants to reflect on their spending, refer to Voluntary Trustees or financial experts, but it can take the pressure off tenants whose budgets are tight, and choices are being made between necessities and arrears repayments.

WoodGreen Community Services, Tax Link Service

In September 2023, the OCHE piloted a partnership with WoodGreen’s Financial Empowerment Services program, which provided OCHE Tenants with quick access to a free income tax filing service, in addition to a rapid retrieval of Tenants’ Notices of Assessment (“NOA”)s via WoodGreen’s Tax Link service. With the Tenants’ consent, accessing the Tax Link services allowed the OCHE to expedite tax filing and NOA retrievals from the Canada Revenue Agency, thus reversing or avoiding an upcoming Loss of Subsidy.

Since the RGI Guide was simplified in July 2021, Tenants are required to file their income tax returns every year as part of their AR. This is beneficial to tenants as it ensures they receive all the income supports they are entitled to, including the Child Tax Benefit, Guaranteed Income Supplement, GST credits and Carbon Rebates. However, filing taxes remains a barrier for some tenants.

Collecting Notices of Assessments (“NOA”)s has also been a barrier. Prior to formalizing our partnership with WoodGreen, EROs would have to call the Canada Revenue Agency with Tenants and request a hard-copy NOA be mailed to the Tenant. This would take at least 20 business days. EROs would then have to ensure Tenants let them know when the NOA came in the mail and schedule another time to pick it up. This was not only time-consuming but often frustrating. In some cases, EROs would have to request more than one copy and wait another 20 business days due to the mail not arriving, or a Tenant misplacing it once it arrived.

Currently, the OCHE is able to refer to WoodGreen to file taxes without an in-person meeting with the Tenant, and to obtain a copy of the NOA within 3-5 business days of tax filing. Due to this relationship, the OCHE has been able to quickly reverse losses of subsidies in 4 cases resulting in credits of \$13,150.00 and completed Annual or In-Year reviews in 7 cases resulting in credits of \$30,788.00.

Conclusion:

This report provided an analysis of the referrals received from TSHC between January 1 and June 30, 2024 and includes a discussion related to the case management of files.

In presenting our findings we hope that the Board will find this information useful and that it will continue to ensure streamlined service from OCHE to TSHC staff and tenants.

In this period, the OCHE was successful in reducing the total arrears owing to TSHC through the partnerships made with the Toronto Rent Bank and WoodGreen Community Services. The Toronto Rent Bank provided funding to TSHC Tenants eliminating the need for an LRA in 6/9 (63%) of cases. This trend is expected to continue ensuring that arrears are recovered more quickly and the results will be reported on in the next Bi-Annual Report.

In addition, in the next Bi-Annual Report, the OCHE will report to the Board on the training which is planned to be provided to TSHC front line staff in the second part of 2024. Training topics include: Effective Tenant Engagement, Applying to the HSF, and an Overview of OCHE processes.

Implications and Risks:

The OCHE provides the Board with oversight of TSHC’s operations related to evictions due to arrears of rent and ensures that tenants avoid eviction where possible. The OCHE reports regularly on its activities and TSHC’s performance in the areas within OCHE’s jurisdiction. This regular reporting by the OCHE ensures the Board is aware of the activities the OCHE has undertaken on behalf of TSHC and that these activities continue to align with the goals of the Board and TSHC.

Signature:

“Melanie Martin”

Melanie Martin
Interim Commissioner of Housing Equity

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Toronto Seniors Housing Corporation

Quality and Tenant Engagement (QTEC) Meeting

Meeting Date: September 30, 2024

Topic: Quality Improvement Projects (QIPs) Progress

Item Number: 11

Report Name: Quality Improvement Projects Report – One-year Results

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: September 16, 2024

Purpose: For Information

Recommendation:

This report provides the Board of Directors with a one-year progress update on Toronto Seniors Housing Corporation's (TSHC) Quality Improvement Projects (QIPs).

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

Background:

The Board of Directors received the [Quality Improvement Projects Final Report](#) at the meeting on August 3, 2023. The Quality Improvement Projects Final Report included a summary on the background of the

three projects, overview and approach, recommendations developed, and lessons learned highlights.

The three Quality Improvement Projects included:

- Pest Management
- Safety and Security and
- Staff and Tenant Relations

In the final report, a commitment was made to provide a one-year QIP results report to the Board, as well as a recommendation that QIP teams be brought back together to review the one-year report.

On September 12, 2024 TSHC brought Quality Improvement Project teams together, as well as members of the Senior Tenants Advisory Committee, to go over a summary one-year results report. The presentation was well received, and tenants and staff had an opportunity to discuss and ask questions about the QIPs.

Quality Improvement Projects Tracker:

The actions and recommendations from the Quality Improvement Projects were aligned to time limited activities from the Interim Strategic Directions (ISD) Roadmap (now referred to as Strategic Directions). A tracker was created to enable regular reporting and monitoring on the progress of the QIPs' actions (aligned to time limited activities). A 'time limited' activity generally has an end date, whereas 'ongoing' work includes work that is done on a continuous basis and may include day-to-day operations work.

Out of 100 actions in the [Final Report on the three Quality Improvement Projects](#), there are 31 actions aligned to time limited activities, 58 actions categorized as ongoing, 9 actions that are not

feasible, and 2 actions for future consideration. The statuses of all 100 Quality Improvement Projects actions can be viewed in Attachment 1 – TSHC Quality Improvement Projects (QIPs) Actions and Recommendations with One-year Report Update. To date, there have been four quarterly reports on the Quality Improvement Projects (including the Q2 2024 report), with 15 actions completed.

One Year Update:

This report provides highlights on the Quality Improvement Projects' actions that have been completed. For additional information on actions that are that are not being considered for implementation at this time refer to Attachment 1 – TSHC Quality Improvement Projects (QIPs) Actions and Recommendations with One-year Report Update. Some of the recommendations that are not feasible may be out of TSHC's ability to action due to external service providers, existing building structure, resourcing limitations and legislation or legal agreements.

It was noted, at the time of publishing the final report, that some actions and recommendations would continue as planned or current practice. These actions are labeled in Attachment 1 and included in the count for actions categorized as 'ongoing' work.

Highlights:

Pest Management

- Microsoft excel and HoMES have enabled enhanced tracking, reporting and compliance to make data driven decisions.
- At the end of 2023, TSHC added two additional Pest Technician staff, bringing the staff complement up to one Technician per

region. As a result, TSHC was able to start in-house audits in Q1 2024, technicians are each able to perform two quality inspections per month.

- An approach to reduce refusals for entry into units requiring pest treatment was piloted, and has increased staff and vendor entrance into units that require treatment.
- The Operations and Communications teams have worked together to update the Notice of Entry and unit preparation sheet, for pest treatment, to make these notices easier to understand. The Notice of Entry is now available in 13 languages.
- A building cleanout pilot project was launched. Progress on the pilot is currently on hold until the new pest control vendor is onboarded.
- Annual Unit Inspections (AUIs) now include inspections for pests.

Safety and Security

- The Community Safety Unit (CSU) plays an important role in addressing safety concerns in TSHC communities. When there is an increase of safety and security incidents and concerns in an area, Community Safety Advisors (CSAs) with CSU, CSU officers and third-party security staff may make recommendations for these areas to be patrolled.
- At the end of 2023 an additional Community Safety Advisor was added. There is now a total of two Community Safety Advisors supporting TSHC communities, and they are able to make recommendations for proactive patrols.
- With two Community Safety Advisors to support TSHC, we anticipate safety audits to be completed on 26 percent of buildings managed by TSHC in 2024.

- At the end of May 2024, limited building staff's ability to review security camera video footage was reinstated.

Staff and Tenant Relations

- In 2023, TSHC introduced building Town Halls in direct response to tenants wanting to learn more about who they go to for information and support, and also provide an opportunity for tenants to share ideas with regional and operational leadership and staff.
- Tenant Complaints Process has been updated: A tenant can make a complaint if they remain unclear about the status or outcome of a service request or if the Tenant Support Centre has not responded within 48 hours of a tenant contacting them.
- TSHC has made communications more accessible for tenants so that notifications provided are timely and up-to-date, and TSHC continues to look for ways to evolve channels of communication to facilitate tenant access.

Tenant leadership and engagement

During the 2023 Quality Improvement Project team meetings the importance of having tenant leaders was frequently emphasized. As a result there were some QIP recommendations that were referred to Tenant Engagement.

- In 2023 TSHC collaborated with tenants to develop a new approach to working with tenants named Community Connect+.
- In 2024, TSHC introduced the new Community Activities Fund Policy which provides financial resources to fund projects and initiatives in tenant communities.

- TSHC has been able to increase our capacity to engage tenants with the establishment of our Community Programs and Partnerships team. Each region has a Community Services Coordinator (CSC) whose focus is on community engagement and program development.

Future reporting and next steps

TSHC is providing a Q2 update in the report for the September 30, 2024 Quality and Tenant Engagement Committee meeting. The next and final report on these quality improvement projects will be delivered in the new year and will include updates on activities completed during Q3 and Q4 2024. It is anticipated that there will be three remaining QIP actions to be reported beyond 2024, assuming that the actions targeted for completion in 2024 remain on track. The three actions that are to be completed beyond 2024 will be included in future progress reporting for the Strategic Directions, as the QIP actions are aligned to time limited activities from the Strategic Directions Roadmap:

- Consider feasibility of appointment system (target Q2 2025)
- Evolve channels of communication such as mobile app and electronic bulletin boards (target Q4 2025)
- Develop business case for in-house pest management capability (target 2025+)

As planned in the Strategic Directions, TSHC will review and adapt the QIP approach for a new Quality Improvement Project later this year. In 2025, TSHC will identify, still to be determined, a future Quality Improvement Project.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Attachment 1 – TSHC Quality Improvement Projects (QIPs) Actions and Recommendations with One-year Report Update
2. Attachment 2 – Quality Improvement Projects One-year progress update - Presentation

Attachment 1 - TSHC Quality Improvement Project (QIP) Actions and Recommendations with One-year Report Update

| QIP Number | Actions | Recommendation/To Do | One-year Report Update |
|------------|---|--|---|
| 1.1.1 | 1.1 Implement a comprehensive Integrated Pest Management (IPM) Database and Analytics Tool | <ul style="list-style-type: none"> •Work with TCHC to utilize existing capabilities of the Yardi software currently used by TCHC/TSHC to support: •Automated data capture from treatment requests, unit inspections, vendor reports and tenant feedback (see Tenant slide for last point) •Automated notification to vendors of missing unit reports and compliance tracking •A dashboard tool, updatable daily from database; functions to include filtering, drill-down, aggregation <p>Note: The above would likely be structured as series of projects over the medium to long-term and may also require development outside of the Yardi system, depending on the capabilities of that software</p> | Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting. |
| 1.1.2 | 1.2 Enhanced, detailed reports from vendors after treatments to enable analytics | In upcoming RFP for Pest Management, establish required formats, frequency and level of detail for vendor reports and data files, including tenant preparation/refusals, treatment data and post-treatment notes. The current weekly report is for invoicing – it lacks data for desired analytics. | ‘ongoing’ Detailed reporting requirements were included in the Request for Proposal (RFP) for pest, led by Toronto Community Housing Corporation with involvement from TSHC. A contract has been awarded to the new pest control vendor. |
| 1.1.3 | 1.3 Review number of treatments by building to identify high risk buildings | Set thresholds for auto-flagging and action, e.g., refusals, low preparation scores, problem units (too many/frequent repeat treatments), high-risk buildings (too many problem units) - shift staff time from detection to intervention | Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting. |
| 1.2.1 | 2.1 Create education and training program for staff to fulfill their roles | <ul style="list-style-type: none"> •Expand existing activities into a formal education and training program. Elements should include: •Content customized to staff roles | ‘ongoing’ EHU Supervisor meets monthly with building staff and at Integrated Team Meetings to provide Integrated Pest Management education. |
| 1.2.2 | 2.2 Use prevention tools effectively (e.g., caulking, proper seals, door sweeps, closing of garbage room doors) | <ul style="list-style-type: none"> •Orientation for all new staff on IPM basics •Hands-on demonstrations by IPM staff (build on existing as needed) | ‘ongoing’ TSHC uses prevention tools like sealing access points of entry for pests, caulking and door sweeps as part of current practice. |

| QIP Number | Actions | Recommendation/To Do | One-year Report Update |
|------------|--|--|--|
| 1.2.3 | 2.3 Comprehensive strategy for move-in, including treatment where sinks and other fixtures have been replaced, filling of wall holes, sealing of access points, caulking of conduits | <ul style="list-style-type: none"> •Content for self-instruction – videos, guides •Other tools as considered necessary by IPM staff Establish a schedule to ensure all current site staff have been educated and trained within target time period (e.g., by end 2023); consider a train-the-trainer approach for some of the content to free up senior IPM staff time | ‘ongoing’ TSHC has a comprehensive strategy for move-ins. Staff are educated on the types of work that can be done to a unit to get a unit ready for move-in. Before new tenants move into a unit the unit is cleaned, repaired, and inspected. It is also sprayed for pests if needed. |
| 1.2.4 | 2.4 Expand annual unit inspections to include inspection for pests | | Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting. |
| 1.2.5 | 2.5 Proactive prevention strategy to include regular monitoring and treatments | Use Analytics to identify need for preventive inspections | ‘ongoing’ The Environmental Health Unit continuously monitors and evaluates current pest management practices to ensure they are working appropriately, and they support tenants in unit preparation before and after treatment. An administrative staff person was hired in April 2024 and is assisting with monitoring treatment effectiveness. |
| 1.2.6 | 2.6 Reduced refusal of entry | <ul style="list-style-type: none"> •Continue work with Communication to make notices of entry easier to understand. •Use Analytics to flag when # of refusals warrant action. •Use Pilot to develop and test eviction approach with paralegal support. | Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting. |
| 1.2.7 | 2.7 More frequent cleaning and inspections of common areas | <ul style="list-style-type: none"> •Continue to treat monthly •Analytics to flag problem spaces •Vendor management to ensure proper monitoring •Increase inspections and treatments as evidence warrants if problem persists | Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting. |
| 1.2.8 | 2.8 Reduce spread by tenants visiting other units that are infested and bringing them home | Continue current practice | Continue current practice |
| 1.2.9 | 2.9 Develop comprehensive approach to reducing hoarding, including seeking support from public health, other agencies and families | Continue current approach | Continue current approach |

| QIP Number | Actions | Recommendation/To Do | One-year Report Update |
|-------------------|--|--|---|
| 1.2.10 | 2.10 Prevent/control the infestations that frequently occur when recycling/garbage rooms are used for move-ins is a particular issue as they become a source of infestation in the units | Continue with current practice for these spaces | Continue current practice |
| 1.3.1 | 3.1 Block treatment–inspect, treat neighbouring units when infestation reported | <ul style="list-style-type: none"> •Continue current practice. •Automatically flag neighbour units for inspection/ treatment whenever high infection/ repeater units are identified | Continue current practice |
| 1.3.2 | 3.2 Monitor treatment effectiveness through repeat treatments, reinfestations | <ul style="list-style-type: none"> •Analytics will enable auto flagging of units with repeat infestations and treatments. •This and Enhanced Monitoring (below) should be accompanied by outreach to vendor at senior levels to emphasize that IPM is a collaborative effort among TSHC, tenants and vendors | <p>‘ongoing’</p> <p>TSHC’s Environmental Health Unit (EHU) Technicians conduct vendor compliance, assist staff with heavily infested units, and coordinate with Toronto Public Health. The EHU continuously monitors and evaluates current pest management practices to ensure they are working appropriately. An administrative staff person was hired in April 2024 and is assisting with monitoring treatment effectiveness.</p> |
| 1.3.3 | 3.3 Enhanced monitoring (spot checks, tenant report-back) and enforcement of vendor performance (sufficiently equipped, timely remediation of poor work, competence of staff) | <ul style="list-style-type: none"> •Enter results of spot checks and tenant feedback to TSHC IPM database to enable staff easily identify poor performance and efficiently assemble cases for recourse •For recommendations on obtaining tenant feedback on treatments, see Tenant Support below | ‘ongoing’ - see update for QIP 1.3.2 |
| 1.3.4 | 3.4 Ensure Tenant Access to Driers for Bedbug Treatment | Signs advising to clean filters before use - maximize efficiency, reduce cost | <p>‘ongoing’</p> <p>Signage is posted in laundry rooms that encourages tenants to clean the lint filters of machines before use.</p> |
| 1.4.1 | 4.1 Support for neighbours of hoarders | Continue current practice | Continue current practice |

| QIP Number | Actions | Recommendation/To Do | One-year Report Update |
|------------|--|---|--|
| 1.4.2 | 4.2 Provide an orientation package (lease obligations re: unit cleanliness, staff vs. tenant responsibilities, information leaflet, checklist, pictures/ flashcards with icons of what could occur/ what to look for, what to do right away if spotted, what tenants can do own their own) | <ul style="list-style-type: none"> •Implement as suggested •Include meeting with a staff member knowledgeable in pest management (with translator if required) who will walk through the package as soon as possible after move-in, emphasizing importance of role tenant plays in pest management | New Welcome Package targeted for completion in Q3 2024. Additionally, EHU Supervisor has started to attend townhall meetings to speak to tenants about pest management. |
| 1.4.3 | 4.3 Inspection pre-check for tenants with known preparation challenges | <ul style="list-style-type: none"> •Implement as planned •Flag unit for intervention if analytics indicate multiple instances of unit not ready for treatment | ‘ongoing’ Where analytics indicate multiple instances of a unit not being ready for treatment, TSHC’s Environmental Health Unit staff support tenants with known unit preparation challenges before and after pest treatment. |
| 1.4.4 | 4.4 Encourage tenants to initiate treatments immediately, through the call center or through computers provided in the common rooms | <ul style="list-style-type: none"> •Emphasize at time of orientation (see Tenant slide #1 above). •Design and launch campaign as highlighted at left, starting with orientation. •Investigate if treatment requests can be logged at call centre without waiting (“press 1 to request treatment”). | ‘ongoing’ The welcome guide for tenants, tenant lease, and building posters, direct tenants to connect with staff about pest control. The Tenant Support Centre is also promoted as a channel to report pests. Additionally, TSHC staff encouraged and reminded tenants to report current and future pest problems during the town hall meetings in 2023. |
| 1.4.5 | 4.5 Assess ability of tenant to live independently and in particular, take care of apartment and support tenants who have difficulty cleaning to access homemaking supports | <ul style="list-style-type: none"> •Continue current practice. •Use analytics to flag units where this might be an issue (repeat treatments, repeat instances of unit not sufficiently) and follow up | ‘ongoing’ Seniors Services Coordinators often work with family members, community partners, and first responders to put supports and services around a tenant to help them continue to live safely and independently. Also see update for QIP 1.4.3. |
| 1.5.1 | 5.1 In-house pest control capability | <ul style="list-style-type: none"> •Continue as planned •Will enable TSHC to address outbreaks and high-risk buildings quickly, without reliance on external vendors | Aligned to Strategic Direction time-limited activity: Develop business case for in-house pest management capability (target 2025+) |

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| 1.5.2 | 5.2 Pilot Projects | <ul style="list-style-type: none"> •Conduct lessons learned from Kingston Rd pilot •Share results with tenants and TCHC •Based on results, investigate feasibility of expanding to other high-risk buildings •Consider whether selected recommendations from this QIP project can included in future pilots | Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting. |
| 2.1.1 | 1.1 Tenant participation in Community Safety Audits | Establish a format – a workable attendance level, a pre-audit education and orientation meeting, protocol for questions and interactions during the audit, and a follow- up meeting to present and discuss the findings and recommendations. | ‘ongoing’ Community Safety Advisors (CSAs) invite tenants to participate in safety audits in their building through posters. During the audit the CSA speaks to site staff and tenant participants to listen to their concerns and walks through the building floor by floor. TSHC is working with the Community Safety Unit to increase tenant engagement in safety audits. |
| 2.1.2 | 1.2 Tenants receive timely notice of repairs initiated by work orders and periodic updates where capital projects are required | TSHC Operations and Communications to review and update as required, communication protocols and practices for matters of importance to tenants (including shutdowns, maintenance, repairs, safety/ security and any communications items recommend for action by the other QIPs) Coordinate with TCHC/CSU re: timely reporting and updates on status of items resulting from safety audits | ‘ongoing’ Toronto Community Housing Corporation (TCHC) Facilities Management works with TSHC to post notices and communicate upcoming work to tenants and staff, 60 days in advance. |
| 2.1.3 | 1.3 Renovate lobbies to create more welcoming environment, encourage higher standard of maintenance | Launch project to establish/update standards of appearance for lobbies if necessary. Inspect periodically and continue current practice of creating business case for renovation capital project when condition falls below standard | ‘ongoing’ TSHC staff have the opportunity to provide feedback to TCHC on the capital plan. |
| 2.1.4 | 1.4 Shutdown of elevators, water etc. conveyed in a timely manner | As part of recommendation for 1.2, assess whether current posting practice is timely for preplanned shutdowns. Formalize protocol for timely communication and support when unplanned events occur | Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting. |
| 2.1.5 | 1.5 Ensure mobility, access and physical safety not impaired by delays in maintenance and minor repairs, poor lighting | Standard practice is to make minor repairs and address lighting issues as a result of safety audits and visits by security staff. Superintendents responsible to clear snow buildup on building property including exits during winter. Develop communication to encourage tenants to report when defects are sighted or snow not cleared. Call 311 for issues on city property | Continue standard practice |

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| 2.1.6 | 1.6 Access to Lobby channel by tenants. Needs intervention by Rogers or Bell | CSA to take back as an action to TCHC Facilities Management. Item also to be escalated to TSHC senior management including CEO for follow-up with Bell and Rogers. | Not feasible Rogers and Bell do not have plans to offer this service in the future, and TSHC has no control over how cable companies deliver their services. TSHC has followed up with TCHC who have thoroughly investigated the possibility of providing an in-house lobby watch system and found that an alternative is not feasible as it would require significant financial investment and physical resources to install the necessary hardware, as well as also presenting privacy and security risks. |
| 2.1.7 | 1.7 Increased staff presence in high-risk buildings (after hours and weekends) | Collaborate with Pest Management and Tenant and Staff QIPs on measures to encourage tenant reporting of all incidents so that deployment of directed patrols can be justified when antisocial behaviour escalates. Consider pilots for high-risk buildings taking a multi-faceted approach, combining increased security with strategies for addressing mental health and addiction issues, possibly in partnership with agencies. | Targeted for completion in Q4 2024 |
| 2.1.8 | 1.8 Timely cleanup after violent incidents | Manager will check protocol for returning site to normal and whether acceleration is possible. However cleaning may be delayed pending police release of location. | 'ongoing' TSHC works with a vendor to return the site to normal as soon as possible. |
| 2.1.9 | 1.9 Ensure that building fobs are returned to the firebox when Fire department leaves the building after a call | Confirm that current protocol is to check firebox daily to ensure fobs are present is being followed. Collect statistics on frequency of instances where doors have had to be breached because of missing fobs and devise plan to ensure compliance if warranted | 'ongoing' TSHC has a legislative requirement to ensure the contents of the fire safety plan boxes remain present and accessible to Toronto Fire Services in the event of an emergency. As part of TSHC's policy, staff are responsible for checking the contents of the fire safety plan boxes daily and recording the results in a Fire Log Book. |
| 2.1.10 | 1.10 Ensure EMS access to firebox (to get fobs) | EMS and Fire both respond to same 911 calls so EMS will have access if firebox has fobs (1.9 above). Check whether 1.9 and/or 1.10 will be addressed by project currently underway to improve access for all emergency services. | Toronto Fire Services staff are able to access the designated box to get building fobs. |

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| 2.1.11 | 1.11 Install automatic doors in all garbage chute rooms | Staff to refer to R-Path to request priority to seniors' buildings where automatic doors can be installed. Longer term, consider, from a seniors' perspective, design options for waste management collection and disposal for seniors' buildings | Not feasible In existing buildings where modification is not practical because of structural and/or building service constraints pose barriers to accessibility for a tenant they may be eligible to transfer to another unit that meets their needs. |
| 2.1.12 | 1.12 Keep community rooms open 7/24 so tenants can use for socialization or cooling during heat waves | Investigate whether extended hours are feasible, possibly through a pilot. 24-hour use is potentially problematic, e.g., overnight stays by non-tenants, risk of excessive noise | 'ongoing' TSHC is in the process of installing fobs for all community rooms and kitchens (most community rooms previously had key access). With fob access tenants will be able to stay in community rooms past the time that fob entry allows if they are already in the community room. The Community Safety Unit periodically conducts fob audits for buildings to ensure only authorized individuals have access. TSHC follows the Apartment Buildings Bylaw and has hot weather plans to protect tenants from heat-related illness. |
| 2.1.13 | 1.13 Limit use of kitchens in community rooms to events | As most kitchens are lockable, investigate magnitude of this issue – take inventory to determine which are not lockable and look for solutions | Not feasible TSHC is in the process of installing fobs for all community rooms and kitchens (most community rooms previously had key access). |
| 2.1.14 | 1.14 Tenants seek assurance that cameras in buildings are operational 7/24 | TCHC cameras do not have indicator lights. Superintendents have access to the live feeds and log in daily to check camera operation | 'ongoing' Superintendents have had their access to security camera footage restored and are checking cameras every day, as part of their daily site walk, to ensure cameras are operational. |
| 2.1.15 | 1.15 Prohibit storage of clutter on balconies | Continue annual inspections that result in orders to remove clutter where identified and respond to reports when clutter is sited. | Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting. 2024 Annual Unit Inspections, including pests and balcony clutter targeted for completion in Q4 2024 |
| 2.1.16 | 1.16 Ensure all buildings are immediately accessible for fire response | Fire dept inspects regularly for obstacles to access and issues compliance notices for action by TCHC, data available to check for compliance | 'ongoing' Superintendents are responsible for a site walk around the building every day they are on site to check that these areas are clear. The fire department also does regular inspections to check that they have access to buildings. If they find any issues they send a notice directly to TCHC, and TCHC lets TSHC know when there is an issue to correct. |

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| 2.2.1 | 2.1 Security staff should be in unit when tenant is present and vendor staff are working there | There are not enough security staff to provide this service. They are there to provide access, often to several units at the same time, and are not to monitor contractors. Vendor staff are bonded and secured. Security staff should remind vendors to lock doors on departure and double check to confirm that the units are secure when the work is complete. Escalate to vendor if problem. Also contractors should leave notices units indicating who was present and what work was done. Or super could leave their card with the info on the back | There are not enough security staff to provide the service suggested through the QIP recommendation, and it would be too expensive to get additional security staff for this purpose. All vendor staff are bonded and secured and tenants are able to check for identification. During planning of capital projects, TSHC and TCHC Facilities Management remind vendors about the importance of locking units when they leave. Future consideration will be given to developing a notice for contractors or superintendents to leave after working in tenants' units identifying who was in the unit and what work was completed. |
| 2.2.2 | 2.2 Ensure signage for oxygen presence in units is consistent with fire regulations | List of vulnerable tenants is kept in firebox and updated monthly. Tenants cannot be required to disclose requirements for oxygen and TSHC cannot require that oxygen signs be on a door. Tenants who want signs can obtain them from their oxygen supplier. | TSHC will inform tenants they can post this signage as part of the New Welcome Package and orientation (targeted for completion in Q3 2024) |
| 2.2.3 | 2.3 Ensure that tenants who are locked out do not have to wait up to 4 hours for the CSU to come and open the door to their units | Advise at leasing that additional fobs and unit keys can be purchased. Also, CSU prioritizes lockouts after hours. See if data is about lockouts is available that might support changes in practice | New Welcome Package provides information about purchasing additional keys (targeted for completion in Q3 2024) |
| 2.2.4 | 2.4 Eliminate access to buildings by non-tenants using TCHC public parking | Paid parking for non-tenants has been discontinued. If there are instances where non-tenants have parking contracts, investigate if fob-access to basements can be installed where alternative non-TSHC building exits exist. | 'ongoing' Non-tenants are not able to enter TSHC buildings from parking lots without a fob. |
| 2.2.5 | 2.5 Inform tenants as soon as threats posed by the actions of a person not in control have been addressed | Current practice is to inform tenants through a community or building meeting. Manager to investigate options for disclosure as soon as crisis is over | 'ongoing' Building staff collaborate with the Community Safety Unit to provide information to tenants on how they can take safety precautions and how to report on incidents. Tenant privacy requirements must be considered, and tenant specific information cannot be disclosed without consent. |

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| 2.2.6 | 2.6 Medical transfers should be expedited | Tenants wishing transfer to unit in a building of choice will have to wait, as unit allocation complies with policy set out in provincial ombudsman report, which is to allocate based on order of approval | Accessibility/Accommodation transfer requests are already prioritized as they are subject to the requirements of the Ontario Human Rights Code. They are handled on a case-by-case basis in compliance with the Ontario Human Rights Code and TSHC's policies. For households that have been approved for a transfer, units will be allocated based on order of approval, suitability, and availability. |
| 2.2.7 | 2.7 Access to superintendents to security camera footage should be restored. | TSHC Supervisors and Managers will soon have access, which will enable them to investigate incidents in their buildings in a timely manner | 'ongoing' - see update for QIP 2.1.14 |
| 2.2.8 | 2.8 Take measures to reduce likelihood of illegal activity by tenants | TSHC cannot screen out tenants based on background. Tenants involved in illegal activities can be dealt with through tenancy management | Not feasible If tenants need assistance reporting an incident, they can contact their Seniors Services Coordinator. Tenants may contact the Tenant Support if they are not sure how to reach their Seniors Services Coordinator. Tenants may also contact the Community Safety Unit at 416-921-2323 to report noise disturbances, loitering, or trespassing. Tenants should always call 911 in emergency situations. |
| 2.2.9 | 2.9 Provide guidance for tenants who are reluctant to admit strangers to the lobby on how to handle the situation | Tenants suspicious of the presence or activities of strangers should contact the CSU. A guide for tenants on how to handle the situation will also be developed | Information regarding what to do when a stranger tailgates tenants into the building will be in the next issue of Seniors Speak (target Q4 2024) |
| 2.3.1 | 3.1 Monthly calendar with events is posted and updated | Management to confirm that this is being addressed | 'ongoing' Calendars are published with recurring partner programs. Programs do not change often and so calendars are updated by TSHC only when changes are required. TSHC also has a bulletin board process to ensure posters are up-to-date and consistent across buildings. |

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| 2.3.2 | 3.2 Tenant led programming, including meet and greets, is encouraged | Collaborate with Tenant and Staff QIP on development of initiatives for tenant outreach, engagement and support of tenant leadership, in concert with recently launched tenant engagement initiative where relevant | ‘ongoing’ We were able to increase our capacity to engage tenants in 2023 with the establishment of our Community Programs and Partnerships team that includes one Community Services Coordinator (CSC) per region to focus on community engagement and program development (full staff compliment achieved by June 2023). TSHC’s communications team has also helped promote tenant participation in events and programs for tenants on our social media. |
| 2.3.3 | 3.3 Community spaces are open and pleasing in appearance | Encourage SSCs to collaborate with building staff (and tenant leaders where available) to effect repairs/replacements for items not requiring capital projects; include outside spaces as well; consider piloting for buildings most in need | ‘ongoing’ Building staff can affect repairs/replacements for items not requiring capital projects. |
| 2.3.4 | 3.4 Programs contribute to a sense of community | Include in scope of recommendation for 3.2 | ‘ongoing’ At the end of 2023, we confirmed Community Connect+ as our new approach to strengthen community connections as its top priority. Through Community Connect+ we plan to foster new tenant volunteer relationships and increase skills to support tenant circles locally. |
| 2.3.5 | 3.5 Interactions with CSU dispatch are caring so tenants feel they are being responded to | Ensure CSU dispatch staff take relevant training from the program recommended in 3.6 below | ‘ongoing’ CSU has made TSHC seniors specific training (available on TSHC’s learning portal) mandatory for CSU staff. |
| 2.3.6 | 3.6 Seniors' lens training for CSU staff | Collaborate with Tenant and Staff QIP on a program to improve communication and relationships between tenants and staff. Seniors’ lens training is one recommended component, as are presentations from organizations such as Baycrest and CAMH and agencies already operating in TSHC buildings | ‘ongoing’ - also see update for QIP 2.3.5 Offered training with a seniors focus including: Mental Health First Aid for Seniors, Understanding Dementia, Non-Violent Crisis Intervention and Accessibility for Ontarians with Disabilities training. Identified partnerships for future training with the VHA, Toronto Hoarding Support Program, NORC Innovation Centre Training for Aging in the Community and the Regional Geriatric Program of Toronto and St. Michael’s Hospital Regional team. |

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| 2.3.7 | 3.7 CSU Dispatch equipped with resource number to direct seniors to other services e.g., 311 or 211 | Training delivered as part of recommendation 3.6 to include contact information relevant to seniors and how to assist if they encounter difficulties | ‘ongoing’ CSU dispatchers cannot handle calls not related to security; transfer calls to other departments; share personal information; or resolve parking infractions. For other inquiries tenants should call TSHC staff or the Tenant Support Centre. At Community Safety Meetings flyers are circulated to tenants as a resource directing them to call different agencies for varying reasons, including but not limited to 911, CSU, CSA and Crime stoppers. Also see update for QIP 2.3.5. |
| 2.3.8 | 3.8 Education for tenants on current trends and scams that target seniors | CSU to consider resumption of the educational “travelling road CSU shows” that were suspended due to Covid. CSA to continue bringing police into buildings to educate tenants re: fraud, scams, crime prevention, with intent to cover all buildings over time. Include presentations on fire safety from Toronto Fire | ‘ongoing’ Community Safety Advisors (CSAs) hold safety meetings in buildings as needed. CSAs also attend TSHC Town Hall meetings where there have been safety concerns. The CSAs present to tenants on the Community Safety Unit and safety tips, including educating tenants on current trends and scams that target seniors e.g. double entry, unit takeovers, etc. Communication Team provides posters in buildings to raise awareness. |
| 2.3.9 | 3.9 Mental health support program | Review current staff training in mental health and dementia to ensure sufficient scope and depth given the nature of the work; revise if necessary, including consideration of different levels depending on staff role | Targeted for completion in Q3 2024 Understanding Dementia and Mental Health Training for all staff. Non-Violent Crisis Intervention Training offered to Regional Managers, Superintendents and Seniors Services Coordinators. Mental Health First Aid for Seniors training offered to SSCs and CSCs. |
| 2.3.10 | 3.10 Tenant clarity on legitimate chargeback requests | Collaborate with Tenant and Staff QIP in enhancing tenant orientation and communications to ensure clarity on chargebacks and understanding of tenant and staff responsibilities for civility and respect in their interactions | ‘ongoing’ Seniors Services Coordinators review tenant and landlord responsibilities with new tenant(s) at their lease signing. During the move-in inspection, the building Superintendent explains what chargebacks are to new tenants. |
| 2.3.11 | 3.11 Tenants and staff are aware of and understand TSHC’s commitment to a healthy and safe workplace | Included in recommendation for 3.10 above | ‘ongoing’ - see updates for QIPs 2.3.10 and 3.1.4 This information is included in orientation for new tenants. |

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| 2.4.1 | 4.1 Data delivery to TSHC to be more granular (response time, patrols, incidents). Provides critical information for tenancy management and integrated team meetings | TSHC to meet with TCHC to ensure that timeliness and content of information it receives as a result of the new system is the same as that within TCHC and not degraded from current service. Monitor to ensure that the level of service is sustained and that when CSA is away, TSHC is notified of the backup covering for him. | Revised timeline – targeted for completion in Q4 2024 |
| 2.4.2 | 4.2 Increase in Community Safety Advisor (CSA) positions for prevention | TSHC to investigate business case with data from CSA and engage TCHC in discussions on funding arrangements for CSA support | Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting. |
| 2.4.3 | 4.3 Increase proactive patrols of seniors' buildings | CSAs to investigate whether there is a business case for increased patrols, which will inform the discussions recommended in 4.2 above. Arrange tenant meetings where tenants can meet security staff and be advised on security issues (e.g., extra keys, oxygen signs). Include in tenant orientation. | Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting. |
| 2.4.4 | 4.4 Review allocation of 3rd party security for seniors' buildings | TSHC to discuss with TCHC as indicated for Action 4.2 | Revised timeline – targeted for completion in Q4 2024 |
| 2.4.5 | 4.5 Conduct regular safety audits, 33% of portfolio per year | TSHC to discuss with TCHC as indicated for Action 4.2 | Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting. |
| 2.4.6 | 4.6 Incidents affecting safety and security are not reported by tenants | Collaborate with other QIP teams as recommended for Action 1.7. Also, CSA and team to address when they restart travelling road shows | 'ongoing' At safety meetings CSAs highlight the importance of reporting safety and security incidents, and encourage tenants to report incidents. Also see update for QIP 2.3.8. |
| 3.1.1 | 1.1 Define what is meant by a "seniors' lens", including multicultural education based on tenant demographics, and incorporate in staff training | Develop and implement in collaboration with the Safety and Security QIP and service providers operating in TSHC buildings | Targeted for completion in Q3 2024 |
| 3.1.2 | 1.2 Create scenarios and convene tenant-staff interaction sessions to enhance mutual understanding; employ tools such as role-playing | Include in programming recommended in 1.1 | 'ongoing' TSHC's onboarding procedure (including training) is being updated and includes customer service principles. Tenant/staff role playing is not being planned or current practice. |

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| 3.1.3 | 1.3 Bring in outside experts to hold session on issues facing seniors (e.g., Baycrest for aging and dementia, CAMH for mental health) | Include in programming recommended in 1.1 | 'ongoing' This is happening in some communities, programs are offered at various sites, but not across entire portfolio due to resourcing. |
| 3.1.4 | 1.4 Ensure that tenants and staff are aware of TSHC's commitment to a safe workplace and the behaviours that are acceptable for both | In collaboration with Safety and Security QIP, develop suitable messaging for inclusion in tenant orientation | 'ongoing' TSHC's Tenant Charter communicates TSHC's service commitments and sets out accountabilities for all tenants and employees, and is included in the leasing package. The tenant lease agreement also informs tenants of their responsibilities. TSHC also has several policies that outline acceptable behaviours for tenants and staff, and staff are oriented to safety guidelines and responsibilities during onboarding and training. |
| 3.1.5 | 1.5 Establish safe channels for tenants and staff to express concerns about the nature of their interactions, and a forum or other mechanism for resolution | Improve process for tenants to raise concerns about interactions with staff. Communicate this process through the tenant orientation package and other regular messaging. | Complete. Update included in Q2 2024 report for September 30, 2024 Quality and Tenant Engagement Committee meeting. |
| 3.1.6 | 1.6 Devise and conduct outreach programs to encourage tenants to participate in existing activities or offer new ones | Investigate where support is being provided by staff and whether it can be replicated; consider what roles could be played by CSCs and agencies | 'ongoing' - see update for QIP 2.3.2 There was a significant uptake in Community Activities Fund (formally tenant action funds) in 2023 which comes from having staff directly advise and promote funds so tenants are aware of and have access to funding. |
| 3.1.7 | 1.7 Have a regularly scheduled "meet and greets" in the lobby or common areas, with light refreshments and possibly a presentation or small event | Assess impact of annual meetings and increase frequency if deemed sufficiently beneficial | 'ongoing' We introduced Tenant Town Halls in direct response to tenants wanting to learn more about who they go to for information and support. |
| 3.1.8 | 1.8 Periodically walk the floors with small household items tenants might need, or to help with simple fixes | Note for tenant leaders to consider in buildings with a high proportion of shut-ins or tenants with mobility problems | Not feasible A maintenance cart for superintendents is not being considered at this time. If tenants have a maintenance request they should speak with the Superintendent or Seniors Services Coordinator directly, or contact the Tenant Support Centre. |

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| 3.1.9 | 1.9 Hold regular staff sessions to share experiences and ideas for tenant support | Convene staff and service providers from different buildings periodically to share beneficial practices for replication | 'ongoing' Quarterly staff meetings are held in each region for frontline staff to receive and share information related to maintenance best practices, tenancy issues, and partnerships and programming. |
| 3.1.10 | 1.10 Take measures to minimize the turn over of SSCs in buildings, or reduce the impact of transitions | Gather data to determine extent and impact of issues – number of transfers and reasons, instances of limited SSC accessibility and not posting open hours or honouring schedules that have been posted. Review SSC transfer policy if transfer frequency is problematic. Develop and implement standard practice for communicating SSC availability including timely notice for absences or other last- minute changes | Not feasible TSHC must work within the provisions of the collective agreement for building staff which includes a stability clause for staff to remain in a permanent location for a period of one year. Seniors Services Coordinator (SSC) office hours are currently posted in buildings. When there is a last minute change of SSC's availability, efforts are made to communicate with building staff to get a notice of absence posted. Contact information for managers and supervisors is posted in buildings if tenants need to escalate concerns and inquiries. Tenants can also call or email the Tenant Support Centre to be connected to other staff. |
| 3.1.11 | 1.11 Allocate staff time to tenant activities not related to services they provide as part of their job (e.g., helping out at community events) | Consider if there are other staff positions where including some support for tenant activities in the duties would be beneficial and feasible | Not feasible Building staff, including Seniors Services Coordinators (SSCs), are unionized staff and can only carry out functions in their job descriptions, and within their scheduled hours (Monday to Friday during daytime hours). SSCs and CSCs both have components of community development in their job descriptions. |
| 3.1.12 | 1.12 Check after service has been delivered or answers have been provided to ensure that needs and expectations have been met | Clarify types of requests where follow-up should be mandatory and sample periodically for compliance; promote as a standard practice regardless of request type | For future consideration: TSHC may look into developing a standard notice to tenants that contractors and superintendents can leave in the unit after work noting who was in the unit and what work was completed. |
| 3.1.13 | 1.13 "Human Touch" -Staying connected, for example, acknowledging good news and challenges, nodding recognition, asking questions if appropriate; following up on earlier conversations | Should be standard practice; incorporate into all staff training | 'ongoing' TSHC's onboarding procedure is being updated and includes customer service principles. |
| 3.2.1 | 2.1 As part of move-in, schedule an orientation session with a tenant's assigned SSC | Make it standard practice for SSCs to see tenants at move-in or within a day or two and walk them through the orientation material recommended in 3.1. | 'ongoing' Seniors Services Coordinators meet with new tenant(s) in person at their lease signing to review tenant and landlord responsibilities. |

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| 3.2.2 | 2.2 Personally introduce new tenants to the key staff who they will be relying on for support and explain the roles of those staff, at move-in or as soon as possible thereafter | For the move-in visit, SSCs should arrange for drop-in by at least the superintendent for a short introduction. Investigate desirability and feasibility of building tours for new tenants | ‘ongoing’ Building tours are given during the unit showing, and tenants also have the opportunity to meet building staff at their annual building town hall meeting. Staff contact information is also posted on the building’s notice board with their office hours. This information is also included during lease signing in the orientation package. |
| 3.2.3 | 2.3 Ensure that tenants know where to find summary or detailed descriptions of all staff positions | Prepare staff role descriptions (summary and detail) and include (or link to) in orientation material recommended in 3.1 | ‘ongoing’ Posters with building staff roles and descriptions are often posted on the rent safe board in buildings. Additionally, this information is included in the welcome guide that new tenants receive, and tenants were provided a reminder of staff roles and responsibilities during the tenant building town halls held in 2023. |
| 3.2.4 | 2.4 Help tenants understand that while their contact for a particular need may be the point of access, that person could be relying on one or more specialized individuals to provide the service | Ensure staff training emphasizes important of explanations when fulfilment of requests is complex and/or dependent on staff besides the initial contact | ‘ongoing’ Frontline staff receive detailed updates at quarterly meetings with their manager and peers. These meetings are an opportunity to receive and share information, and help staff to stay informed so that they are current on how to respond to tenant inquiries and requests. As well, all TSHC staff now receive emails related to maintenance emergencies like power outages. These all-staff emails will assist staff to have up-to-date information when there is a major service interruption. |
| 3.2.5 | 2.5 For each building, consider a compact quick reference “responsibility” card (and electronic equivalent) that would provide the appropriate contact information for the most likely situations a tenant is most likely to encounter | Include in orientation material recommended in 3.1. Card could be two-side for maximum information and be plasticized for retention | ‘ongoing’ A lot of this information is already included within the welcome guide that new tenants receive, as well as TSHC’s website: -Regional Offices and office hours are posted on TSHC’s Local Staff Roles webpage -Information on Community Services and Supports is posted on TSHC’s Get Service or Support webpage -Other quick links for seniors are posted on TSHC’s Health and Community Connections webpage |

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|------------|---|---|--|
| 3.2.6 | 2.6 Staff workloads mean that tenants will not always be able to speak to or meet with on-site staff when they feel they need to. Consider the feasibility of an appointment booking system for those who need in-person contact. | Investigate level of interest, and if sufficient, assess feasibility and the potential for a pilot. Would be medium-to longer term to implement as IT would be involved. | Aligned to Strategic Direction time-limited activity: Consider feasibility of appointment system (revised timeline target Q2 2025) |
| 3.2.7 | 2.7 Ensure timely posting and communication of staff absences along with referrals to alternates | Include with implementation of 1.10 above | 'ongoing' Contact information for managers and supervisors is posted in buildings if tenants need to escalate concerns and inquiries. Tenants can also call the Tenant Support Centre to be connected to other staff. |
| 3.2.8 | 2.8 Investigate ways for front-line staff to answer as many typical questions and resolve as many common issues as possible without having to refer a tenant elsewhere. This could include development of enhanced reference material, additional training or revised roles and responsibilities | Plans are in place for detailed quarterly updates to superintendents. To ensure site staff awareness of more immediate issues, identify the most common situations where timely updates matter most to tenants and implement protocol to ensure front-line staff are current with their information | 'ongoing' - see update for QIP 3.2.4 |
| 3.2.9 | 2.9 Consider protocol for when requests can't be met, .e.g., a timely response, with reasons and suggested alternatives if possible | Include with recommendation 2.10 | 'ongoing' - see update for QIP 3.2.4 |

| QIP Number | Actions | Recommendation/To Do | One-year Report Update |
|------------|---|--|--|
| 3.2.10 | 2.10 When questions or requests cannot be satisfied immediately, provide a) A realistic and achievable timeline for response/completion b) If delays, timely updates, with details on how the matter will be expedited c) Recourse to escalate if neither (a) nor (b) appears to be happening d) Follow up with requestor to confirm satisfactory resolution | Consult with staff to identify the requests that cause the most difficulty or frustration for tenants when they cannot be met, and develop guides for handling the situation. Include training for when requests cannot be met (from 2.9) | 'ongoing' - see update for QIP 3.2.4 |
| 3.2.11 | 2.11 While a request may be simply stated and seemingly easy to satisfy, there will be situations where responding to it may be quite complicated, touching on several issues, involving multiple players and requiring work behind the scenes. | Include with the implementation for Recommendation 2.10 above, coaching for staff on how to help tenants understand what is involved in carrying out a complex request and when to reach out to the solutions team | 'ongoing' - see update for QIP 3.2.4 |
| 3.3.1 | 3.1 Create "TSHC 101", a small core of essential information that will a) enable new tenants to navigate their new surroundings for the first day or two and b) serve as an entry to more complete and authoritative body of TSHC information they can access at their own pace | Implement 3.1 – through 3.4 Organize TSHC 101 as a slide deck with the following sections at a minimum: •An introduction with brief description of the contents •Sections for "How do I...", "Where do/can I..." and "Who do I contact to..." •Q&As with the questions most often posed by new tenants •An index with links or references to the more detailed and authoritative TSHC content that tenants may need to access over time. | New Welcome Package targeted for completion in Q3 2024 |
| 3.3.2 | 3.2 At move-in, walk each new tenant through the deck to confirm understanding. | Update content at least annually | New Welcome Package targeted for completion in Q3 2024 |

| QIP Number | Actions | Recommendation/To Do | One-year Report Update |
|------------|---|---|---|
| 3.3.3 | 3.3 Show tenants where and how to access all detailed TSHC information and provide hard copy if they are not computer literate | | New Welcome Package targeted for completion in Q3 2024 |
| 3.3.4 | 3.4 Follow up within a week to assess their understanding of the material and whether they need further assistance understanding and accessing it | | 'ongoing' Seniors Services Coordinators meet with new tenant(s) in person at their lease signing to review tenant and landlord responsibilities. Senior Services Coordinators are available to answer follow up questions. |
| 3.3.5 | 3.5 Evolve channels of communication to facilitate tenant access | Investigate interest in email subscription to TSHC/Building info and implement if sufficient. Plan for the development of a mobile application – survey periodically for interest and being development when sufficient. Consider electronic bulletin boards in lobbies and common areas, with content accessible from the TSHC website and mobile app | Aligned to Strategic Direction time-limited activity: Evolve channels of communication such as mobile app and electronic bulletin boards (target Q4 2025) |
| 3.3.6 | 3.6 There will be, for the foreseeable future, tenants who cannot access information electronically and do not have the mobility to regularly access bulletin boards. A means of reliable and timely notification should be devised for them | 3.1.6 Ensure information is accessible by tenants who have difficulties with mobility or using electronic means. 3.6.2 Strengthen relationships between SSCs and personal support workers to enhance communication with the latter's clients. | Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting. |
| 3.3.7 | 3.7 Consider how information can be made more accessible and understandable. Text-based content will not be obsolete for the foreseeable future but as applications such as YouTube and TikTok make clear, many people prefer to access information in video form | Build on the newsletter example at the left by continuing to explore how selections from TSHC's current base of tenant-oriented information could also be presented in alternative formats that would be more suitable for people who find it difficult to access and navigate detailed information in text form, or for those who simply prefer different modes of communication | Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting. |

| QIP Number | Actions | Recommendation/To Do | One-year Report Update |
|------------|--|--|--|
| 3.3.8 | 3.8 For each information channel (electronic, bulletin board, posted notices), create an inventory of the time-limited information items relevant to each building, assign a current period (“best before date”) to each, monitor regularly and take action (remove or update item) when the circumstances change or the current period has expired. | Extend the bulletin board work described at the left to cover TSHC and tenant notices (will require a registration scheme and removal date, where applicable). | Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting. |
| 3.3.9 | 3.9 Whiteboard outside superintendent’s office are updated with daily events | Launch new white board for outside super’s office, managed as described above (3.8) and require supers to keep up-to-date with daily events and other time-sensitive matters | Not feasible TSHC is not able to control what is written on whiteboards. However, TSHC will be introducing and installing tenant bulletin boards in buildings in Q3 2024. |
| 3.4.1 | The following—aimed at encouraging and supporting tenant leadership—are offered for referral to Tenant Engagement • Consider how funding for tenant activities could be set up and governed | | Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting. |

| QIP Number | Actions | Recommendation/To Do | One-year Report Update |
|------------|---|----------------------|---|
| 3.4.1 | <ul style="list-style-type: none"> • Educate tenants who are interested in leadership (e.g., meeting facilitation, dispute handling, conflict resolution) • Promote awareness—who are the leaders/ reps, what they do, what you can go to them for • Provide support for in-building events—e.g., rooms and setup, logistics • Solicit opinions and advice from tenant leaders/ reps on decisions to ensure tenant voices are heard • Help tenant leaders/ reps connect with peers in other buildings who wish to meet and collaborate | | <p>‘ongoing’ Referred to Tenant Engagement</p> |
| | <ul style="list-style-type: none"> • Provide support for communications, e.g., dedicated bulletin boards, templates for meeting announcements, attendance, evaluation | | <p>‘ongoing’ - see update for QIP 2.3.1</p> |
| | <ul style="list-style-type: none"> • Establish a forum for tenant leaders/ reps to hear about building developments, offer ideas and suggestions for consideration, e.g., a regularly scheduled building “roundtable” with tenants, staff and agency representatives | | <p>Pilot tenant roundtables i.e. one building per region (targeted for completion in Q4 2024)</p> |

Quality Improvement Projects

One-year progress update



Agenda

- Quality Improvement Projects – Background
- Quality Improvement Projects – highlights of completed work
 - Pest Management
 - Safety and Security
 - Staff and Tenant Relations
- Next Steps

Quality Improvement Projects - Background



Quality Improvement Projects - Tracker

- QIPs aligned to the Strategic Directions Roadmap
- Quarterly tracker tool (aligned to Strategic Directions' time limited activities)
- A 'time limited' activity generally has an end date, whereas 'ongoing' work includes work that is done on a continuous basis and may include day-to-day operations work

Quality Improvement Projects - Status

48%
Complete

(15 of 31 recommendations)

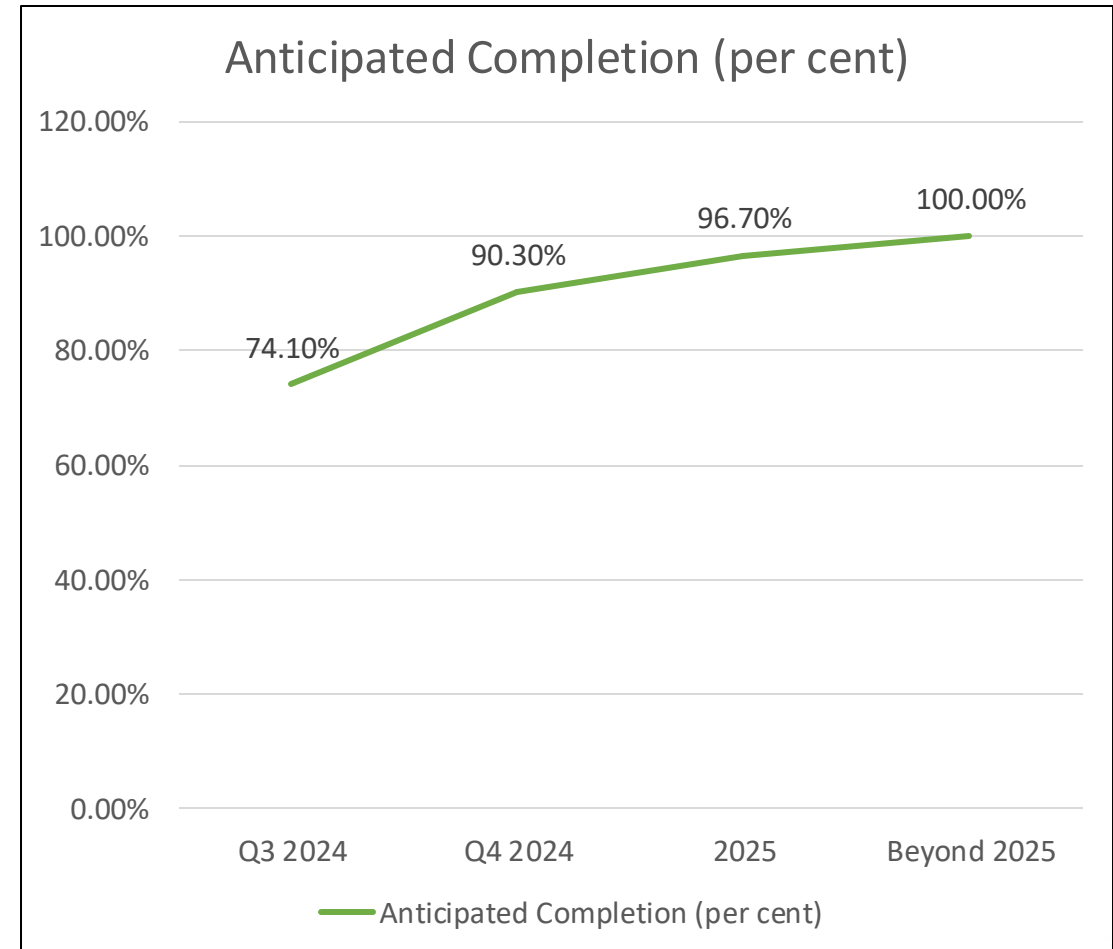
58 actions that are 'ongoing'

2 actions for future consideration

9 actions that are not feasible*

*May be out of TSHC's ability to action due to external service providers, existing building structure, resourcing limitations and legislation or legal agreements

9/3/2024



Pest Management

Quality Improvement Project



Pest Management QIP Highlights – Summary

- Tracking and reporting requirements have been enhanced
- Started in-house audits in Q1 2024, technicians are each able to perform two quality inspections per month
- Piloted an approach to reduce refusals for entry into units requiring pest treatment
- Updated the Notice of Entry and unit preparation sheet, for pest treatment, to make these notices easier to understand
- Launched a building cleanout pilot project
- Annual Unit Inspections (AUIs) now include inspections for pests

Pest Management QIP – highlights (1/4)

The Environmental Health Unit (EHU) team:

- Conducts vendor compliance
- Assists staff with heavily infested units
- Supports tenants in unit preparation
- Coordinates with Toronto Public Health
- Two additional technicians were hired at the end of 2023. There is now one technician per region, and an administrative staff person.

Pest Management QIP – highlights (2/4)



Analytics and Inspections

- Excel and HoMES have enabled enhanced tracking and reporting
- New in-house audits: EHU Technicians each perform two quality inspections per month
- Inspections for pests are now included in Annual Unit Inspections
 - Last year 706 units were flagged for pest treatment through AUIs

Pest Management QIP – highlights (3/4)

Pilot for High-risk buildings

- In September 2023, a full building cleanout was completed in South East region
- Staff were able to access all 194 units, locating evidence of pests in 59 units (41 of these units had not been reported by residents)
- Staff carried out preventative treatments in all units



Pest Management QIP – highlights (4/4)

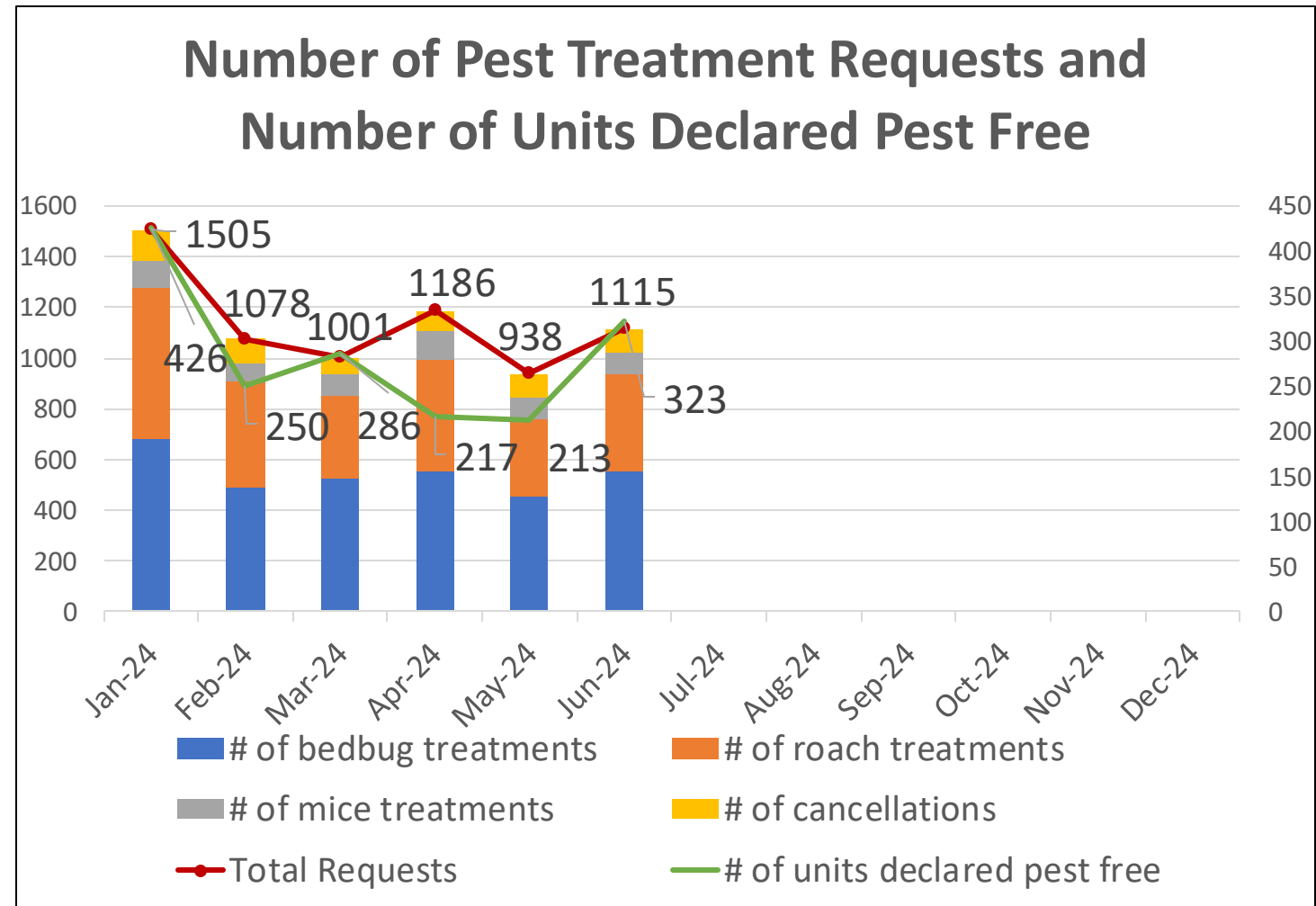
Pilot to reduce refusal of entry

- Supported by in-house paralegal services
- Two refusals for pest treatment results in a notice for eviction, which is reversible
- Increase in staff and vendor entrance into units that require treatment
- Notice of Entry (NOE) and unit preparation sheet have been updated to make the notices easier to understand.
 - NOE is now available in 13 languages

Pest treatments in Q2 2024

In Q2:

- Requests for treatment totaled 3239
- A total of 753 units were declared pest free
- Staff have assisted 24 tenants in preparation for treatment and coordinated the preparation of 13 units with Toronto Public Health



Safety and Security

Quality Improvement Project



Safety and Security QIP Highlights – Summary

- At the end of 2023 an additional Community Safety Advisor was added. There is now a total of two Community Safety Advisors supporting TSHC communities, and they are able to make recommendations for proactive patrols
- In 2024, anticipate safety audits to be completed on 26 percent of buildings managed by TSHC
- At the end of May 2024, limited building staff's ability to review security camera video footage was reinstated

Safety and Security QIP – highlights (1/2)

Staff Presence, Safety Audits, and Proactive Patrols

- Two Community Safety Advisor support TSHC communities
- Anticipate safety audits will be completed on 26 percent of the buildings in 2024
- CSAs, CSU officers and third-party security staff may make recommendations for areas to be patrolled
- CSAs monitor results of patrols to determine if activity is increasing or decreasing based on CSU presence. CSAs will review and make additional recommendations as needed

Safety and Security QIP – highlights (2/2)

Update on Security Cameras

- At the end of May 2024, limited staff's ability to review video was reinstated

Update on Lobby Cameras

- Rogers and Bell do not have plans to offer this service in the future
- It is not feasible to construct and implement an in-house lobby watch system, doing so would require significant financial investment and physical resources to install the necessary hardware into each residential unit

Staff and Tenant Relations

Quality Improvement Project



Staff and Tenant Relations QIP Highlights – Summary

- TSHC has introduced Annual Tenant Town Halls meetings
- Updated the Tenant Complaints Process
- TSHC has made communications more accessible for tenants so that notifications provided are timely and up-to-date, and TSHC continues to look for ways to evolve channels of communication to facilitate tenant access

Tenant Engagement – Highlights Summary

During the 2023 Quality Improvement Project team meetings the importance of having tenant leaders was frequently emphasized. As a result there were some QIP recommendations that were referred to Tenant Engagement.

- New approach to working with tenants developed in 2023: Community Connect+
- New Community Activities Fund Policy became effective in April 2024
- TSHC has been able to increase our capacity to engage tenants with the establishment of our Community Programs and Partnerships team

Staff and Tenant Relations QIP – highlights (1/9)

Community development

- Components of community development are a part of Seniors Services Coordinators (SSCs) and Community Services Coordinators (CSCs) roles
- Increased capacity to engage tenants in 2023 with the establishment of Community Programs and Partnerships team
- Significant uptake in Tenant Action Funds in 2023 which came from having staff promote funding and more uptake of Community Activities Fund in 2024
- Communications team promotes events and programs for tenants on social media, Seniors Speak and Regional Tenant Meetings

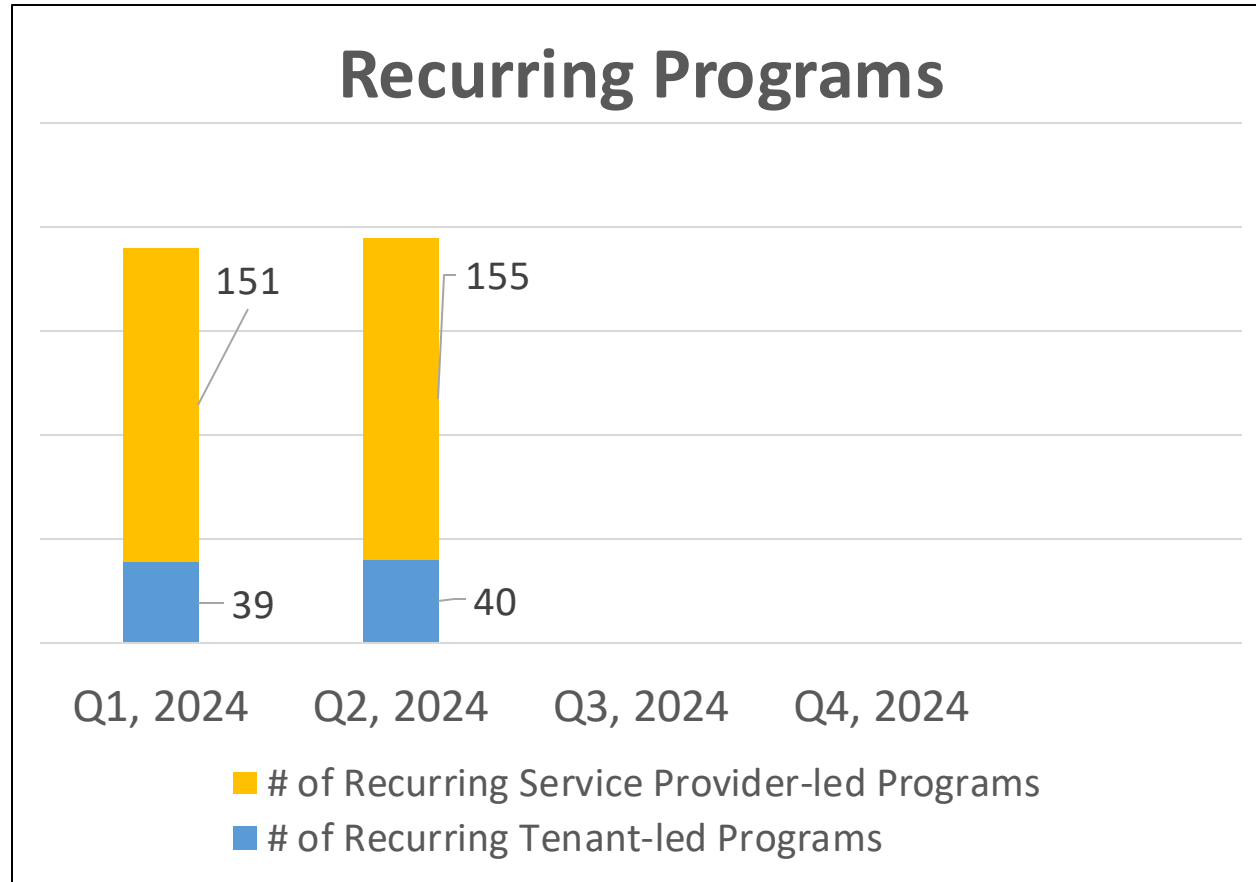
Staff and Tenant Relations QIP – highlights (2/9)

Community Activities Fund

- New policy went into effect April 2024
- Provides tenants with the necessary financial resources to improve the well-being of their communities and support events and activities. It outlines what can be funded and fund distribution process.
- As of Q2 2024, TSHC has distributed \$22,364 through the Community Activities Fund



Staff and Tenant Relations QIP – highlights (3/9)



Tenant-Led Programming

In Q2 2024, almost 26% of recurring programs were led by tenants

Staff and Tenant Relations QIP – highlights (4/9)

Opportunities for tenants to share ideas and meet staff

- Town Halls were introduced in 2023
- In 2023, tenants were given a refresher of building staff roles and responsibilities, and able to meet staff, 68 Tenant Town Halls were held for 79 buildings
- Annual Tenant Town Halls hosted by the Operations team will be an ongoing part of how we engage and work together with tenants

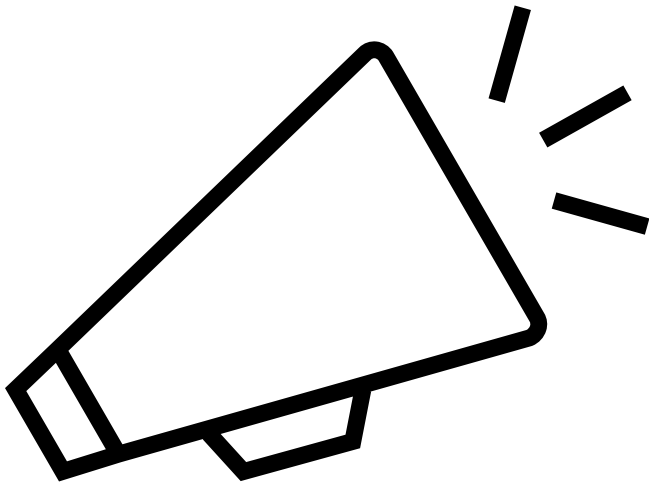


Staff and Tenant Relations QIP – highlights (5/9)

Opportunities for tenants to share ideas and meet staff

- Annual Building Planning Meeting introduced in 2024 where tenants gather to provide input on community building ideas for their building – 68 meetings were held with over 1500 tenants participating

Staff and Tenant Relations QIP – highlights (6/9)



- TSHC has made communications more accessible for tenants so that notifications provided are timely and up-to-date
- TSHC continues to look for ways to evolve channels of communication to facilitate tenant access

Staff and Tenant Relations QIP – highlights (7/9)

Updated Tenant Complaints Process

- Interim procedure has been posted to TSHC's website
- A complaint can be made if a tenant remains unclear about the status or outcome of a service request or if the Tenant Support Centre has not responded within 48 hours
- Tenants can track the progress of their service request at any time



Staff and Tenant Relations QIP – highlights (8/9)



Tenant Community Building

- Community Connect+ is our new approach to strengthen community connections as its top priority
- Through Community Connect+ we plan to foster new tenant volunteer relationships and increase skills to support tenant circles locally
- Tenants will identify community programming priorities through Annual Building Planning Meetings

Staff and Tenant Relations QIP – highlights (9/9)

In the first half of 2024:

- Implementation Table established with seven tenants advising on priorities and metrics for Community Connect +
- The table has drafted a Code of Conduct for Tenant Volunteers and informed future volunteer development and training
- Two temporary staff have been hired to support Community Connect +
- One temporary staff hired to support expansion of partnerships related to fulfilling requests for new programs in 2024 along with updating existing partnerships
- Three tenants at Partnership Table

What's next?



Upcoming work

Target completion - Q3 2024

- New Welcome Package for tenants
- Launch Understanding Dementia and Mental Health Training for all staff

Target completion - Q4 2024

- Investigate increased staff presence, and third-party security in high-risk buildings
- Feature in Seniors Speak on how to handle tailgating
- Building circles anticipated to be established by the end of 2024, for buildings that want to participate

Next steps – Reporting

- Final report on the progress of the quality improvement projects will be delivered in the new year and will include updates on activities completed during Q3 and Q4 2024
- It is anticipated that there will be three remaining QIP actions to be reported beyond 2024. Reporting on the completion of these actions will be included in future progress reporting for the Strategic Directions

Future Quality Improvement Project

- TSHC will review and adapt the QIP approach for a new Quality Improvement Project later this year
- In 2025, TSHC will identify a future Quality Improvement Project



Thank you!



9/3/2024



Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee (QTEC)
Meeting

Meeting Date: September 30, 2024

Topic: Use of Community Space Policy

Item Number: 12

To: Quality and Tenant Engagement Committee

From: Arlene Howells, Director, Engagement, Partnerships, and Communications (I)

Date of Report: September 16, 2024

Purpose: For approval

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee endorse the following recommendations to be forwarded to Board for approval:

- To adopt the Use of Community Space Policy, as set out in Attachment 1 of this report, and forward it to the TSHC Board of Directors with a Policy effective date of January 1, 2025; and
- Retire the Non-Residential Use of Space Policy for Tenants Policy (commonly called the Use of Space Policy), effective January 1, 2025.

Reason for Recommendation:

Toronto Seniors Housing Corporation (TSHC) has been carefully reviewing its tenant-facing policies to ensure that they align with the needs and expectations of its valued tenants. In 2022, TSHC initiated a project to gather feedback directly from tenants to help inform policy updates that impact them. This project began after interim approaches were taken during the transition period post-June 1, 2022.

As a part of this project, TSHC is now revising its policies for how tenants and agencies can utilize community space for events, programming, and casual use. The goals of these changes are to serve the needs of our tenants better and ensure they have access to the resources they need to thrive in our communities. It is also to ensure alignment with the new approach to engaging with tenants. As part of the process to get tenant input, Health Commons was retained to undertake tenant consultation by holding focus groups to review TSHC tenant-facing policies. Over ninety (90) tenants from thirty-six (36) buildings participated in these focus groups between November 2022 and April 2023. The Health Commons report outlined tenant feedback in four sections: The purpose of a “Use of Space” Policy, A Policy for all TSHC buildings, A process for using space within buildings, and Roles, responsibilities, and collaboration. Tenants suggested that:

- There needs to be clearer expectations and obligations for those hosting and attending activities in community spaces, including tenants, TSHC staff, and agencies.
- Programming should be aligned to tenant-identified priorities.
- The application process needs to be simplified for both tenants and agencies.

This feedback was also discussed with the Senior Tenant Advisory Committee (STAC), over 125 tenants at regional tenant volunteer meetings, and the Implementation Table for additional input.

The Use of Community Space Policy is designed to significantly enhance tenants' well-being, community building, friendship, and learning. It also clearly outlines the expectations and obligations for anyone hosting or attending programs in community spaces, including tenants, staff, agencies, and guests. The proposed changes have been carefully considered based on feedback from the tenant consultations, ensuring that the Policy is in the best interest of our tenants.

New Use of Community Space Policy

The new Use of Community Space Policy applies to all tenants, agencies, and staff. It was developed based on feedback from tenants and stakeholders to improve upon the previous Policy. The Policy outlines the booking process and criteria for different events and programs (e.g., one-time event use, or ongoing programming), addressing requirements for both tenants and agencies.

Key Policy Elements

TSHC staff met with the Senior Tenant Advisory Committee, the Implementation Group, and over 125 tenants from all four regions to review the proposed policy changes.

- The policy name has changed from “Non-Residential Use of Space Policy for Tenants” to “Use of Community Space Policy” based on tenant and stakeholder feedback.
- The Policy includes all tenant-facing activities (i.e. tenant and agency programming and events).
- Community Service Coordinators (CSCs) will hold building meetings with tenants to prioritize events and programming for their buildings.
- There will be overall Policy and community room guidelines based on tenant feedback.

- Agencies are required to complete a Vulnerable Sector Check before their building program starts.

Procedures and Oversight

To support the new Use of Community Space Policy, supporting procedures are being updated and will include:

- The removal of the \$75 deposit fee for private events.
- A simplified booking process for tenant-led programming and tenant-led events.
- Quarterly building calendars that outline current events and programs at each building.
- Simplified application forms. Forms are no longer than two pages.

In addition, process controls will be put in place to ensure a more structured approach to conducting planning meetings and managing the agreement components of the Policy.

- Applications will be closely monitored and supported by the Programs and Partnerships team, which thoroughly reviews applications and ensures alignment with building priorities.
- TSHC has built-in reporting metrics and quarterly reporting timelines for agencies.
- Agency agreements will be closely monitored and evaluated after each term.

Implications and Risks

As TSHC rolls out this new Policy, additional resources may be identified that would support implementation. This will need to be reviewed to manage resource availability (e.g., additional staffing support). TSHC will continuously monitor the budget and adjust the implementation plan accordingly to avoid any negative impact on the Policy's success and outcomes for tenants.

Failure to implement this policy may result in further isolation of individuals who rely on their participation in these activities and events for social networking and well-being.

Next Steps

Upon approval of this new Policy, the existing Non-Residential Use of Space Policy for Tenants will be retired as of January 1, 2025. It is important to note that all guidelines outlined in this new Policy will supersede those of the previous Policy.

The Use of Community Space Policy will begin on January 1, 2025.

Management will train staff on the new Policy after the board approves it in Q4 2024. Tenants will be informed about the new Policy through their Regional Tenant Meetings, the bi-monthly Tenant updates, Seniors Speak, and the TSHC website.

Arlene Howells

Director, Engagement, Partnerships, and Communications (I)

List of Attachments:

1. Use of Community Space Policy
2. Use of Community Space Policy - Presentation

Toronto Seniors Housing Corporation (TSHC)

Use of Community Space

Policy Sponsor: Director of Engagement, Partnerships and Communications

Approver: Board of Directors

Initial Approval Date: June 2022

Date of Last Revision, if applicable: June 2022

Effective Date: January 1, 2025

Policy Statement

Eligible tenants and agencies may use Toronto Seniors Housing Corporation's (TSHC) community spaces for events and programming activities. The objective of this policy is to govern the use of community space by tenants and agencies providing programs and services to tenants. The proper allocation and use of these community spaces help the Toronto Seniors Housing Corporation meet the community's needs.

Policy Objective(s)

The purpose of this policy is to establish clear guidelines, procedures, and standards for anyone wishing to use community space in TSHC-managed buildings.

Our Commitment

With a focus on unique needs for seniors, we are committed to being a leader in the delivery of quality affordable housing for seniors. Our commitment includes engaging and collaborating with our tenants, our staff, and our partners towards providing excellent service for the well-being of our tenants.

Our Shared Values

Toronto Seniors Housing Corporation policies, procedures, and directives, including the Community Use of Space Policy, are based on our shared values. These values inform our decision-making and guide our behaviour in all activities related to our work.

Respect – Our culture is built on respect, trust and open and honest communication among tenants, staff, and service providers. We respect each tenant's independence and privacy. We will assist tenants to find the services they prefer.

Inclusion – Quality of life for seniors is enhanced by living in vibrant and diverse communities. We strive for inclusion and equity.

Accountability – We are accountable to our tenants, our shareholder (the City of Toronto), and the public. We are committed to transparency. We are clear on our goals. We set targets and report our results. We demonstrate integrity and responsible stewardship of our resources.

Innovation – We are creative, innovative, adaptive, and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change, energizing communities, and partners to join us to achieve our mandate

Scope

This Policy applies to:

- TSHC Tenants;
- Agencies providing programming;
- Toronto Seniors Housing Corporation employees;
- Community space operated by Toronto Seniors Housing Corporation.

Out of Scope

- Agencies leasing space (For more information, please refer to Exclusive Use of Space Policy for Agencies);
- Commercial Space; and
- Residential space.

Definitions

Agency: In this Policy, an agency is an incorporated not-for-profit organization, a registered charity with the Canada Revenue Agency, a healthcare service provider as defined by the *Regulated Health Professions Act, 1991, SO 1991, c 18*, a City of Toronto department or subsidiary. In this Policy, in order to be considered an agency at TSHC, they must have an approved *Agency-led Community Event*, or *Recurring Use of Community Space agreement* and the appropriate insurance in place.

Commercial Space: Space within a Toronto Seniors Housing Corporation building designated by Toronto Seniors Housing Corporation for commercial, retail or industrial use permits commercial or mercantile activity and can be leased out in exchange for rental revenue. Commercial space is not available for tenants to use under this Policy.

Community Event: A one-time event:

- that is open to all tenants;
- that is free for tenants; and
- where the activities and purpose of the event are to improve the health and well-being of tenants.

Community Space: Shared use of space by tenants, guests, and agencies at various times of the day or week on a recurring basis to provide programs, services, and activities that benefit tenants, such as a community room, library or recreation room. For example, an agency that provides a weekly Exercise and Falls Prevention class on a recurring basis in the recreation room at a building. These spaces are not intended for commercial, retail, or industrial use.

Casual Use: The availability of a room for drop-in use by tenants during opening hours when the room is not pre-booked for any activity or event.

Exclusive Use of Space: An agreement exists with a service provider for use of the space by a sole occupant for a defined time period, when programs, services and activities are provided.

Nominal Fee: This is a small charge for participating in a program or service. This is a recovery cost associated with providing a program or service. In this Policy, only agencies can charge a nominal fee.

Non-Residential Space: Space within a Toronto Seniors Housing Corporation-managed building used for purposes other than providing residential housing. All non-residential space is further designated into one of the following categories:

- community space; or
- commercial space.

One-Time Use of Community Space: Use of the community space by a tenant, tenants, or an agency for a defined, non-recurring time for a:

- private event; or
- community event.

Private Event: A one-time event that is not open to all tenants or the public, such as a birthday party or a wedding. Only tenants can use community space for private events. Agencies are not allowed to book space for private events.

Residential Space: Space that is used for residential housing pursuant to the *Residential Tenancies Act, 2006*, SO 2006 c 17 (the “RTA”), as amended from time to time.

Tenant: A person who, pursuant to a residential lease agreement with Toronto Seniors Housing Corporation or a Toronto Seniors Housing Corporation-approved sub-landlord, lives in a Toronto Seniors Housing Corporation-managed building.

Roles and Responsibilities

Community Programs and Partnerships Team (CPP)

- Responsible for reserving space for one-time and recurring events in community spaces. In consultation with Regional Operations, Community Programs and Partnerships, staff are responsible for monitoring activity to ensure compliance with this policy and related procedures.
- Responsible for organizing building meetings to determine tenant priorities for programming at their buildings.

Regional Operations Manager(s)

- Responsible for reviewing and approving Use of Community Space applications.

Tenant Engagement and Services Supervisor (TESS):

- Responsible for assisting staff with submitting the Use of Community Space application and coordinating the space by supporting the process for key access.

Senior Services Coordinator (SSC):

- Responsible for assisting tenants in applying for the Use of Community Space and coordinating the space by allowing key access. The SSC can also print flyers for any community events.
- Responsible for collecting fees from tenants hosting a private event and sending them to their Programs and Partnerships Clerk for processing.

Policy Content

Equity Impact Statement

Toronto Seniors Housing Corporation is committed to providing an inclusive living environment free of discrimination and harassment consistent with the principles outlined in the Ontario Human Rights Code (“Code”), and the Accessibility for Ontarians with Disabilities Act (“AODA”).

Use of community space must not conflict with Toronto Seniors Housing Corporation’s policies, including but not limited to Toronto Seniors Housing Corporation’s Human Rights, Harassment and Fair Access Policy or applicable legislation, including but not limited to the Code and AODA.

Guiding Principles

Having a set of guiding principles is crucial for making well-informed decisions. These principles act as a compass, helping us navigate complex situations and ensuring our decisions are fair and just.

- **Limited Time** – Private bookings and community events should not exceed five (5) hours. All other agency and tenant-led programming should not exceed three (3) hours per program. Additional hours require approval from the Regional Operations Manager. Attendees must exit at least 15 minutes earlier than their allocated time to allow for the next event set-up.
- **Notify All** – Signage in buildings is essential to convey what is happening and who is welcome (casual use, community event, community program, or private event).
- **Event Clean-up**—Those hosting and/or participating in activities are responsible for cleaning the room promptly after use and leaving it in a condition suitable for the next group by following the community room and kitchen guidelines.
- **Triaging requests** – Tenant-led and recurring activities should be prioritized over others. Larger inclusive events have priority over private events.
- **First-come, first-booked**—Those who book first should be favoured (though there may be instances when conversations about rescheduling are necessary).
- **Watching the numbers** – Clear capacity limits for each room should be established and communicated during planning.
- **Link to Tenant Priorities** – The activity or program should be tied to an identified need or interest expressed by the tenant community in a building. This does not apply to private events.
- **Addressing Access**—If tenants have ongoing difficulty accessing a program or activity in their building, the situation should be reviewed, and solutions should be explored with the hosts.

A. Criteria for Use of Community Space

Toronto Seniors Housing Corporation oversees allocation and decision-making for community space. Regional Operations, in partnership with the Community Programs and Partnerships team, assesses and approves Use of Community Space agreements. To remain compliant with applicable laws, TSHC has the sole discretion to restrict agencies in any particular residential complex and/or restrict services agencies are allowed to provide.

Tenants and agencies must satisfy all eligibility criteria to be considered for use of community space.

1. One-time Community events led by Tenants and Agencies

To be eligible for community events and non-exclusive use of community space, tenants and agencies must:

- 1.1. Primarily serve and benefit tenants by meeting a community need or priority.
- 1.2. Have a mandate and conduct activities that do not conflict with Toronto Seniors Housing's Vision, Policies, or applicable legislation, including but not limited to the *Code*, *AODA*, and the *RTA*.
- 1.3. Tenants wanting to hold a community event must complete a "*Tenant-Led Recurring Programming or Community Event Reservation Form*."
- 1.4. Agencies wanting to hold a community event must complete an "*Agency-led Community Event*" form.

2. One-Time Private Events for Tenants

To be eligible for private events, tenants must:

- 2.1. Conduct activities that do not conflict with Toronto Seniors Housing's Vision, Policies or applicable legislation, including but not limited to the *Code*, *AODA*, and the *RTA*.
- 2.2. Complete an application form (*One Time Use of Community Space Application Form*) and Insurance form and submit it to TSHC's Community Programs and Partnerships team at least 30 days before a private event or as otherwise advised by TSHC. Insurance requirements can be found in section B2.
- 2.3. Leave the room in the same condition it was given. If tenants fail to leave the room in the same condition it was given, they will lose the privilege of applying to use the space for up to two (2) years from the event in question.
- 2.4. Follow the *Guiding Principles* listed in this policy and the Community Room and Kitchen guidelines. Guests attending an event must also follow these guidelines.

3. Agency-led Recurring Programming (Non-Exclusive Use of Community Space)

To be eligible for recurring programming, agencies must:

- 3.1. Primarily serve and benefit tenants by meeting a community need or priority.
- 3.2. Submit a completed *Recurring Use of Community Space Agreement* form to useofspace@torontoseniorshousing.ca at least thirty (30) days before the first date of a recurring event or as otherwise stated by TSHC.
- 3.3. Have at least 75% of program attendees be TSHC tenants.
- 3.4. Ensure that all program marketing materials, such as posters in buildings, are available in the top three (3) languages spoken by the building's residents.
- 3.5. Ensure that any supplies or items brought to the building are returned with them at the end of the program.

4. Tenant-led Recurring Programming

To be eligible for tenant-led recurring programming, tenants must:

- 4.1. Primarily serve and benefit tenants by meeting a community need or priority.
- 4.2. Complete a *Tenant-Led Recurring Programming or Community Event Reservation Form* and email it to useofspace@torontoseniorshousing.ca to book Community Space for recurring programming.
- 4.3. Not charge a fee to attendees for any tenant-led recurring programming.
- 4.4. Be inclusive to all tenants in the building. If tenants would like to book the room exclusively for their own private use, please refer to section A2 of this Policy.

Bookings will be on a first-come-first-served basis. All bookings must align with the building's tenant priorities. TSHC has the right to stop any programming that does not adhere to its guidelines and policies.

Bookings can last up to one year. At the end of their term, tenants must renew their bookings with a new reservation form. Tenants are not required to obtain separate insurance for low-risk tenant-led recurring programming such as hiring an entertainer to perform, dancing, crafting, and playing indoor games.

Tenants are responsible for running programming independently or with other tenants. If agencies are involved in programming with a tenant, they must adhere to the guidelines in Section A3 (Agency-led Recurring Programming).

Although the room is reserved for recurring programming led by tenants, other tenants can still access the space and not participate in the program. For example, if a tenant would like to host a game night every Thursday, other

tenants can still access the Community Space and read their books. Tenants are required to be respectful and considerate of the reservation booking.

5. Casual Use

- 5.1. All building tenants can use community spaces for casual use when no events or programs are scheduled. Tenants cannot exclude other tenants from using this space.
- 5.2. If tenants would like exclusive use of community space for themselves and their guests, please refer to section A2 of this Policy.
- 5.3. If tenants fail to comply with sections A5.1 and A5.2, they may be prohibited from using community spaces for a maximum of two (2) years.

B. Fees Deposit and Insurance, and Additional Requirements

The following outlines fees and costs for the use of community space:

1. One-time Community events led by Tenants and Agencies

- 1.1. Tenants or agencies holding a community event will not be subject to a deposit to occupy the agreed-upon community space for the community event.
 - 1.1.1. TSHC's liability insurance covers community events held by tenants, which may eliminate the requirement for tenants to purchase separate insurance (unless otherwise stated by TSHC). However, tenants may purchase their own insurance to protect their own interests.
 - 1.1.2. Include Toronto Seniors Housing Corporation *and* Toronto Community Housing Corporation as additional named insured on the general liability Policy for liability arising from the insured's operations.
 - 1.1.3. Provide Toronto Seniors Housing Corporation with a *Certificate of Insurance* at least fourteen (14) days before the event.
 - 1.1.4. Maintain the insurance coverage for the entire duration of the event.

2. One-time Private Events for Tenants

- 2.1. All tenants using community space must obtain valid and appropriate insurance as required by Toronto Seniors Housing Corporation and provide proof of coverage for the duration of the event as listed in the *One Time Use of Community Space* application form. Tenants are required to have insurance coverage before submitting their application.

- 2.2. All tenants submitting a *One-Time Use of Community Space* application form must:
 - 2.2.1. Obtain \$5,000,000 general liability insurance coverage for the event.
 - 2.2.2. Include Toronto Seniors Housing Corporation *and* Toronto Community Housing Corporation as additional named insured on the general liability Policy for liability arising from the insured's operations.
 - 2.2.3. Provide Toronto Seniors Housing Corporation with a *Certificate of Insurance* at least fourteen (14) days before the event.
 - 2.2.4. Maintain the insurance coverage for the entire duration of the event.
- 2.3. Tenants must pay a \$75 non-refundable fee to book a private event. Tenants can coordinate payments with their local Senior Services Coordinator (SSC).

3. Agency-Led Recurring Programming (Non-exclusive Use of Community Space)

- 3.1. Agencies entering a non-exclusive use of community space agreement will not be charged a deposit to occupy the community space for prescribed programs and activities.
- 3.2. Agency Program Leads that will be visiting TSHC buildings must conduct a [Vulnerable Sector Check](#) through the Toronto Police Services before the program start date.
- 3.3. All agencies submitting a *Use of Community Space for Recurring Programming* application must:
 - 3.3.1. Obtain \$5,000,000 general liability insurance coverage for the event.
 - 3.3.2. Include Toronto Seniors Housing Corporation *and* Toronto Community Housing Corporation as additional named insured on the general liability Policy for liability arising from the insured's operations.
 - 3.3.3. Provide Toronto Seniors Housing Corporation with a *Certificate of Insurance* when submitting the agreement
 - 3.3.4. Maintain the insurance coverage for the full duration of the event.
- 3.4. Agencies may charge a nominal fee for programming with prior permission from TSHC management.

4. Tenant-Led Recurring Programming (Non-Exclusive Use of Community Space)

- 4.1. Tenants holding a recurring program will not be subject to a deposit to occupy the agreed-upon community space.
- 4.2. TSHC's liability insurance covers tenant-led programming, which may eliminate the requirement for tenants to purchase separate insurance (unless otherwise stated by TSHC). However, tenants may purchase their own insurance to protect their own interests. For clarity, tenants are not fully covered under TSHC's liability policy.
- 4.3. Tenants cannot charge a nominal fee for their programming.

5. Casual Use

- 5.1. Tenants using Community Space for casual use will not be subject to a deposit to occupy the space.
- 5.2. Tenants may not be required to purchase separate insurance for casual use (unless otherwise stated by TSHC). However, tenants may purchase their own insurance to protect their own interests. For clarity, tenants are not covered under TSHC's liability policy.

Vulnerable Sector Check

Before providing programs and services to tenants, all agencies providing a program or service must complete a Toronto Police Service Vulnerable Sector Check for each individual providing such programs and services. Tenants are not required to complete a Vulnerable Sector Check.

Toronto Seniors Housing Corporation, at any time and in its sole discretion, shall be entitled to inspect all documentation and records relating to any agency's completion of [Vulnerable Sector Check](#) and to verify that all Vulnerable Sector Checks have been completed.

Related Legislation, Regulations, and TSHC Policies:

Includes, but is not limited to:

- Visitor and Guest Policy
- Community Activities Fund Policy
- Translation and Interpretation Policy (under review)
- *Accessibility for Ontarians with Disabilities Act, 2005, SO 2005 c11*
- *Human Rights Code, RSO 1990, c H19; and*
- *Residential Tenancies Act, 2006, SO 2006, c 17.*

Amendments (Revision History):

New Policy

This Policy replaces the former *Non-Residential Use of Space for Tenants Policy, and Non-Residential Use of Space for Agencies Policy*, retired on January 1, 2025.

Next Scheduled Review Date: January 2028

This policy will be reviewed once every three years.

Policy Contact

Manager, Community Programs and Partnership Appendices

- Procedure – One-Time or Recurring Use of Community Space for Tenants
- Procedure – Recurring Use of Community Space for Agencies
- Procedure – One-Time or Recurring Use of Community Space for Agencies



Toronto Seniors Housing Corporation

Use of Community Space

Quality, Tenant, and Engagement Committee

September 30, 2024

ATTACHMENT 2

Use of Community Space

The Use of Community Space Policy is here to help tenants, agencies, and staff understand the conditions for using our community spaces.



It encourages tenants to use community spaces to build connections, make friends, learn new things, and develop leadership skills.



The policy explains what is expected from tenants and agencies organizing and taking part in activities in community spaces, ensuring a positive experience for everyone.

Consultation Sessions

125

Consulted with over **125 tenants** from all four regions during the Regional Meetings

24

Met with **24 staff members** from almost every department to review the policy and key processes

3

Provided an overview of the Policy and gathered feedback at **3 STAC meetings**

1

Met with the **Implementation Table** to gather input on the Use of Community Space forms

Current State

Use of Space Policy (Tenants)

**Recurring
Programming**
(tenants only)

One-time Events
(tenants only)

Community Events
(tenants only)

Private events
(tenants only)

Proposed Future State

Use of Community Space Policy
(tenants and agencies)

**Recurring
Programming**
(tenants and agencies)

One-time Events
(tenants and agencies)

Community Events
(tenants and agencies)

Private events
(tenants only)

Proposed Key Policy Changes



Tenant-Facing Policy

As a result of tenant feedback, this policy now includes recurring programming and events led by agencies.

Updated Definitions

This policy clarifies the definitions of a community space and distinguishes between "casual use" vs. "private use."

Building Planning Process Meetings with Tenants

CSCs will hold building meetings with tenants to prioritize events and programming for their buildings.

New Guidelines

Staff are developing overall policy guidelines and community room guidelines based on tenant feedback.

Vulnerable Sector Check for Agencies

Agencies are required to complete a Vulnerable Sector Check before their building program starts.

Proposed Guiding Principles



Proposed Community Space Guidelines



All programs and activities must benefit tenants and align with TSHC policies.



Tenants and agencies are expected to clean up after themselves and leave the space as they found it at the end of each use.



TSHC has a zero-tolerance policy for harassment against tenants, staff, and agencies.



The consumption of alcohol and narcotics is not permitted within Community Spaces.



Anyone using the Community Space must comply with all relevant rules and laws regarding public conduct and safety.

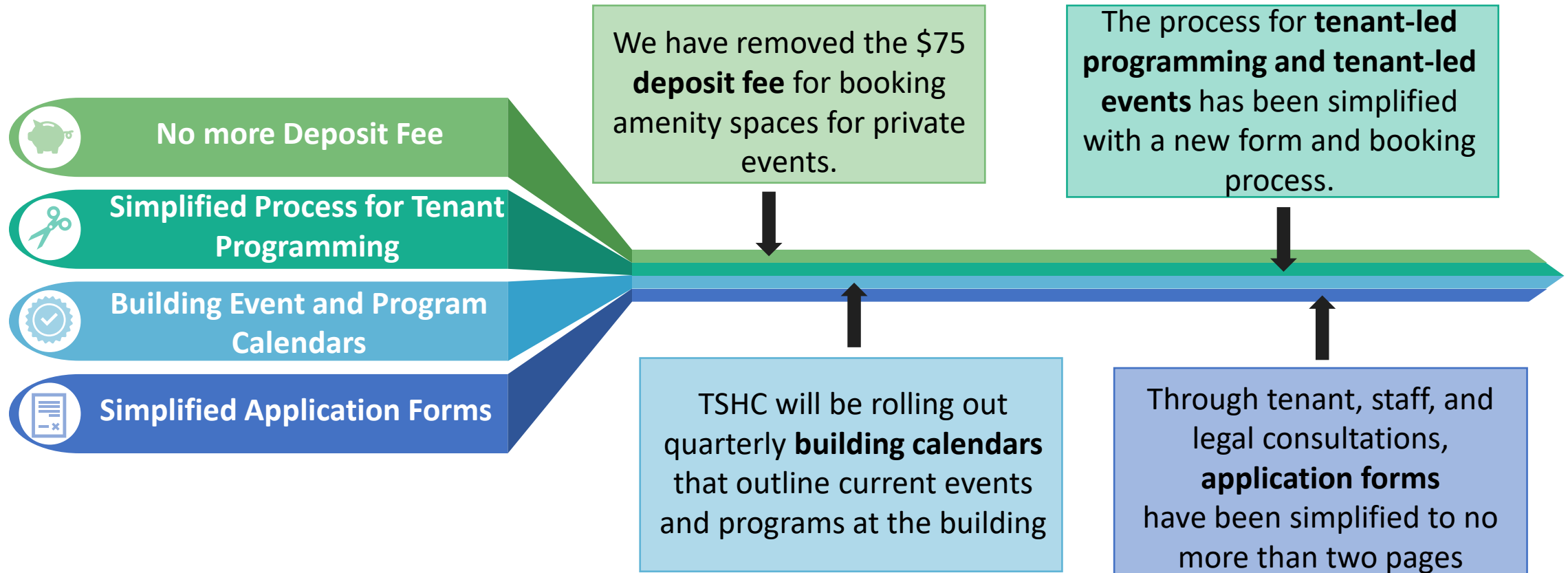


Pets are allowed in community spaces and owners are to ensure they care for and clean up after their pets.



Community room equipment (including exercise equipment) can be used at your own risk.

Proposed Key Procedural Changes

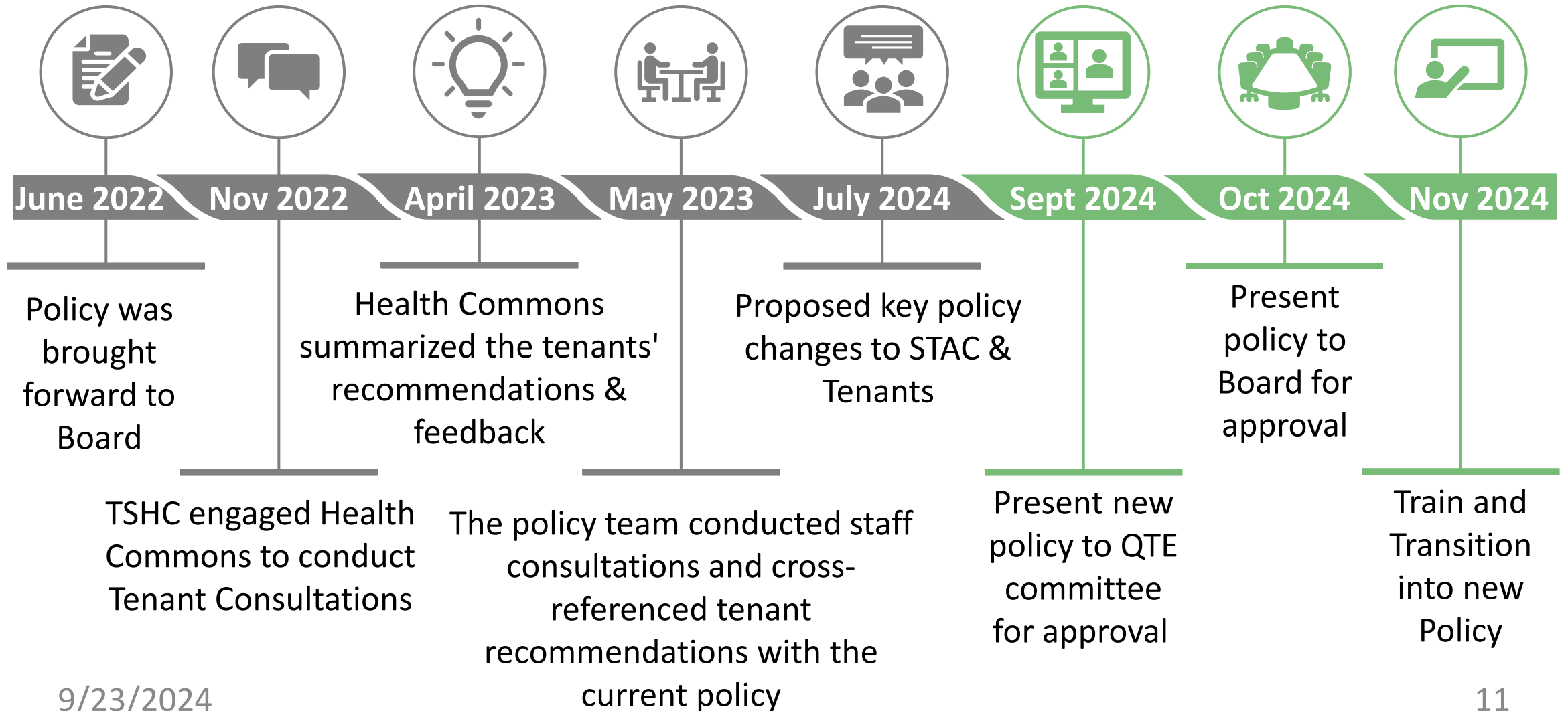


Insurance, Fees, and Forms

| | | Required | | |
|-----------|-------------------|-----------|------|-----|
| Applicant | Type of Program | Insurance | Form | Fee |
| Tenant | Private Event | X | X | X |
| Tenant | Community Event | | X | |
| Tenant | Recurring Program | | X | |
| Tenant | Casual Use | | | |
| Agency | Community Event | X | X | |
| Agency | Recurring Program | X | X | |

- Reservation Form (for tenants, used for recurring programming or community events) is one page long
- The form for One-Time Community Use of Space (private event or community event) for tenants is now 1.5 pages long.

Timeline



Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee (QTEC)
Meeting

Meeting Date: Monday, September 30, 2024

Topic: Update on Programs, Partnerships and Engagement

Item Number: 13

To: Quality and Tenant Engagement Committee

From: Arlene Howells, Director, Engagement, Partnerships, and Communications (I)

Date of Report: Monday, September 30, 2024

Purpose: For information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee receive this report for information.

Reason for Recommendation:

At the July 2024 QTE meeting, an update was requested on the programs and partnership activities. The attachment labeled QTE September Update Programs and Partnership provides updates on the tenant- and provider-led programs and recommendations for actions in 2024 and 2025 related to programs.

The report also addresses the work underway to strengthen partnerships with social and health service providers. It outlines the

current challenges, and activities to deliver on tenant requests for provider-led programs in 2024. It also provides key steps in the partnership renewal process.

Also included is an update on year-to-date key engagement activities that support tenants having a greater voice in their communities and community capacity building. As a result of working with the tenant-guided Implementation Table, a new, draft Tenant Volunteer Code of Conduct has been developed. Attachment 2 is the draft document that was shared with STAC, Regional Tenant Volunteers, and staff for input. The document is being shared with QTE for awareness before going to the board for final approval in October.

Arlene Howells

Director, Engagement, Partnerships, and Communications (I)

List of Attachments:

1. QTE September Update Programs and Partnerships
2. Draft Tenant Volunteer Code of Conduct

Update on Programs, Partnerships, and Engagement

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

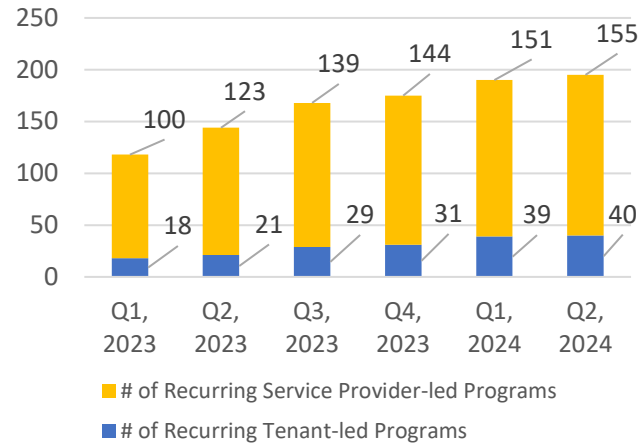


Programs



Year Over Year Changes

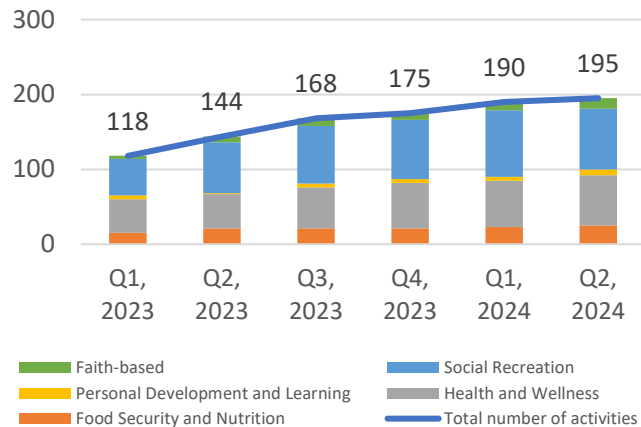
Support for Seniors – Recurring Programs for Seniors



- Programs are vital for senior tenants as they cater to their unique needs and contribute to their overall quality of life. Over the last two quarters, we have seen consistent numbers of recurring programming offered to seniors living in TSHC, including an expansion in the number of recurring tenant-led programs since the previous year.
- Over half (55%) of tenants surveyed (2023/2024) 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.
- TSHC held annual building planning meetings, at the beginning of the year, to identify priorities for each building's Community Activities Fund; tenants requested 300+ tenant-led activities, along with over 300+ new program requests and 300+ equipment requests.

Year Over Year Changes

Support for Seniors – Building Activities

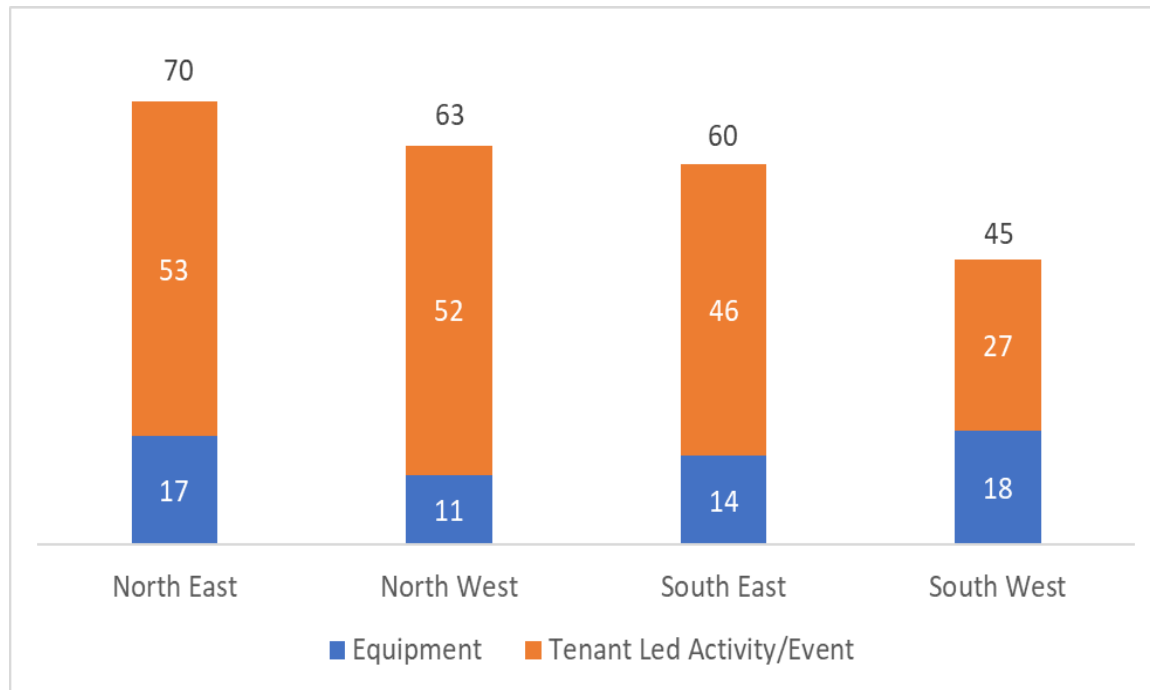


- A total of 195 recurring programs led by tenants and service providers are currently being offered in TSHC buildings, reflecting an increase of 3% as compared with those offered in Q1, 2024, and a significant increase of 26% as compared with those offered in the same quarter (Q2) of 2023.
- 55 partners provide a variety of activities covering themes such as food security and nutrition, health and wellness, personal development and learning, social recreation, and faith-based activities.
- Tenant activities focus on social recreation such as teas, crafts, movie nights, and celebration events.

CAF Update

| CAF Category | Building Planning Meetings | CAF Requests to be Completed by Regions | CAF Applications Received | % Received | Completed | % Completed |
|------------------------------|----------------------------|---|---------------------------|------------|-----------|-------------|
| Equipment Wishlist | 321 | 173 | 60 of 148 requests | 41% | 35 of 60 | 58% |
| Tenant Led Activities/Events | 351 | N/A | 178 | 51% | 79 | 44% |

CAF Applications Received



NOTE:

A total of 321 equipment requests were received. **173** were identified as not being CAF eligible but could be covered under the region budgets. The remaining **148** CAF requests are CAF-eligible however we have only received 60 CAF applications. 48 requests for cable and/or Wi-Fi (ineligible this year for CAF)

The number of CAF applications submitted for tenant-led activities is consistent with feedback received from tenant circles in that building communities prefer to use the CAF budget towards activities and events that promote social connectedness.

CAF Update

Equipment – Completion %

| Status | North East | North West | South East | South West | Total |
|------------------------|------------|------------|------------|------------|------------|
| Received | 17 | 11 | 14 | 18 | 60 |
| Completed | 13 | 7 | 6 | 9 | 35 |
| Completion Rate | 76% | 64% | 43% | 50% | 58% |

Activity/Event – Completion %

| Status | North East | North West | South East | South West | Total |
|------------------------|------------|------------|------------|------------|------------|
| Received | 53 | 52 | 46 | 27 | 178 |
| Completed | 28 | 17 | 21 | 13 | 79 |
| Completion Rate | 53% | 33% | 46% | 44% | 44% |

CAF Applications – Completed (\$)

| Category | North East | North West | South East | South West | Total |
|---------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Equipment | \$2,151.04 | \$1,793.29 | \$1,910.90 | \$5,360.99 | \$11,216.22 |
| Tenant Led Activity/Event | \$44,439.97 | \$37,236.24 | \$18,622.21 | \$17,359.31 | \$117,657.73 |
| Total | \$46,591.01 | \$39,029.53 | \$20,533.11 | \$22,720.30 | \$128,873.95 |

- Budget reviews near completion with all buildings
- Staff meeting with tenants to get an early start on CAF requests for 2025
- Tenant feedback indicates that they would like to see flowers, plants, and cable added to the eligibility list for CAF. The CAF policy is slated to be reviewed in three years.

Programs Year to Date

- Tenant Led Programs
 - 4385 tenants participated in events – approximately 30% of all tenants
 - Events by Region:
 - NE 16 events with 2,243 attendees
 - NW 10 events with 1,075 attendees
 - SE 10 events with 715 attendees
 - SW 5 with 352 attendees
 - 95% of those providing feedback from the summer events were happy with 5% noting there are areas for improvement – catering – luncheon vs. on-the-premise BBQ not well received – not enough options for how to deliver the summer events/BBQs for some
- Provider Led Programs
 - Very limited capacity in this area and will focus efforts to deliver these in 2025

Growth Areas for 2024/25

- Most program requests in 2024 are in the Personal Development, Health, and Wellness areas – which implies that tenants want more personal capacity-building skills on the one hand and improved access to services and support where and when they need them on the other
- We have had limited capacity to add new programs this year while working to deliver support for tenant-led events and some equipment requests
- Deliver new partnerships, where we can, to support tenant requests for new programs



Program Recommendations

2024

- Q3-Q4, begin conversations with tenants about what tenant-led events they would like to have in 2025 to deliver more events earlier
- Q3-Q4, use feedback from summer events/BBQs to improve tenant experience for fall/winter holiday events and consider changes to CAF Policy from feedback in 2024
- Q4, begin to build capacity by introducing learning, development, and training opportunities for regional tenant volunteers
- Q3-Q4, use the partnership renewal process to try to match existing partners to 2024 requests for new programs

2025

- Q1-Q2, implement data collection from tenants on whether tenant- and provider-led programs are meeting their needs
- Ongoing, continue a more options-based approach to tenant-led events
- Deliver on partner-led program requests from 2024

Partnerships



Background

- On June 1, 2022, partnerships relevant to Toronto Seniors Housing Corporation were transitioned from TCHC with all partnership files were transitioned “as is” (e.g., stale-dated or lacking an up-to-date certificate of insurance)
- Later in 2022, TSHC developed a validation form to get interim agreements and certificates of insurance in place – formal agreements were not set up to supersede previous agreements that were transitioned due to capacity
- In July 2023, work began to try and understand the various agreements and their status
- In September 2023, a new standard agreement was drafted with external legal counsel who advised us that TSHC needs the consent of the landlord per the Transition Agreement to change partnership agreements
- Between October 2023 and June 2024, TSHC and TCHC have had discussions about the partnership agreements, and, TSHC provided its draft agreement, the present partners, and the program list to TCHC – legal counsel for both sides were present for some of these discussions
- In mid-June, a Contracts Management Specialist was hired to assist in getting new agreements in place, updating certificates of insurance, implementing a new intake process, and documenting the renewal process for the future
- In August 2024, the renewal process to put new agreements in place and get updated certificates of insurance began

North East Region

| Partner | Program Type |
|--|--|
| Carefirst Seniors and Community Services Association | Social Recreation, Personal Development |
| Chinese Evangelical Alliance Church of Toronto | Faith-based |
| City of Toronto - Seniors Services and Long-Term Care* | Health and Wellness - *supportive housing at other sites |
| Daily Bread Food Bank | Food Security |
| Flemingdon Park Ministries | Health and Wellness, Food Security |
| Friends of Jesus Christ Church | Food Security |
| Hope Kitchen | Food Security |
| Mobility Matters | Health and wellness across three sites |
| Scarborough Centre for Healthy Communities | Health and Wellness |
| Scarborough Senior Tamil's Association | Social Recreation |
| Second Harvest | Food Security at three sites |
| SOSO World Ministries | Food security |
| SPRINT | Social Recreation, Food Security, Health and Wellness across two sites |
| Sri Sathya Saibaba | Food Security across two sites |
| The Neighbourhood Organization (TNO) | Social Recreation across two sites |
| Toronto Intergenerational Partnerships in Community | Social Recreation across two sites |
| Toronto Paramedic Services | Health and Wellness across three sites |
| Toronto Swatow Baptist Church | Faith-Based |
| Transcare Community Support Services | Health and Wellness across two sites |

North West Region

| Partner | Program Type |
|-------------------------------------|--|
| Baycrest Hospital | Social Recreation and Health Wellness across six sites |
| Bernard Betel Centre | Social recreation across five sites |
| Black Creek Community Health Centre | Health and Wellness |
| Canadian Red Cross | Health and wellness across two sites |
| Dancing with Parkinson's | Social Recreation across two sites |
| Destiny Pavilion Church | Health and Wellness and Food Security |
| Elsbeth Heyworth Centre | Social Recreation across three sites |
| Jewish Russian Community Centre | Faith-based |
| LA Centre for Active Seniors | Food Security and Health and Wellness |
| LOFT Community Services | Social Recreation across two sites |
| Lumacare | Health and Wellness across three sites |
| Mozia Women's Network Society | Social Recreation and Health and Wellness |
| North York Seniors Centre (NYSC) | Social Recreation and Health and Wellness across two sites |
| North York Vedic Sabha | Social Recreation and Health and Wellness across six sites |
| Northwood Neighbourhood Services | Social recreation |
| Ohalei Yoseph Yitzchak | Faith-based |
| Toronto Public Library | Personal development |

South East Region

| Partner | Program Type |
|--|--|
| City of Toronto - Seniors Services and Long-Term Care* | Health and Wellness - *supportive housing at other sites |
| Community Centre 55 | Food Security |
| Dixon Hall | Social Recreation |
| Eastview Community Centre | Social Recreation across three sites |
| Neighbourhood Group | Social Recreation |
| Novo Peak Health | Social Recreation and Health and Wellness |
| Scarborough Food Security Initiative | Food Security |
| South Scarborough Chinese Alliance | Faith-Based |
| St. Jamestown Community group | Health and Wellness |
| Sunshine Centres for Seniors | Social Recreation across three sites |
| Toronto Intergenerational Partnerships in Community | Social Recreation and Health and Wellness across three sites |
| Toronto Paramedic Services | Health and Wellness |
| Transcare Community Support Services | Health and Wellness |
| Woodgreen Community Services | Health and Wellness across two sites |

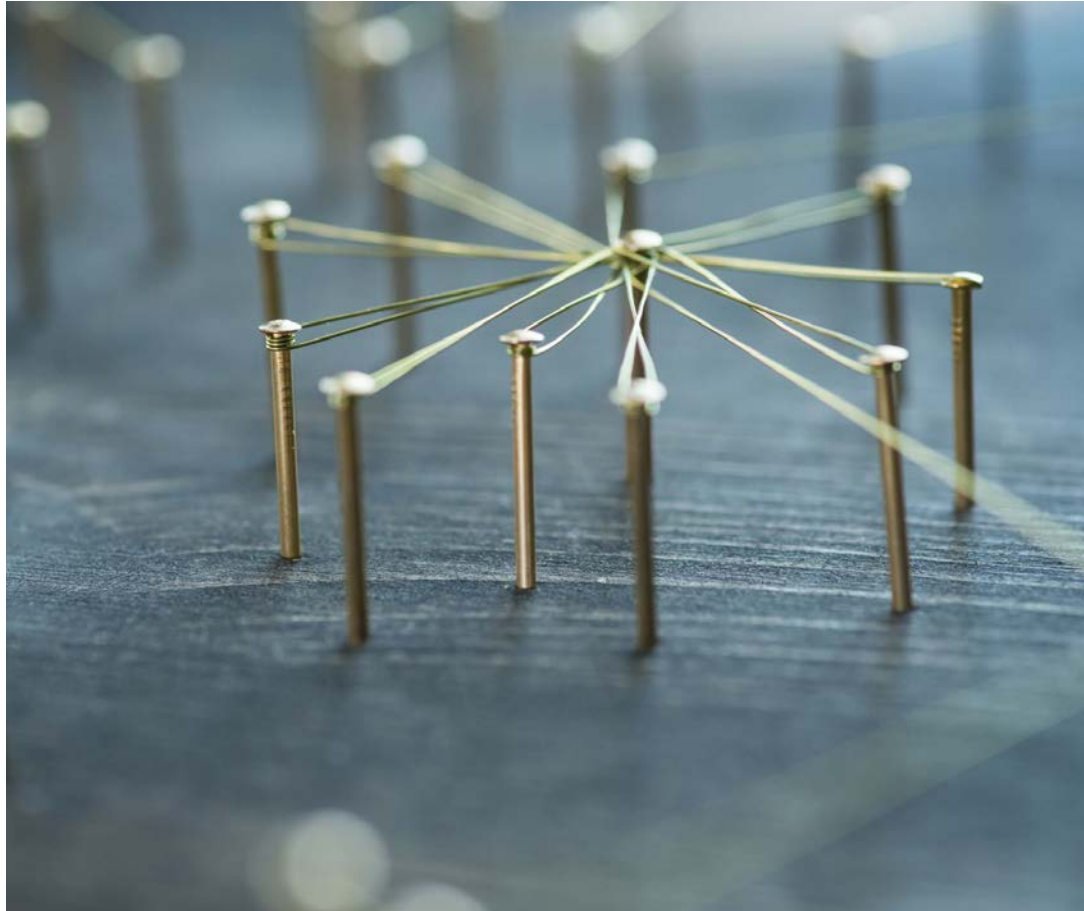
South West Region

| Partner | Program Type |
|-------------------------------------|--|
| Canadian Chinese Alliance Church | Faith-Based |
| Fort York Food Bank | Food Security |
| Hope Church | Food Security across four sites |
| LA Centre for Active Seniors | Food Security, Health and Wellness, Social Recreation |
| LOFT Community Services | Social recreation |
| Novo Peak Health | Health and Wellness across seven sites |
| PACE | Health and Wellness |
| Parkdale Golden Age Foundation | Social Recreation across three sites |
| Reconnect Community Health Services | Food Security, Social Recreation across three sites |
| Society of Sharing | Social Recreation across five sites |
| SPRINT | Health and Wellness |
| Toronto Chinese Baptist Church | Faith-Based across two sites |
| Toronto Paramedic Services | Health and Wellness across two sites |
| Toronto Public Library | Personal Development |
| West Neighbourhood House | Health and wellness, Social recreation across five sites |

Partnerships Since Transition

- Strategic Partnerships
 - Ontario Health
 - Local Housing Corporation
- Research Partnerships
 - Toronto Metropolitan University – Co-design support and design of Annual Building Planning Meeting process with tenants
 - University of Toronto – Volunteer Development Program
 - NORC Innovation Centre with Women College Labs, Toronto Public Library
- Delivering direct services to tenants
 - Toronto Public Library – e-Literacy and Technology Program
 - Baycrest – Health and Wellness programs
 - ConnectTO – Digital connectivity
 - Toronto Community Crisis Service – Complex Tenancy Support
- Learning Partnerships
 - Regional Geriatric Program with Sunnybrook – in development
 - NORC Innovation Centre – Aging In Community Program and NORC Ambassador Training

Independent Tenant Partnerships



While TSHC currently has 55 partnerships with health, care, and service providers, some partnerships develop outside of formal agreements, at the direct request of a tenant.

One such example is **House Calls** which services over 500 TSHC tenants in the west end of Toronto. Tenants can directly and independently access doctors, nurses, and therapists through this service. This type of access does align with independent living for those able and willing to make those relationships on their own.

TSHC partnerships support those who need help accessing services and support they need but don't know how to gain access on their own.

Current State



Currently, partnerships require:

- Improved documentation to understand services, efficacy, and changes in scope
- Improved reporting and evaluation processes
- Improved coordination to ensure tenant desires are well understood while staying with our mandate
- Improved nimbleness and staffing to meet the growing needs of tenants (300+ new program requests in 2024)
- Improved organizational understanding of intake, day-to-day operations when partnerships are implemented

Future State for Partnerships

- Better understanding of who are our partners, what services are they providing, where and which population needs are they addressing
- Have agreements and insurance housed in a central repository and updated with new services as/when needed
- Implement reporting standards for all partners and conduct mid-agreement audits with tenants for efficacy or areas for improvement
- Improve coordination of partnerships to minimize the use of scarce system resources in housing, healthcare, and social services

COMMUNICATION & RE-ENGAGEMENT STRATEGY

| Description | Timeframes |
|--|--|
| <ul style="list-style-type: none"> Present new agreement to Leadership Team | <ul style="list-style-type: none"> ✓ July 16, 2024 |
| <ul style="list-style-type: none"> Present finalized agreement to Community Program and Partnerships Team | <ul style="list-style-type: none"> ✓ July 31st |
| <ul style="list-style-type: none"> Present the finalized agreement to the Extended Leadership Team including Operations Managers | <ul style="list-style-type: none"> ✓ August 6, 2024 |
| <ul style="list-style-type: none"> Hold customized one-on-one meetings with all community partners to communicate new agreement changes and get resigned agreements <ul style="list-style-type: none"> Confirm information on file Confirm what services they are providing and insurance Inquire about the capacity to expand services in the building they serve based on tenant program request Finalize draft agreement with new terms and schedule(s) and share with partners Allow 30 days for responses and updated insurance certificates | <ul style="list-style-type: none"> • August – October |

Agreement Timelines and Next Steps



Engagement



Key Engagement Activities YTD

- Learning – Developing a learning and development program for tenant volunteers
- Recruiting a temporary trainer to aid with program development for TSHC volunteer training
- Collaborating with the U of T Master of Urban Studies program to create a volunteer development program

Suggested Learning Continuum

Volunteering at TSHC

Led by TSHC

- Focus on what you should know and do as a TSHC tenant volunteer (e.g., types of volunteers, types of events, event planning tools)
- All active volunteers who coordinate events to complete
- Bring learning module to Regional Tenant Volunteer Meetings (Fall 2024)
- Create additional opportunities for this training for building volunteers as required in 2025



Super Connector

Led by NORC Innovation Centre

- Focus on how to encourage others to get involved
- Super Connector Volunteers to complete
- Raise awareness of the program at the Regional Tenant Volunteer Meeting in Fall 2024 and then begin training based on demand in Q2 2025

Fundamentals of Volunteering

Lead by the YMCA of Greater Toronto

- Focus on basic skills and volunteering knowledge (e.g., privacy, working with others, health and safety)
- All active volunteers who coordinate events to complete
- Train the trainer (Fall 2024)
- Bring training to buildings as part of the Annual Building Planning Meeting process or through other means discussed in tenant circles

Key Engagement Activities YTD

- Hosted six Regional Volunteers Meetings
 - April 128 participants and July 100 participants – overwhelmingly well-received – next meetings the week of October 28
- 58 Tenant Circles running thanks to tremendous staff and tenant efforts – more work is needed to help define roles, responsibilities, etc. with the Implementation Table
- The STAC Recruitment process began in Q3
 - Collaboration between the City, TSHC, and current STAC members
 - Relying on current STAC members for input on the process, promotions, and advice
 - Process will run from September 2024 to May 2025
- Draft Tenant Volunteer Code of Conduct developed by the Implementation Table
 - Input from Regional Volunteers incorporated
 - Taken to STAC on September 12 for final review
 - Recommend review from QTE before moving to the board for final approval



TENANT VOLUNTEER CODE OF CONDUCT

Tenant Volunteers play a special role through a positive attitude and actions that work towards shaping an inclusive and inviting atmosphere that represent our diverse communities. Volunteers are the backbone and driving engine for community connection and activities in their building. Volunteers are part of a small, committed group of people who want to help seniors stay active and connected in their communities. Being a volunteer can give you a sense of value, self-worth and purpose as you contribute to your community.

This code of conduct is a list of agreed terms and conditions between Tenant Volunteers and the TSHC regarding conduct and behaviour.

Tenant Volunteers have/play a special role in creating healthy communities; in advocating for the interests of tenants; and providing inputs to the local decision-making process.

As a volunteer, no one is expecting you to participate full-time or do it alone. . Volunteering makes an invaluable contribution to the health and well-being by fostering personal growth, gaining experience as well as an invaluable sense of purpose, and profound satisfaction of positive connection.

These guidelines outline and standardize the code of conduct for Tenant Volunteers while maintaining high ethical standard, good judgment, accountability and conduct of volunteers.

These guidelines apply to all Tenant Volunteers of Toronto Seniors Housing Corporation who acts on behalf of or represent other tenants within Toronto Seniors Housing Corporation. A Tenant Volunteer is any individual, residing in a Toronto Seniors Housing building.

BEING A VOLUNTEER

- Treat others as you would like to be treated
- Treat others with dignity
- Be positive, picking up on good points as well as highlighting areas for improvement;
- Appreciate and respect differences in knowledge, background, ability to speak in public;
- Never discriminate on any ground against anyone;
- Respect the roles that everyone plays in providing support and resources to meet the needs of tenants;
- Support a democratic decision taken by the Tenant Circle;
- Do not speak or write on behalf of the Tenant Circle or the Corporation without prior written agreement;
- Observe any rules and health and safety guidelines; and
- Ask for support if there are aspects of the activity which you are unsure of.

DISCLOSING INTERESTS AND CONFLICT OF INTEREST

- Tenant Volunteers must disclose if they have any conflicts and offer to withdraw from the meeting where a conflict of interest is clear and substantial; and
- Tenant Volunteer must stand down if any personal circumstances may bring their membership into disrepute; this includes rent arrears, complaints of anti-social behaviour, or any dispute with Tenant Circle members.
- An example of Conflict of Interest could include; not disclosing a family relationship with a professional who will be paid for their service through CAF funds

ATTENDANCE AND CONDUCT AT MEETINGS

To be actively involved in Tenant Circles, Tenant Volunteers are asked to please attend meetings. If you are unable to attend, let another member know so they can inform the Circle on your behalf.

Tenant Volunteers and visitors are expected to observe the following when taking part in Tenant Volunteer meetings or participating in a Tenant Circle:

- Arrive on time and come prepared by reading all the relevant materials

beforehand and bringing them with you to the meeting;

- Always be respectful to each other and not use offensive, obscene, provocative, discriminatory or racist language;
- Follow the agenda and keep to time;
- Work with other members constructively to arrive at the best possible solution to the matter under discussion;
- Keep contributions brief and to the point;
- Raise personal housing-related issues with appropriate staff privately not at Tenant Circle meetings;
- Listen to understand each other, and allow each other the opportunity to speak and comment; and
- Remember that the meeting's purpose is to benefit tenants generally, not specific individuals or personal issues.

CONFIDENTIALITY

- Tenant Volunteers should respect the confidentiality of personal information about individuals, whether present or not, and refrain from mentioning specific individual cases that may cause the identification of an individual; and
- Tenant Volunteers must not disclose any information or items of a confidential nature to anyone else apart from the Tenant Circle members to allow the meeting's business to take place.

BREACHES OF THE CODE OF CONDUCT

- In the event of a tense or heated discussion at the meeting, a five-minute time-out can be called at any member's discretion.
- Should a Tenant Volunteer or visitor fail to abide by the code, that person may be warned that if they breach the code again during that meeting, they will not be able to participate in the discussions but may remain in an observer capacity only.
- If a Tenant Volunteer or visitor, despite a warning, continues to breach this code, or the breach is more serious, they will be asked to leave the meeting.
- A serious breach of the code includes but is not limited to the following:
 - A Tenant Volunteer cannot use their position for personal gain or

gains that benefit a family member or friend

- A Tenant Volunteer will refrain from Harassment which includes offensive language;
- or any other violation of the Human Rights Code of Ontario.
- A Tenant Volunteer will refrain from any discriminatory practices whether intentional or not, which harm an individual or a group based on prohibited grounds;
- Tenant Volunteers must conduct their behaviour in a way that is inclusive and aligns with TSHC's Inclusion, Diversity, Equity and Accessibility guidelines and policies.

Failure to adhere to these responsibilities will be considered a breach of the code and may lead to your dismissal as a Tenant Volunteer.

I agree to abide by the standards set out above.

Name

Signed

Date

The following Governing and Applicable Legislations apply to this code:

- Housing Services Act
- Ontario Human Rights Code
- Residential Tenancies Act
- Municipal Freedom of Information and Protection of Privacy Act.

This Tenant Volunteer Code of Conduct is guided by to the Human Rights and Complaints Policy for TSHC.

Most Recently Approved Date: TBD

Approved By: TSHC Leadership Team

Supporting Documentation: Process for Removal of A Tenant Volunteer
(Pending)

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee (QTEC)
Meeting

Meeting Date: Monday, September 30, 2024

Topic: TSHC Service Model

Item Number: 14

Report Name: TSHC Service Model

To: Quality and Tenant Engagement Committee

From: Tom Hunter, CEO

Date of Report: Monday, September 30, 2024

Purpose: For information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee receive this report for information.

Reason for Recommendation:

This report is being tabled to the Quality and Tenant Engagement Committee in advance of staff's response to a City Council Motion raised during consideration of item EX16.28 Toronto Seniors Housing Corporation – Annual General Meeting and 2023 Audited Financial Statements brought forward on July 25, 2024.

The City Council Motion EX16.28 states:

City Council requests the Toronto Seniors Housing Corporation to report to the October 23, 2024, meeting of the Economic and Community Development Committee, on the model being used in each building in the delivery of the Integrated Service Model program in each of the 83 seniors buildings, and specifically the programs partners, including Public Health and Parks, Forestry, and Recreation.

In response to the motion, staff have prepared a report accompanied by three attachments to submit to the Economic and Community Development Committee (ECDC) on October 8 for the meeting scheduled with ECDC on October 23.

- Attachment 1: Draft Report Response on Council Direction EX16.28 Sept 23-2024
- Attachment 2: Regional and Building Profile Example
- Attachment 3: KPI Dashboard – Q2 2024 and Community Connect+ Approach

The report speaks to the work TSHC has been doing to implement and embed the ISM into all buildings working with both City of Toronto partners and other health and service provider organizations. There is interest in the programs and partnership area along with other actions the organization is taking to help tenants age at home. The report notes how TSHC has worked with Toronto Public Health and how we intend to better leverage the services available through Parks, Forestry, and Recreation. Both organizations were explicitly named in the motion. Overarching, and complementary to the materials brought forward in the 2023 TSHC Annual Report, this report highlights several of the key achievements and positive outcomes that TSHC has focussed on in continued delivery of the ISM operationally as now embedded in the TSHC service model.

For this report to the Quality and Tenant Engagement Committee, staff have also provided an example of a building profile and an example of a regional profile with this package. All materials to be shared with the ECDC will be shared with board members once finalized.

TSHC has received input from the Housing Secretariat, the City Manager's office, Senior Services and Long-Term Care, and the Councillor's office to guide the response package. Staff and our Board Chair will present and take questions about the report at the ECDC on October 23, 2024.

Tom Hunter,

Chief Executive Officer

List of Attachments:

1. Attachment 1 – TSHC Service Delivery Report in Response of Council Direction Ex16.28
2. Attachment 2 – 83 building profiles and four regional profiles
3. Attachment 3 – Key Performance Indicators

Toronto Seniors Housing Corporation's Service Model

Date: October 8, 2024

To: Economic and Community Development Committee

From: Tom Hunter, CEO, Toronto Seniors Housing Corporation

Wards: Ward(s) affected or All

SUMMARY

This report is in response to City Council direction [EX16.28](#) made on July 24, 2024, which requested more information about Toronto Seniors Housing Corporation's (TSHC) work to deliver the Integrated Service Model (ISM). TSHC welcomes the opportunity to share highlights of its work over the past two years.

The report covers how the TSHC service model is reflected in the 83 buildings, described through individual building profiles, and regional profiles. It demonstrates how TSHC is learning and continuing to strengthen the ISM. It also outlines the range of programs and partnerships, with the health sector, City divisions/agencies, and community-based agencies, that help advance the ISM. The report highlights the work TSHC is doing with Toronto Public Health and Parks, Forestry, and Recreation, both also named in the motion.

Included in the report are two attachments: #1 83 building profiles and four regional summaries; #2 TSHC's Key Performance Indicators and a snapshot of TSHC's Community Connect+ Approach to tenant engagement. The report addresses each of the four key innovations set out in the original ISM.

With the introduction of the ISM, an **enhanced staffing model** was the most significant change for tenants. New roles such as 42 Seniors Services Coordinators (SSCs) and 26 Tenant Services Administrators (TSAs) were added. TSHC also introduced a dedicated Environmental Health Team, Complex Tenancies Team, and a Paralegal Team. All of this helps to stabilize tenancies and enable tenants to age at home with dignity and comfort. This also positions TSHC as an industry leader in arrears collection, eviction prevention, and housing occupancy rates.

At the time of transition TSHC essentially "lifted and shifted" policies, procedures, and people from TCHC. However, before the transition, tenants identified the need to **create more seniors-focused policies** and prioritized the policies they wanted to see changed. Since the transition, TSHC has been proactive in involving tenants and staff in all policy development work and bringing a senior tenants' lens to these. Tenants were actively involved in the co-development of a new Community Activities Fund policy which provides funding for tenant-

led programs within their buildings. Work is underway to deliver a new Tenant Human Rights Policy, a new Use of Community Space Policy, and a Translation and Interpretation Policy.

To **provide access to services and supports that tenants desire**, TSHC has done considerable work to strengthen programs and partnerships. As of the end of Q2 2024, TSHC has 55 partners, providing 155 programs tracked in five key areas: faith-based; food security; health and wellness; personal development; and social recreation. TSHC is undertaking a comprehensive review and update of all partnerships. Through that review, TSHC is seeking to expand partnerships to deliver programs requested by tenants in 2024. Partners provide programs such as food banks, exercise, fall prevention education, as well as capacity building programs to help tenants lead activities within their community. Of note, ConnectTO committed to the rollout of Wi-Fi in 80 TSHC buildings.

The innovation related to **working with provincial health system Care Coordinators** is an area for improvement for TSHC. Due to resource constraints, the pandemic, health system restructuring, and timing, TSHC has not been able to adequately address this item. TSHC is actively working with Ontario Health and other Local Housing Corporations to reintroduce the role of Care Coordinators as a vital link in connecting housing and healthcare for tenants.

To further support the work of the ISM, TSHC developed its 2023-2025 Strategic Directions. One of the corporation's strategic objectives is ensuring tenants have a voice in what TSHC does. To deliver on that objective, TSHC has engaged tenants at the board level, with two board director seats for tenants, and through the Senior Tenants Advisory Committee (STAC), which has provided invaluable guidance since 2021. In 2024, TSHC introduced a tenant engagement approach focused on community development rather than a single tenant leader model in the buildings. With the new approach, there has been a significant uptake in tenant participation locally and regionally. TSHC's achievements and updates are actively shared with tenants and other stakeholders through ongoing and regular communications.

TSHC will continue to use data and listen and continue to develop programs and partnerships to help senior tenants age at home with dignity, respect, and comfort.

RECOMMENDATIONS

The Chief Executive Officer of Toronto Seniors Housing Corporation recommends that:

The Economic and Community Development Committee receive this report for information.

FINANCIAL IMPACT

There are no identified financial impacts associated with the recommendations in this report. Delivery of the TSHC service model is funded through the existing budget and will be incorporated in future budgets.

DECISION HISTORY

At its meeting on July 24, 2024, City Council amended item [EX16.28](#) with a request for Toronto Seniors Housing Corporation to report to the Economic and Community Development Committee on October 23, 2024, on the model being used in each building in the delivery of the Integrated Service Model program in each of the 83 seniors buildings, and specifically the programs partners, including Public Health and Parks, Forestry and Recreation.

COMMENTS

Background

The Integrated Service Model (ISM) supports tenants living in Toronto Seniors Housing Corporation (TSHC) operated buildings to age at home with dignity, respect, comfort, and the services they need to remain engaged in their communities. Co-developed by the City of Toronto, Toronto Community Housing Corporation, and provincial health partners, the ISM was approved by City Council in 2020 and has been operational in all TSHC buildings since April 2022. When TSHC launched on June 1, 2022, the ISM laid the groundwork for how the new corporation would support senior tenants. TSHC continues to gather feedback from senior tenants and monitor performance to improve the model's effectiveness.

The objectives of the ISM are to:

1. Build relationships of trust between senior tenants and TSHC staff;
2. Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability; and
3. Increase access to health and community support services through enhanced integration of community services within the buildings.

The ISM brings four key innovations to TSHC service delivery:

1. An enhanced staffing model focused on increased staff-to-tenant ratios and more tenant support;
2. Revised seniors-specific policies to better respond to the unique challenges faced by seniors;
3. Providing access to a range of health, social, and wellness services to tenants in their building, where feasible and desired by the tenants; and
4. Designating care coordinators to each building to help connect tenants to the health and community support services they need.

Over the past two years, TSHC has forged ahead and implemented the ISM to help ensure tenants can age at home. This report outlines the work TSHC has undertaken to support senior tenants in having successful tenancies and improving their quality of life and sense of community. This report covers how the model is being reflected in the 83 buildings, as described through individual building profiles, and how TSHC is learning and strengthening the ISM. It also outlines the range of programs and partnerships, with the health sector, City divisions/agencies, and community-based agencies, that help advance the ISM.

Overview of the 83 building profiles | Applying the ISM

To illustrate how TSHC has been applying the ISM, building profiles have been developed for all 83 TSHC buildings, each of which highlights staffing, volunteerism, programs, and building demographics. The profiles, found in Attachment #1, also speak specifically about tenant-led and provider-led programs and what types of programs are offered. Elements of the building profile that align with each of the ISM innovations will be highlighted and addressed below.

Innovation #1: An enhanced staffing model focused on increased staff-to-tenant ratios and more tenant support

With the introduction of the ISM, an enhanced staffing model was the most significant change for tenants. This included new roles, specifically the Seniors Services Coordinator and Tenant Services Administrator, as well as seniors-focused training for staff. As the ISM was implemented, the need for other staffing adjustments was identified to better support tenants, resulting in several new teams being created.

Introduction of Seniors Services Coordinators and Tenant Services Administrators

Through the ISM, 42 Seniors Services Coordinators (SSCs) and 26 Tenant Services Administrators (TSAs) were added through a combination of reallocation of headcount (33) and additional funding, with a focus on more tenant-supporting roles, and to increase staff presence and support for tenants in buildings.

Before implementing the ISM, tenants would have to travel to access staff and services. Since implementing the ISM, SSCs are in all buildings. This means that tenants have consistent and regular access to someone in their building to help them manage their tenancies and provide information on health and wellness supports available in their communities. This has been very important for tenant support.

The TSA provides vital support in stabilizing tenancies and helping reduce evictions and arrears working in teams in each of the four TSHC regions. Other resources, such as Community Services Coordinators (CSC) and Community Safety Advisors, were also added.

Environmental Health Team

Through a reallocation of the existing headcount, TSHC established the Environmental Health Team to support tenants and staff in promptly and effectively responding to pest issues to limit migration within TSHC communities. This team is comprised of a Supervisor, four Pest Control Technicians, one assigned to each of the four regions, and a Clerk. The team is responsible for:

- Monitoring and ensuring vendor compliance. Staff carry out quality control inspections of each TSHC community annually to ensure that public area treatments and preventative measures comply with the vendor's contract with TCHC (Toronto Community Housing Corporation). Year to date (YTD) this team has completed 10 audits of TSHC communities and has noted that in seven (7) of those communities, the vendor was not in compliance with their scope of work from TCHC.
- Unit preparation/bed replacement program to prepare units for pest control maximizing the effectiveness of the treatment and providing support to tenants who may not be able to properly prepare their units. Staff replace beds that have to be disposed of due to infestations, and supply tenants with preventative measures such as mattress encasements post-treatment. This program assists an average of seven (7) tenants per month in 2024 with an average monthly cost of \$6,195.30 per month. In those circumstances where tenants have significant health vulnerabilities, this work is done in collaboration with Toronto Public Health's Toronto Bed Bug Control Initiative.
- Preparing and delivering tenant/staff education materials and presentations on the prevention of pest infestations as well as redevelopment of all tenant communications regarding pest treatments. Results measured over the past year for the impact of this team have been noted below.

Table 1 - Pest treatment comparison Q1 2023 and Q1 2024

| | Q1 2023 | Q1 2024 | Difference |
|------------------------------------|----------------|----------------|-------------------|
| Overall pest treatments | 5606 | 4383 | -1223 |
| Cancelled/missed treatments | 702 | 443 | -259 |
| Pest block treatments | 439 | 635 | +196 |

In comparing Q1 data from 2024 to Q1 2023, the success of these efforts is clear:

Staff treated 196 (45%) more blocks (of units) than last year. They also treated 1,223 fewer individual units. This means that staff are getting the blocks done and preventing the migration of pests at a far higher rate.

There were 259 (37%) fewer tenants who had their treatments cancelled. This means that staff, especially Superintendents, SSCs, and the Environmental Health Team, were successfully educating seniors on how to prepare their units for treatment and getting them support for this when needed.

This team has also piloted new and innovative approaches to deliver and effectively integrate pest management within two communities in 2023, leveraging staff and tenant education and collaboration. This reduced the average treatments per month in a 148-unit community from 30 to nine (9) per month while showing comparable results in a 194-unit building that was averaging 94 treatments per month reducing to 26 units per month.

Complex Tenancies Team

The Complex Tenancies Team supports tenancies that are at an acutely elevated risk within each of the regions. The team is comprised of a Supervisor and four SSCs. The team focuses on tenants who are most at risk of losing their housing and require a heightened level of intervention to ensure the local SSC can provide support to other tenants in their portfolio.

The Complex Tenancies Supervisor is a member of the City of Toronto's SPIDER table (Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability) as well as FOCUS (Furthering Our Community by Uniting Services), both of which are facilitated by the Social Development Finance and Administration Division to bring multiple City of Toronto resources together in a collaborative nature. FOCUS situation tables are responsive to their specific geographic locales, which include partners that sit at one or multiple tables that specialize in community health, social services, justice services, educational supports, and a plethora of other community-based organizations with a variety of comprehensive supports and services available to the tables. SPIDER takes an inter-divisional approach through a wrap-around approach. The focus is to reduce risk and vulnerability with x1 situation table for the entirety of the City of Toronto. There are approximately 45 partners, and growing which include predominantly city divisions, other government i.e. Provincial services, and at times, community services to fill in service gaps not available across divisions.

The TSHC Complex Tenancies team also collaborates with:

- Toronto Community Crisis Support Service (211-TCCS)
- Community Paramedicine Program
- Toronto Emergency Management Office
- Toronto Shelter and Support Services

In 2023 The Complex Tenancies Team supported 96 unique tenants, 56 of which were discharged back to the regional SSC. They also assisted tenants of the City of Toronto's Rapid Rehousing Initiative in the transition from shelter to housing, providing program participants with an average of 15 hours of transition support. The team also worked with City staff to identify and pilot opportunities to increase the success of the Rapid Rehousing Initiative. Due to the heightened level of case management, on average tenants remain referred to the Complex Tenancies Team for four (4) months.

Paralegal Support Team

Through a reallocation of resources, TSHC established an in-house Paralegal team to ensure that the seniors at risk of losing their housing receive fair and equitable treatment that aligns to TSHC's strategic plan and corporate values through TSHC eviction prevention policies. There are currently 41 tenants that have signed mediated agreements with TSHC paralegal staff to preserve their tenancies, and TSHC maintains an eviction rate of 1% (24 of 1662 tenants that have vacated TSHC units since Jan 1, 2023). TSHC has also decreased its tenant move-out rate over this period at a rate that exceeds other Local Housing Corporation (LHC) providers across Ontario and decreased the average tenant arrears.

Table 2 - Comparison of Tenant Move-out Rates and Arrears

| | TSHC Q2 2023 | TSHC Q2 2024 | LHC Average Q2 2024 |
|--------------------------------------|-------------------------|-------------------------|--------------------------------|
| Tenant move-out rate | 2.1% | 1.8% | 2.7% |
| Average amount of arrears | \$1,303 | \$1,262 | \$1,523 |

SSCs and Annual Unit Inspections

One of the ISM's key functions was that the SSCs' primary work locations are the buildings within their portfolio and to focus on the integration of services.

TSHC requires that the Integrated Building Team (Maintenance and SSCs) perform the annual unit inspections as a team. This integrated approach allows the SSCs to assess unit conditions and identify tenants for follow-up interventions and support referrals. During the 2023 units inspections of 13952 units, SSCs noted 1732 issues regarding unit conditions that required follow-up in these top categories:

- 583 clutter/housekeeping
- 309 fire safety concerns
- 164 pest issues

The data below shows how TSHC measures against other Local Housing Corporations (LHC) across Ontario in key tenancy performance indicators. The data shows how additional and reallocation of staff have contributed to improved outcomes for tenants and TSHC.

Table 3 - TSHC and LHC Data Comparison

| | LHC Avg Q2 2023 | TSHC Q2 2023 | LHC Avg Q2 2024 | TSHC Q2 2024 |
|--|----------------------------|-------------------------|----------------------------|-------------------------|
| Housing occupancy rate | 97.3% | 98.0% | 97.6% | 98.5% |
| Unit turnover days | 95 days | 73 days | 85 days | 63 days |
| Households in good financial standing | 76.7% | 89.9% | 76.0% | 89.9% |
| Rent collection performance | 95% | 99.6% | 94.4% | 99.5% |
| Percentage of tenants with debt | 18.2% | 10.06% | 15.5% | 10.0% |

Staff Training to Support Seniors

The ISM speaks of offering advanced training on seniors' issues for TSHC staff. That work has been undertaken and continues. TSHC's learning initiatives prioritize compliance, continuous improvement, inclusivity, and accessibility. These initiatives are closely aligned with TSHC's strategic directions, including the application of a seniors lens, ensuring that training programs deliver education relevant to the daily lives and specific needs of seniors.

Training is provided through various methods, including eLearning, in-class sessions, and instructor-led workshops. This approach fosters a comprehensive appreciation of the rich life experiences and diverse backgrounds of TSHC tenants.

Seniors-focused training has included:

- Accessibility for Ontarians with Disabilities – Working Together - The Code and the AODA: 219 (76%) staff completed as assigned
- Accessibility for Ontarians with Disabilities – AccessForward: Integrated Accessibility Standards Regulation: 249 (76%) staff completed as assigned
- Understanding Dementia: 207 (94%) staff completed as assigned
- Non-Violent Crisis Intervention: 124 (56%) staff (primarily front line) completed as assigned
- Mental Health First Aid for Seniors: 14 (100%) staff completed as assigned
- Alternative Dispute Resolution: 32 (100%) staff completed as assigned

TSHC is also actively working to develop partnerships aimed at expanding TSHC's seniors-focused training offerings, with upcoming programs such as:

- Hoarding Awareness and Intervention
- Aging in the Community, in partnership with NORC Innovation Centre
- The Regional Geriatric Program, in partnership with Unity and Sunnybrook Hospitals

Innovation #2: Revise seniors-specific policies to better respond to the unique challenges faced by seniors

This component of the ISM strives to better respond to the unique housing challenges faced by senior tenants. Over the past two years, TSHC has advanced work in improving its policies to be more seniors-specific.

Use of Community Space Policy

The Use of Community Space Policy enables tenants and agencies to use the communal spaces at TSHC buildings for programming activities and events. This policy is designed to improve the well-being, community engagement, friendship, and learning of the tenants. It also outlines the expectations and responsibilities for anyone organizing or participating in programs in the communal spaces, including tenants, staff, agencies, and guests.

The Use of Space Policy is currently undergoing review, and an enhanced version will be presented to the Quality, Tenant, and Engagement Committee, followed by consideration for approval at the Board in October 2024.

The proposed new policy includes several key changes based on recommendations from tenant consultations. Some of the proposed changes include holding building meetings with tenants to prioritize events and programming for each building, shortened forms for tenants, and developing overall policy and community space guidelines for tenants, staff, and agencies.

Community Activities Fund Policy

Implemented in April 2024, The Community Activities Fund (CAF) Policy provides tenants with the necessary resources to support events, activities, and equipment within their communities. It outlines the activities and items that can be financed and sets out how the funds will be allocated to tenants. The CAF Policy was developed through a co-design process with tenants and applies to all tenants. The input focused particularly on how to improve the previous policy (formerly known as the Tenant Action Fund - TAF). On each Building profile, the CAF reference shows the dollars allocated to support activities requested by the tenants within each building.

When TSHC introduced the new policy in April 2024, some key changes from the original TAF policy included:

- Policy name change based on tenant feedback;
- Each building has an annual budget for activities and events, which is based on the number of tenants living in that building; and
- Community Services Coordinators (CSCs) hold building planning meetings with tenants to prioritize events, programs, supplies, and equipment for each building.
- To date in 2024, TSHC has allocated approximately \$125,000 to support events, activities, and equipment that have been approved and supported through the CAF. Several events are planned for the remainder of 2024.

Tenant Human Rights Policy

The Tenant Human Rights Policy is currently being updated and is expected to go to TSHC's Board for approval in Q4 2024. The proposed policy articulates TSHC's commitment to protecting tenants' human rights by creating an environment that is supportive of seniors' needs, includes tenants of all backgrounds in all aspects of life at TSHC, and is free from harassment and discrimination.

The policy also lays out the key conditions to make a complaint of discrimination and the various options available to tenants. This includes making complaints internally through TSHC, for which the framework for the complaints procedure is noted in the proposed policy.

As part of the process to develop an internal mechanism to address complaints, TSHC recently conducted several regional tenant consultations to better understand tenants' needs and perspectives. The conversations will inform the development of a system accessible and responsive to tenants. Tenants will also be informed of the policy updates once approved by the Board.

Translation and Interpretation Policy

The Translation and Interpretation Policy plays a crucial role in fostering tenant participation by ensuring that tenants have access to information in a language they understand. This facilitates their comprehension of issues related to their tenancy and their everyday lives as tenants. The Translation and Interpretation Policy is currently under review and will undergo consultations with tenants and stakeholders in Q4 2024, with plans for Board consideration in 2025.

Innovation #3 Provide access to a range of health, social, and wellness services to tenants in their building, where feasible and desired by the tenants

To provide access to services and supports that tenants desire to age at home in dignity, TSHC has been doing considerable work to strengthen programs and partnerships. As of the end of Q2 2024, TSHC has 55 partners, providing 155 programs tracked in five key areas: faith-based; food security; health and wellness; personal development, and social recreation. In Q2 2023, TSHC had 123 programs.

TSHC is undertaking a comprehensive review and update of all partnerships, and through that review, seeking to expand programs with existing partners as requested by tenants in 2024. Partners provide programs such as food banks, exercise, fall prevention education, as well as capacity building programs to strengthen tenant skills in leading activities within their community. TSHC also collaborates with many City divisions.

Partnership Table

In late 2023, a Partnership Table was created at TSHC as a natural progression from the ISM Implementation Table previously run by the City's Seniors Services and Long-Term Care Division. The new table meets six times per year and seeks to bring select partners together to forge an anchor agency approach to healthcare program service delivery. This means working through a health provider organization, such as a hospital, that has strong ties with Ontario Health Teams (OHTs). This helps TSHC to better align services, delivered by the OHTs and Community Health partners, to meet the needs of tenants in a more coordinated and intentional way, using already funded services. This table includes Seniors Services and Long-Term Care, Toronto Paramedics, other health service provider organizations, and four tenant volunteers, one from each region.

Partnerships with Health and Wellness Providers

As of Q2 2024, there are 195 programs underway, 155 provider-led and 40 tenant-led across 83 buildings. These are tracked in five key areas: faith-based; food security; health and wellness; personal development; and social recreation. While providers lead a range of programs, tenants generally focus on social recreation and faith-based activities.

Currently, TSHC is undertaking a comprehensive review and update of all partnerships and through that review, seeking to expand partnerships with existing partners to deliver programs requested by tenants in 2024.

We are working with key partners such as Baycrest, other hospitals, and Ontario Health Teams for these agencies to provide more locally delivered health services to tenants in TSHC buildings. Baycrest has introduced Health Bay Kiosks in four buildings to offer tenants a self-service option to access health and care resources since April 2024. While this resource is English only currently, work is underway by Baycrest to add more languages, and more videos, and improve access for tenants. Health Bay Kiosks is a web platform designed specifically for TSHC tenants. It provides access to health information and education resources; self-assessments to learn about their well-being; access to useful resources and the ability to request support from the Neighbourhood Care Team members in their building.

Another key partner is the University Health Network and the Naturally Occurring Retirement Community (NORC) Innovation Centre. The NORC Ambassador Training Program helps tenants to become more active tenant volunteers. Since 2023, NORC has delivered training at four buildings to help strengthen tenant skills in capacity/community building within their buildings. Discussions are underway to expand the NORC Ambassador Training Program and make it more available to more tenants in Q2 2025.

Some partnerships develop outside of formal agreements with TSHC, at the direct request of a tenant. One such example is House Calls which services over 500 TSHC tenants in the west end of Toronto. Tenants can directly and independently access doctors, nurses, and therapists through this service. This type of access does align with independent living for those able and willing to make those relationships on their own. TSHC partnership work supports those who need help accessing services and support but don't know how to gain access on their own.

Housing Support Partners within City Divisions

We have noted some key partnerships, some underway and some in development, within the City of Toronto that contribute to tenant health and well-being.

Toronto Public Health

Toronto Public Health (TPH) recently presented a report on Healthy Aging in Toronto to the Board of Health, outlining that the number of older adults in Toronto is estimated to rise by over 50 percent by 2041. This demographic shift comes with anticipated poorer health outcomes among low-income older adults, including increased difficulty accessing health and social services, effects of social isolation and loneliness, and health impacts related to changing environments. To promote and protect the health of a growing population of older adults, in a manner that focuses on prevention and actions that work at a population level, TPH works closely with community and City partners to identify and implement interventions to enhance the social, natural, and built environments.

In addition to these broader initiatives, TPH engages in specific interventions for eligible older adults – including TSHC tenants. These efforts include providing dental care to low-income adults 65 years and older, services to enhance the protection of older adults against infectious diseases, and managing bed bug infestations through the Toronto Bed Bug Control Initiative (TBBCI). Between July 2023 and July 2024, TPH's Dental and Oral Health Services provided care to an estimated 1600 TSHC tenants, while TBBCI responded to approximately 120 bed bug-related calls and unit preparations. As an active participant in the Ontario Health Coordination and Transformation Table, TPH shares information with healthcare providers that is observed both from Toronto City services and from data. TPH will continue to work through multi-sectoral collaborations to advance a city that is increasingly age-friendly, age-inclusive, and age-equitable for older adults. TSHC and TPH will continue to collaborate to support older adults in Toronto.

Parks, Forestry, and Recreation (PFR)

Community Recreation plays an important role in supporting older adults in the City of Toronto. Recreation provides opportunities for physical activity, learning, and social engagement to enhance quality of life. TSHC has started the engagement process with PFR to explore opportunities for collaboration on programming, service planning, outreach, and

connection to services. This includes mapping of Community Recreation Centres in proximity to the 83 TSHC buildings which is found in Attachment One under Regional Profile. PFR will undertake focused outreach and promotion at the buildings to understand and respond to tenants' interests and needs. This work will continue and be ongoing.

The City of Toronto's Seniors Centres (also known as Older Adult Centres) are designated centres that offer a range of recreation, social, and educational programs for older adults. In addition to these designated locations, older adult opportunities are offered at Community Recreation Centres across the City of Toronto, with program offerings that span fitness, arts, sports, dance, and social programming. In addition to having registered and drop-in community recreational opportunities at centres, individuals can take out a permit to offer their programming and workshops. This could provide an opportunity for tenants at Toronto Seniors Housing to provide a gathering space at nearby community recreation centre locations for older adults to help reduce social isolation. To date, SSCs inform tenants about what City and other community resources are available close to home.

Toronto Public Library

In 2023, and in collaboration with tenants and staff, the Toronto Public Library continued to deliver library programs and services to senior tenants in eight buildings. Services included:

- 'Computers for Beginners' classes for seniors
- individualized help on a variety of topics
- programs for different age groups and interests
- distribution of laptops and Wi-Fi hotspots

The program has been widely successful. Approximately 80% of seniors were comfortable using a laptop after the classes, and 88 % said they gained basic computer skills. Before the program, 47% of tenants said they had never used a computer, and 27% were uncomfortable using one. A follow-up survey conducted six months after the classes showed 71% of participants continued to use computers. This partnership continues in 2024.

Seniors Supportive Housing Program

The City's Seniors Supportive Housing Program, operated by the Seniors Services and Long-Term Care (SSLTC) Division, is a community-based service promoting independent living to eligible tenants in six designated TSHC buildings. TSHC continues to partner with SSLTC to ensure this program enables tenants in designated buildings to live safely and independently through the provision of personal support services, housekeeping, laundry, care coordination, and health and wellness education. Services are provided to tenants by Personal Support Workers (PSWs), and through an on-going assessment process the tenant and on-site Registered Practical Nurse (RPN) mutually agree upon a service plan. Services are on-site and available 24/7 at scheduled or unscheduled times. Through this program, SSLTC staff also partner with other healthcare and community service agencies to better support tenant needs (e.g., OH@home, emergency medical services, local hospitals, and agencies that support specific needs).

ConnectTO

We are working with the City of Toronto's ConnectTO initiative to bring digital equity to City-owned properties over the next four years. In 2024, they have committed to deliver community room-based internet access (public Wi-Fi) to 20 buildings across TSHC and over the next four years to expand this to all 83 TSHC buildings. The specific buildings slated for this new service in 2024 are noted in each building profile.

Piano City Initiative

The Piano City project is an initiative between TSHC, Community Music Schools of Toronto (CMST), and the Music Office, part of the Economic Development and Culture division of the City of Toronto. The Music Office has provided \$10,000 via CMST to fund repairs to existing pianos located in TSHC buildings, and to support costs for moving a limited number of privately donated pianos to TSHC facilities identified by TSHC staff. Targeting TSHC locations across the city, this partnership will ultimately lead to performances by CMST staff and students at TSHC buildings with the potential to partner with other organizations to provide additional live music. The Music Office's City Hall Live program may also add further live performances to the Piano City project in 2025.

Housing Eviction and Prevention collaborating with the Office of the Commissioner of Housing Equity (OCHE)

TSHC has revised its Arrears Collection Process (ACP) to focus on early staff intervention and moving files through the ACP to ensure that tenants receive the support that they require as quickly as possible to ensure positive housing outcomes. TSHC's ACP intervention is based on arrears as a percentage of a tenant's rent geared to income housing charge over the past year TSHC staff have reduced the average arrears of files not in the ACP as an indicator of early intervention

Table 4 - Average Unmanaged Arrears by Year

| Date | Avg Unmanaged Arrears |
|--------------|-----------------------|
| Aug 31, 2022 | \$384.57 |
| Aug 31, 2023 | \$233.96 |
| Aug 31, 2024 | \$201.23 |

TSHC staff have also worked with tenants to reduce the number of outstanding rent reviews to ensure that housing charges accurately reflect tenants' incomes, reducing the number of outstanding rent reviews to 1093 (August 31 TSHC staff average 1,163 reviews per month) with only seven (7) exceeding one year. These measures have reduced the outstanding rental balance from tenants to \$1,663,814.70 as of the end of August 2024, a reduction of \$101,465.71 from August 31, 2023.

In the past year, OCHE has established community partnerships with the Toronto Rent Bank and WoodGreen Community Services. These two partnerships have enabled OCHE to obtain funds for tenants to assist with arrears and to file taxes and collect Notices of Assessments, which are needed to complete Annual Reviews. These relationships have facilitated the collection of arrears through direct payments and the reversal or prevention of losses of subsidy for TSHC tenants.

In 2023, OCHE worked with 160 households from the TSHC portfolio, which accounted for \$534,742.43 in arrears and supported TSHC to collect \$414,800.44 in arrears through Local Repayment Agreements and received \$90,353.46 in direct payments. Through its collaboration with TSHC, 92% (147/160) of the households referred to OCHE avoided eviction and the need to be referred to the Landlord and Tenant Board (LTB).

Innovation #4: Designating care coordinators to each building to help connect tenants to the health and community support services they need.

TSHC provides access to health and support for tenants, in the context of tenants living independently. TSHC is not a healthcare provider; however, TSHC recognizes the important aspects of support that tenants require in this area.

Ontario Health Reallocation of Care Coordinators/System Navigators

This is an area for significant improvement for TSHC. Due to the pandemic, the transition, health system restructuring, and timing, TSHC has not been able to adequately address this item. TSHC is actively working with Ontario Health and other Local Housing Corporations to reintroduce the role of Care Coordinators as a vital link in connecting housing and healthcare for tenants. There is a shared interest between Ontario Health and TSHC to increase access to care for tenants in their buildings. By delivering care and support to tenants in their home or community, healthcare, housing, and more importantly tenants stand to benefit. TSHC is currently working with local Ontario Health Teams with support from Ontario Health and other health and care organizations to strengthen health and care partnerships. An example of that work can be seen with Baycrest where they have two Ontario Health Teams working to support tenants through their partnership with TSHC. It is understood that having Care Coordinators/System Navigators who are within the “circle of care” can be a real benefit to tenants, as TSHC employees are not in that circle unless explicitly requested and consented to by the tenant. Having these resources available may reduce stress on other services such as EMS, Community Paramedics, emergency rooms, Alternate Level of Care beds in hospitals, and long-term care beds.

Connecting with Tenants

To ensure that tenants have a voice in the work of TSHC, a series of initiatives are underway. These include the introduction of a new approach to tenant engagement, receiving guidance from tenants through various tables, and reaching tenants through communications.

Community Connect+ Program

Throughout 2023, TSHC undertook considerable work to build out a new approach to tenant engagement. TSHC wanted to ensure that tenants had a voice in shaping engagement. TSHC’s goal was to support community building, strengthen tenant voices, reduce isolation, and improve staff-tenant relationships. A new approach called Community Connect+ was co-designed with tenants in 2023, approved by the Board on December 8, 2023, and implementation began early in 2024. A diagram depicting the approach is in Attachment #2.

Community Connect+ aligns with TSHC's Strategic Objective to enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice. Input for Community Connect+ was gathered through extensive consultations with 312 participants which included tenants, community partners, and staff.

Community Connect+ draws on both the formal and informal elements of 'engagement' as one integrated approach. It forms connections between tenants, staff, service providers, and community partners. TSHC has worked diligently to embed tenant voices in all its work at the Board, STAC, regional, or building level.

Since introducing the program to tenants in January 2024, staff have conducted 68 Annual Building Planning meetings with approximately 1500 tenants to help them learn more about a key component of Community Connect+, the Community Activities Fund (CAF). The CAF supports tenants in engaging in programs and activities that matter to them in their buildings.

Through the 68 meetings, TSHC received requests for 351 tenant-led activities and 326 provider-led programs. By comparison, in 2023, TSHC had 31 recurring tenant-led programs, and 144 provider-led programs organized by 57 service providers. In 2023, TSHC funded 99 tenant-initiated community events including 40 Community Winter Celebrations in December. In 2023, TSHC spent \$134,686 on tenant events which was a 120% increase over 2022's total of \$61,250. In 2024, TSHC has budgeted \$310K to support tenant-led activities. Tenants are leading programs primarily in the social recreation area. As of September 2024, staff have supported tenant volunteers who have led 45 events, including 41 BBQs, that took place this summer across TSHC buildings where over 4,400 tenants attended. Of those who provided feedback, 95% of tenants would like to host another BBQ in the future, and the remaining 5% are interested in hosting a different type of event. Staff are planning to support tenants in delivering over 40 celebrations between October and December 2024.

We also received over 300 requests for equipment for activities ranging from board games to ping-pong tables, indoor and outdoor furniture, TVs, and BBQs. In 2023, TSHC processed 91 requests. To date, TSHC has delivered equipment to support 35 completed CAF applications. TSHC is working to optimize the use of funds through capital expenditures for equipment.

There was also a considerable rise in tenants' desire to volunteer. Community Connect+ focuses on community development and does not include formally elected or appointed tenant leaders. The approach focuses on building circles where everyone who wants to participate can have a voice. In 2023, TSHC had 73 tenant leaders. By the end of Q1 2024, 467 tenants indicated an interest in becoming a tenant volunteer. Since April 2024, 58 tenant circles have been formed across many buildings. They meet regularly to plan events and activities with each other with support from the Community Services Coordinators as needed. TSHC is working on a Multidisciplinary Urban Capstone Research Project with the University of Toronto, to design a volunteer development program to support tenants who want to be active volunteers. Concurrently staff are working with the Implementation Table (more about that below) to develop a volunteer training/learning program to strengthen tenant skills in volunteering. Learning activities are expected to start later this year.

Community Connect+ Implementation Table

This table is made up of six tenants and two staff. Tenants advise on the Implementation of Community Connect+. Earlier this year, they drafted a Tenant Volunteer Code of Conduct, metrics for measuring the success of Community Connect+, and informed the future development of activities, policies, and processes related to Community Connect+. In 2025, they will also inform a new Volunteer Development Program. This table meets every six weeks, and its membership includes a TSHC Tenant Board Director.

Senior Tenants Advisory Committee (STAC) Meetings

In 2020, The Senior Tenants Advisory Committee (STAC) was established at Toronto Community Housing Corporation to inform the development of the ISM and later the work of TSHC pre- and post-transition to the present day. STAC members offer guidance and input that aid staff in better meeting the needs of tenants. In the past three years, STAC has guided key reports/resources such as the Health Commons report, Joy Connelly tenant engagement report, SSLTC ISM Evaluation report, and TSHC Strategic Directions and Key Performance Indicators, as well as several policy-related initiatives.

In late summer 2024, STAC passed a new Terms of Reference with the input of members. In 2024, they have advised on the Use of Community Space Policy, the Translation and Interpretation Policy, and the Tenant Human Rights Policy. They have also provided feedback on the Community Activities Fund and work related to Community Connect+.

Currently, STAC meets six times per year and has eight active members. A recruitment strategy is being developed in collaboration with the City's Housing Secretariat team, TSHC, and STAC members. STAC members will be asked to be actively involved in the recruitment process. The goal is to have 24 members to provide optimal representation across the four regions of TSHC.

With the new Community Connect+ approach, STAC represents the Citywide Circle whose membership informs policy, procedures, and programs to better meet the needs of tenants.

Regional Meetings

These were introduced in 2023 to offer tenants more of a voice in what happens not just in their building but in buildings across the corporation. Regional meetings are held three times per year, one per each of the four regions, providing a place for tenants who want to engage with others outside of their buildings to learn, create new friendships, and grow their community network. In 2023, TSHC held 12 meetings and in 2024, eight have been completed. The next set of meetings will be held in October. These meetings offer tenants an opportunity to share their experience and knowledge, provide valuable input into corporate policies or programs, and learn more about how changes affect them.

Communications

Tenants continue to rely primarily on print and face-to-face communications to learn about what's happening in their communities. While TSHC has a social media and digital footprint, a great deal of effort goes into providing information to tenants in printed format.

Communication product highlights from 2023 include:

- Four Seniors Speak tenant newsletter issues, each featuring on average three tenant stories per issue, and a Community Letter with video to aid in accessibility. Seniors Speak is published in six languages based on historical tenant requests.
- 100+ posters on topics such as Pest Management, Rent Geared to Income (RGI) process changes, and events; posters are distributed in English and then the top language of each building
- Supported Community Connect+ and Community Activities Fund communications
- Mailed out over 150 volunteer appreciation letters from the CEO
- Supported Tenant Experience Survey Communications which were distributed to all TSHC tenants.
- Collaborated with R-PATH to improve tenant knowledge about accessibility resources and provided R-PATH's Accessibility Is for You Guide in 13 languages on the TSHC website.
- Translation of documents on demand
- Offered 59 interpreters at corporate and regional events; staff have access to two apps and live phone interpretation services for individual tenant support.

In 2024, the Communications Team is focusing on these activities:

- Introducing a tenant email subscription option
- Streamlining bulletin boards for consistency across buildings
- Relaunched CEO visits with tenants
- Delivering an updated Tenant Welcome Package
- Supporting Regional Tenant Volunteer Meetings by providing timely summaries after each meeting and introducing a bi-monthly Tenant Volunteer newsletter
- Launching audio recordings of Seniors Speak

Informing TSHC's Path Forward

2023-2025 Strategic Directions

The TSHC Strategic Directions, Key Performance Indicators, and Roadmap were approved in April 2023 and subsequently extended to a 2023-2025 timeline in February 2024 by the Board. The 2023-2025 Strategic Directions outline the key initiatives, milestones, and measures that will guide progress within TSHC, including:

TSHC's Vision: Safe, diverse, and vibrant communities where tenants have a sense of inclusion and well-being.

TSHC's Mandate: To enable TSHC tenants to age at home in comfort and dignity with access to programs and services and with a voice in their community.

The Strategic Directions and Roadmap include 137 time-limited activities across four Strategic Objectives and two Strategic Enabler categories:

Strategic Objectives

- **An excellent landlord:** To provide safe, clean, and well-maintained buildings and to support stable tenancies.
- **Tenant engagement:** To enhance tenant engagement and inclusion in their communities for tenants to have a voice.
- **Partnerships:** To facilitate access to services and programs that tenants need and want
- **Innovation:** To develop and promote innovation and leading practices which contribute to seniors' well-being.

Enablers

- **Organizational Excellence:** To strive for organizational excellence to ensure effective and efficient delivery of our mandate.
- **Employer of Choice:** To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff.

Through Q2 2024, TSHC has completed 60 of the activities, or approximately 44% on the Roadmap, and quarterly progress reports are reported to the Quality and Tenant Engagement Committee and the Board. More information on the TSHC 2023-2025 Strategic Directions is available [here](#) on the TSHC website.

TSHC has also established a Key Performance Indicator (KPI) dashboard that is reported to the TSHC Board quarterly that highlights TSHC's achievements and performance. These KPIs are set against TSHC's 2023-2025 Strategic Directions, which address and expand all ISM innovations, and demonstrate how TSHC continues to add value to the City's investment in TSHC. TSHC's most recent KPI dashboard has been included in Attachment 3 and the dashboard is also public on the TSHC website [here](#).

TSHC Quality Improvement Projects

To support continuous improvement, in 2023 TSHC completed three Quality Improvement Projects (QIPs) in key priority areas identified by tenants, including:

- Pest Management
- Safety and Security
- Staff and Tenant Relations

Joint tenant-staff project teams were formed to review the issues, assess opportunities for improvement, and provide recommendations. Over the last year, TSHC has been implementing the recommendations with 15 of 31 (48%) time-bound recommendations completed as of Q2 2024, and an additional 58 ongoing actions. Of the 16 time-bound recommendations in progress, the majority will be completed by the end of 2024 with a small remainder in 2025 and beyond. TSHC recently brought a one-year progress update on the QIPs to STAC and is also bringing this update forward to the Quality and Tenant Engagement Committee and Board in October 2024. TSHC is committed to continuing to support service improvements to tenants and will consider future QIP opportunities in 2025.

TSHC 2023/2024 Tenant Experience Survey

The 2023/2024 TSHC 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. All TSHC tenants were engaged and in total 3,223, or 24%, of tenants completed the survey, exceeding the target rate of 20%. The strong response rate also helped facilitate analysis at the regional level.

The following findings were found from the survey.

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% are proud to be tenants 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.

TSHC is currently working with staff and tenants to evolve actions coming from these survey results and to inform future priorities and actions. TSHC intends to conduct this survey every two years.

Closing Remarks

TSHC is building on its foundational aspects of operating buildings in a way that brings more services to senior tenants to age at home with dignity, respect, comfort, and the services they need to remain engaged in their communities. TSHC has seen results in its approaches to minimize evictions, improve the quality of life for tenants, and offer tenants a voice in building their sense of community. TSHC will continue to work on strengthening partnerships to further improve the quality of life for tenants in the face of a rapidly aging population with ever-growing needs. TSHC will continue to value the voices of tenants and seek to learn from them and honour their lived experiences. TSHC will continue to highlight achievements through TSHC Board reports and TSHC's [Annual Report](#) to City Council.

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SIGNATURE

Tom Hunter

Chief Executive Officer, Toronto Seniors Housing Corporation

ATTACHMENTS

Attachment 1: Profiles of Each TSHC Building (83) including Regional Profiles (4)

Attachment 2: Key Performance Indicators (Q2 2024)

End

South West

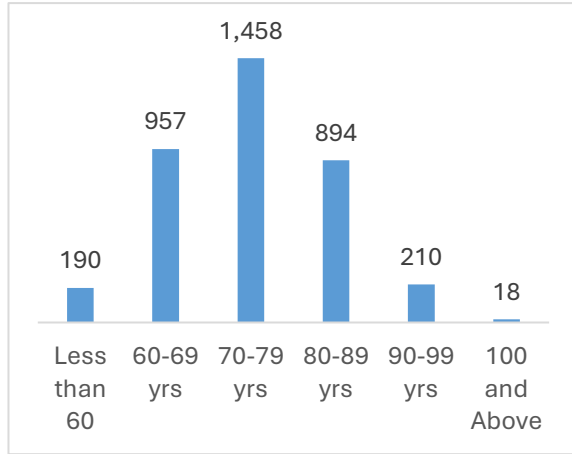
Unit Types

| | |
|------------------|-------------------|
| Bachelor | 1,755 units (52%) |
| 1-bedroom | 1,624 units (48%) |
| 2-bedroom | 8 units (0%) |
| 3-bedroom | 0 units (0%) |

City of Toronto Wards

| | |
|----------|---------------------|
| 1 | Davenport |
| 2 | Etobicoke-Lakeshore |
| 3 | Parkdale-High Park |
| 4 | Spadina-Fort York |
| 5 | Toronto Centre |
| 6 | University-Rosedale |

Tenant Age



TSHC Buildings within House Calls Postal Codes

| | |
|-----------|------------------|
| 1. | 91 Augusta Ave. |
| 2. | 423 Yonge St. |
| 3. | 18 Davenport Rd. |
| 4. | 34 Oxford St. |
| 5. | 168 John St. |
| 6. | 72 Clinton St. |

Preferred Spoken Language

| | |
|------------------|----------------|
| English | 35% of tenants |
| Cantonese | 7% |
| Mandarin | 5% |
| Polish | 4% |
| Korean | 3% |
| Other | 46% |

Number of Calls for Service (Community Safety Unit)

| Year | 2021 | 2022 | % Change (2022) | 2023 | % Change (2023) |
|-----------------|------|------|-----------------|------|-----------------|
| Number of Calls | 20 | 25 | 25% | 28 | 12% |

Note: The data shown represents the best available information as of September 2024.

Regional Map



Points of Interests

| | | | |
|-----------|---------------------------|------------|----------------------------|
| 1. | Islington Seniors' Centre | 7. | Keele Community Centre |
| 2. | Fairfield Seniors' Centre | 8. | Toronto Western Hospital |
| 3. | Brentwood Library | 9. | Toronto General Hospital |
| 4. | Mimico Centennial Library | 10. | City Hall / Metro Hall |
| 5. | Ourland Community Centre | 11. | St. Joseph's Health Centre |
| 6. | Bloor-Gladstone Library | 12. | Parkdale Library |

41 Mabelle Street – Islington Manor



| | |
|---------------------|--------------------------------|
| Units | 350 |
| Description | 19 - Storey High Rise Apt Bldg |
| Building age | 45 years |
| City Ward | Etobicoke-Lakeshore |
| Location | Bloor St. W. & Islington Ave. |

Program Requests (2024/25)

- 1 Onsite health checkups and screenings (e.g., blood pressure, hearing, vision, foot care)
- 2 Walking Group
- 3 Strength and Fall Prevention
- 4 Seniors Abuse workshop
- 5 Healthy Eating/Cooking Classes

Preferred Spoken Language

| | |
|----------------|----------------|
| English | 36% of tenants |
| Korean | 11% |
| Russian | 5% |
| Serbian | 5% |
| Polish | 4% |
| Other | 39% |

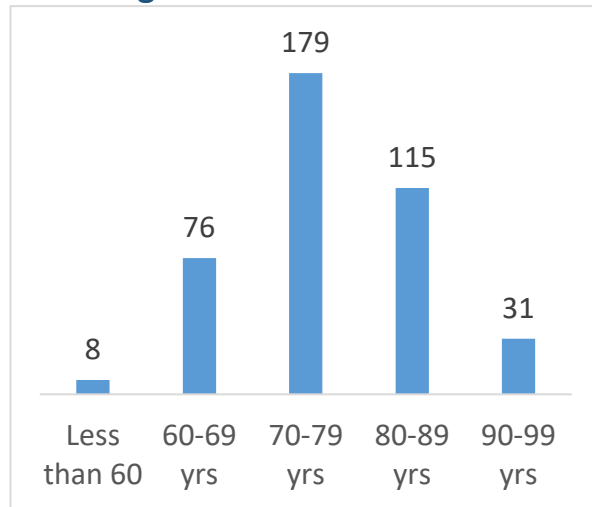
Community Activities Fund (CAF)

| | |
|---------------------------|------------|
| 2024 budget | \$7,149.18 |
| 2024 spent to date | \$2,502.95 |

Unit Types

| | |
|------------------|-----------------|
| Bachelor | 38 units (11%) |
| 1-bedroom | 312 units (89%) |
| 2-bedroom | 0 units (0%) |
| 3-bedroom | 0 units (0%) |

Tenant Age



Agency-Led and Tenant-Led Programs

| | Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|----------|--------|--------|---|------------|--|------------------|----------|
| 8:00 AM | | | | | | | |
| 9:00 AM | | | Mabellearts - Seniors on the Move: Expressive Movement Weekly (9am-1pm) | Heart icon | | | |
| 10:00 AM | | | | | | | |
| 11:00 AM | | | | | | | |
| 12:00 PM | | | | | | | |
| 1:00 PM | | | Mabellearts - Elder Dance Program - Weekly (1pm-5pm) | Heart icon | Reconnect - Exercise and Socialization Weekly - (1:30pm-4pm) | Smiley face icon | |
| 2:00 PM | | | | | | | |
| 3:00 PM | | | | | | | |
| 4:00 PM | | | | | | | |
| 5:00 PM | | | | | | | |

| | | | | | | | | | |
|---------------------|--------------------------|--------------------|---------------|------------|---------------------|----------------------|-------------------|----------------|-------------|
| Graduation cap icon | Learning and Development | Shopping cart icon | Food Security | Heart icon | Health and Wellness | Group of people icon | Social Recreation | Lightbulb icon | Faith Based |
| | Agency Led | | Tenant Led | | | | | | |

In-Home Care Program

| | |
|--------------------------|--------------------|
| Storefront Humber | Supportive Housing |
|--------------------------|--------------------|

Tenant Volunteers

| | |
|---|----|
| Engaged at building planning meeting | 25 |
| Tenant volunteers | 2 |
| Tenant Circles | 1 |

Tenants Supporting Roles Building Ratio

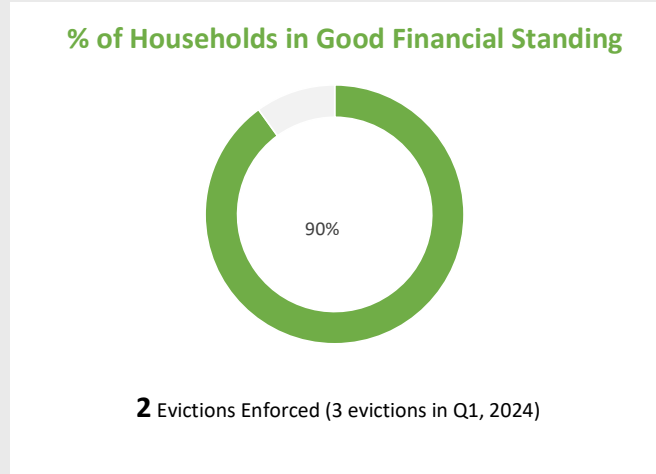
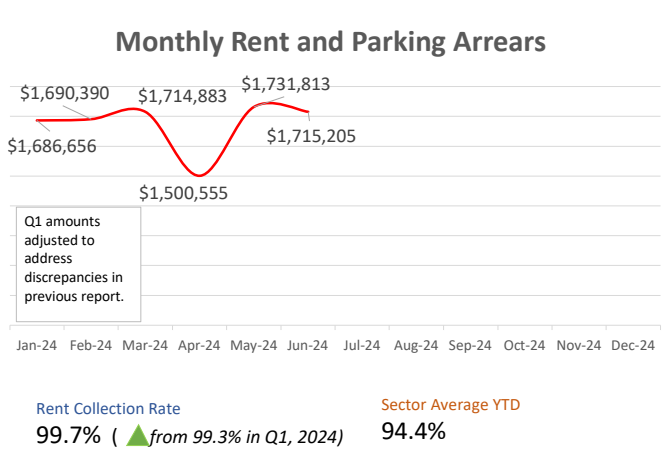
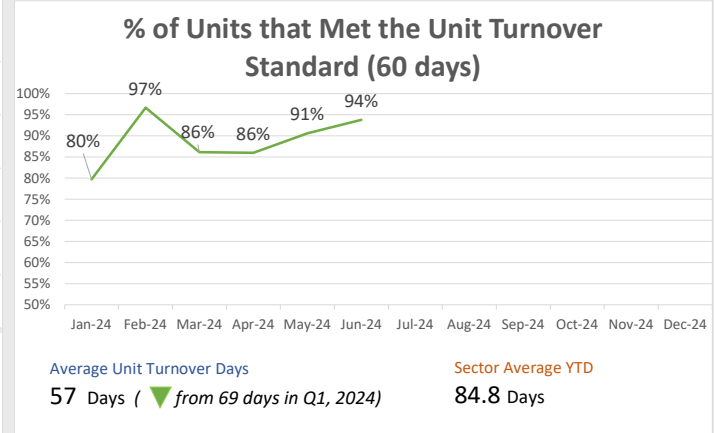
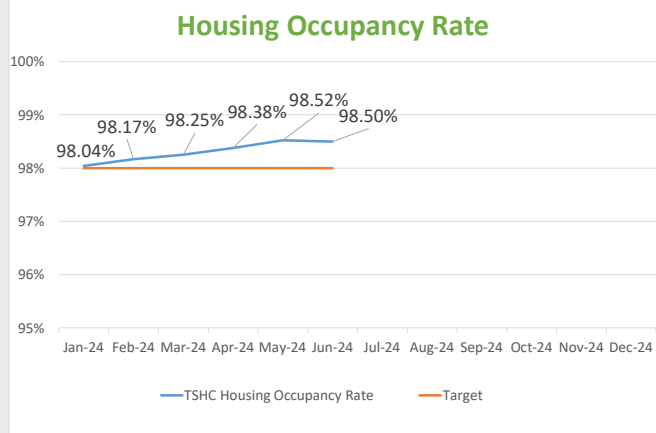
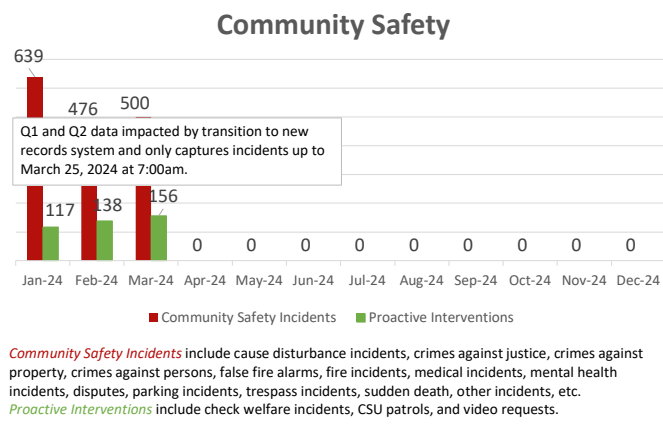
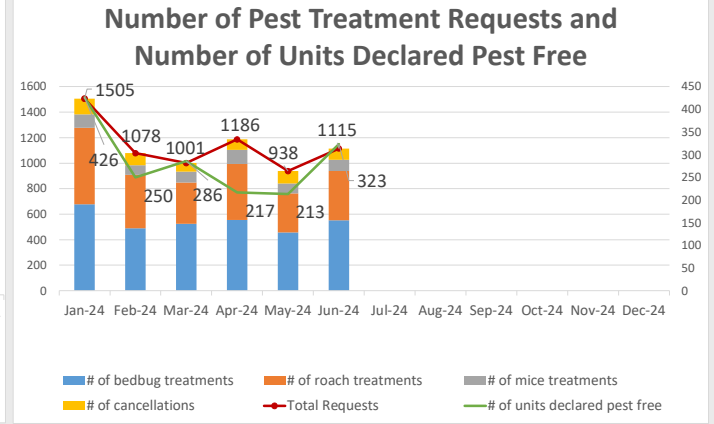
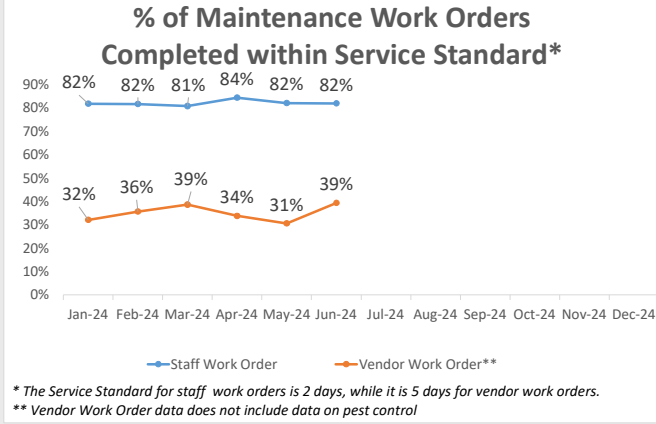
| | |
|---------------------------------------|-----------------|
| Community Services Coordinator | 1:12 |
| Seniors Services Coordinator | 1:2 |
| Tenant Services Administrator | 1:2 |
| Community Safety Advisor | 1:33 |
| Custodial Maintenance Person 1 | 1:1 |
| Superintendent | 1:1 |
| New | Enhanced |

Note: The data shown represents the best available information as of September 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 82% compliance and vendors achieved 39% compliance in June.
- **Pest Management:** In Q2, a total of 753 units were declared pest free. Staff have assisted 24 tenants in preparation for treatment and coordinated the preparation of 13 units with Toronto Public Health.
- **The housing occupancy rate** at the end of June stood at 98.5%, reaching the target of 98%. The average unit turnover days in Q2 were at 57 days, decreasing from 69 days in the previous quarter.
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| Rent and Parking Balance Range | No. of Tenant Accounts with Arrears |
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Strategic Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

Highlights:

- Two-year anniversary of TSHC: celebrated and featured in all-staff emails, the staff bulletin, as well as TSHC's website and social media.
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Online Engagement

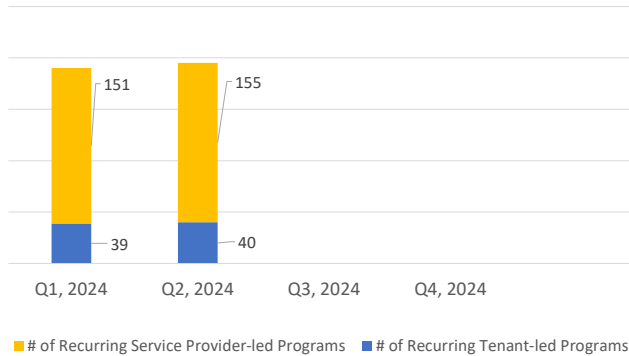
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Strategic Objective 3: To facilitate access to services and programs that tenants need and want

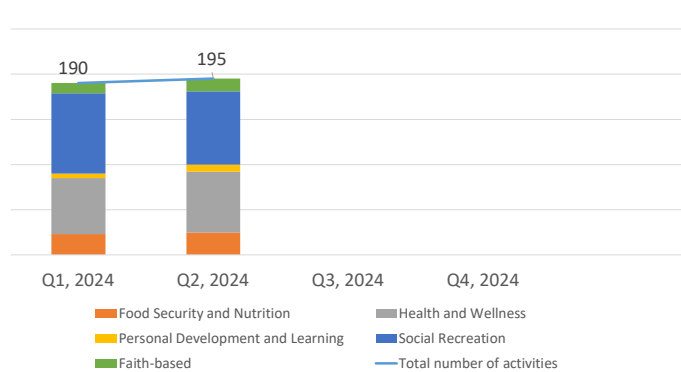
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Recurring Programs



Building Activities

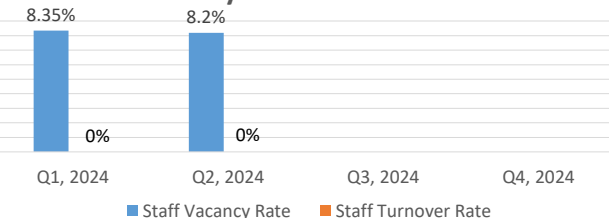


Strategic Objective 4: To promote innovation

1 innovation implemented across the organization

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

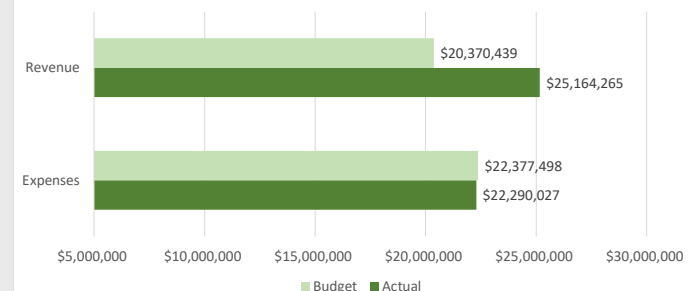
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- Mental Health First Aid for Seniors Training completed. Training offered on Conflict Management/Alternative Dispute Resolution in partnership with Humber College. AODA training rolled out for all staff.
- Three issues of Staff Bulletins were published.
- Two staff town halls were held virtually.

Enabler: Organizational Excellence

Statement of Operations

As of June 30, 2024



Community Connect+

Our Approach

Community Connect+ is an approach to develop closer collaboration between tenants, staff, service providers, and community partners at Toronto Seniors Housing buildings, in the regions, and across the city.



Our Collaboration

The Community Connect+ approach describes what strategies and actions are critical at different levels for implementing new ways of working together, encouraging participation, and building on the strengths of all collaborators.

Toronto Seniors Housing Corporation
Quality and Tenant Engagement (QTEC) Meeting

Meeting Date: September 30, 2024

Topic: Strategic Directions Progress Report – Q2 2024

Item Number: 15

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: September 13, 2024

Purpose: For Information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee (QTEC) receive this report for information.

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 Q2 2024.

As indicated in the Q2 2024 KPI Dashboard, the second quarter showed encouraging results across operational KPIs. The rent collection rate

remained at a strong level of almost 100 percent (99.7 percent). The average unit turnover days in Q2 decreased to 57 days, down from 69 days in Q1 2024. 207 Community Activities Fund (CAF) applications have been approved so far in 2024, and \$22,364 has been distributed through CAF to fund tenant activities. Through the annual building planning meetings tenants requested 351 tenant-led activities, along with 326 new program requests and 321 equipment requests (updated from . A total of 195 recurring programs led by tenants and service providers are currently being offered, reflecting almost a three percent increase as compared with those offered in Q1, 2024. CEO tours resumed in Q2 2024, with our Chief Executive Officer (CEO) visiting seven buildings. These tours provide an opportunity for tenants to share their experiences of living in TSHC buildings, and feedback on how we can improve our services. Regarding staff engagement and training, staff completed several courses, including Mental Health First Aid for Seniors, and Conflict Management/Alternative Dispute Resolution in partnership with Humber College. Accessibility for Ontarian with Disability Act (AODA) training was rolled out to all staff. As well, a vendor has been selected, through a joint procurement process, to lead the redevelopment of the TSHC and Toronto Community Housing Corporation (TCHC) intranet sites and a survey completed with staff to provide feedback for a new design. On the innovation front, the Operations Team has been moving to a paperless filing system. The move aligns with TSHC's commitment to improve operational efficiency and environmental responsibility. The most recent enhancements focus on the process for managing Office of the Commissioner of Housing Equity (OCHE) documentation. For more comprehensive details, please refer to Attachment 1.

The SD Roadmap translates the Strategic Directions into a plan for delivery. The Q2 2024 Roadmap Tracker demonstrates progress across various strategic initiatives. In the second quarter of 2024, 27

projects/activities were planned, with 12 completed on time, 13 currently in progress, one with a revised timeline to be further determined, and one moved to ongoing/continuous work. Project teams are committed to completing activities according to the updated timelines. There is an additional project marked complete this quarter that should have been reported in Q3 2023 when the aligned Quality Improvement Project action was reported complete. Attachment 2 provides highlights of the completed projects and outlines the details of those with revised timelines.

The TSHC Leadership Team has also conducted a mid-year review session in August 2024 to discuss status and progress on all initiatives and to inform future planning considerations. During the review session it was noted that at the end of the second quarter 44 percent of the time-limited activities from the SD Roadmap were complete. Several actions have come out of the discussion for follow up and may inform opportunities for future adjustments. Another review session is being planned for Q4, this session will include the extended leadership team. 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

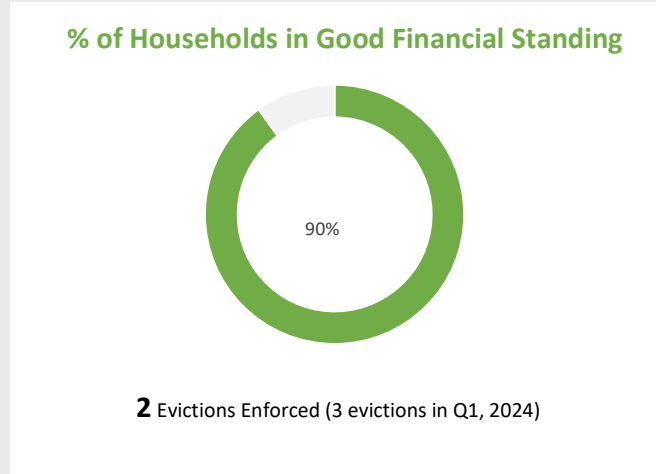
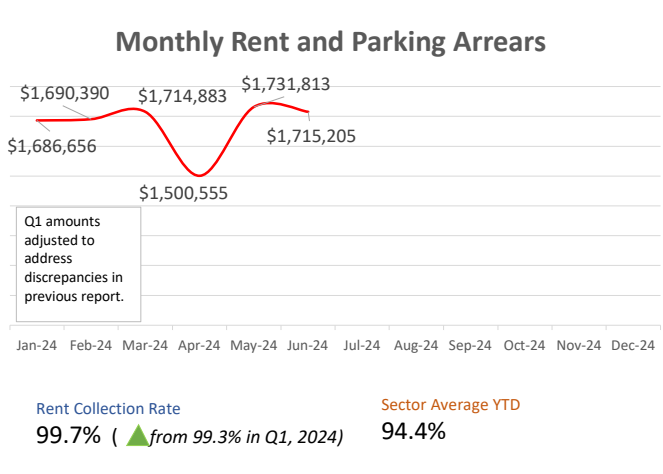
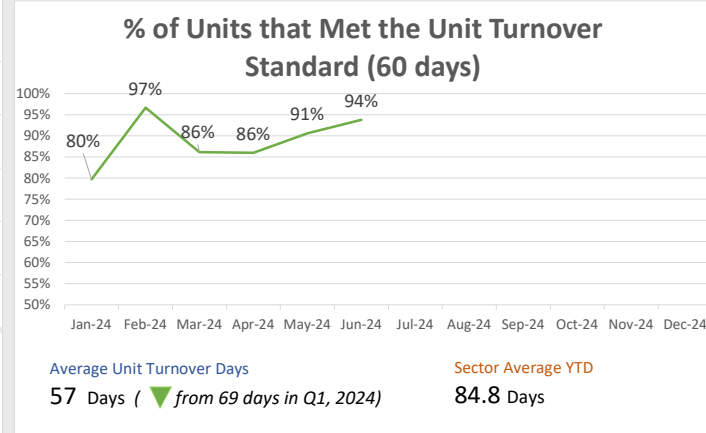
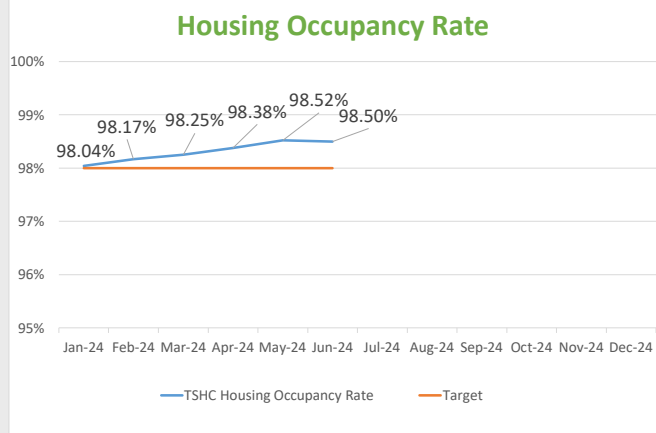
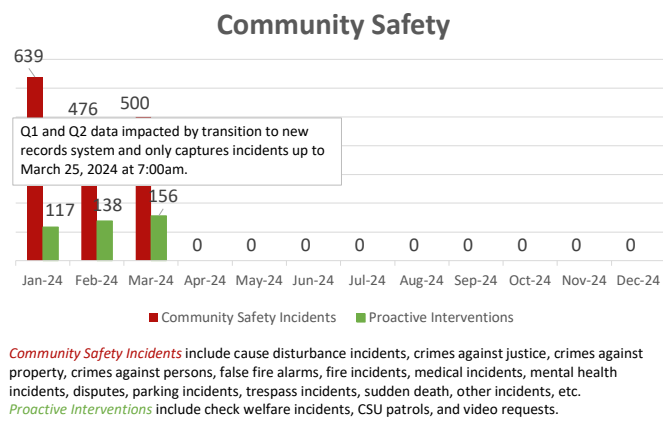
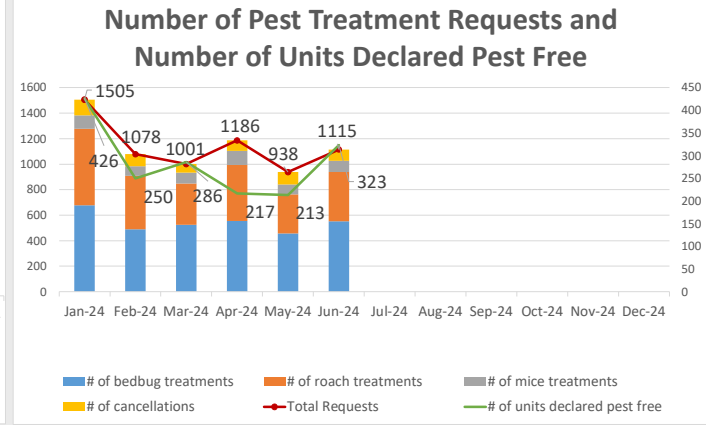
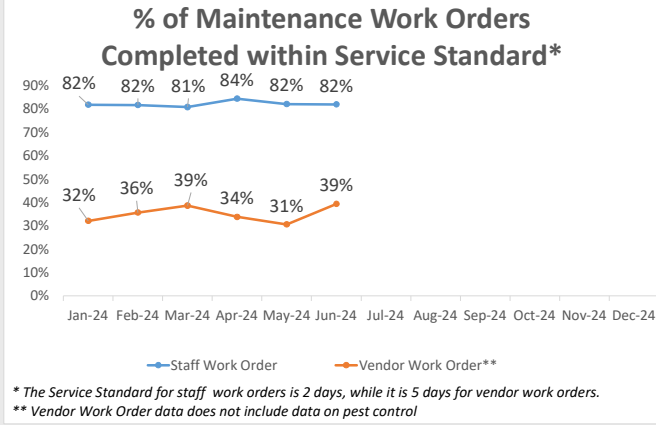
List of Attachments:

1. Attachment 1 – SD Key Performance Indicator Dashboard – Q2 2024
2. Attachment 2 – SD Roadmap Update – Q2 2024

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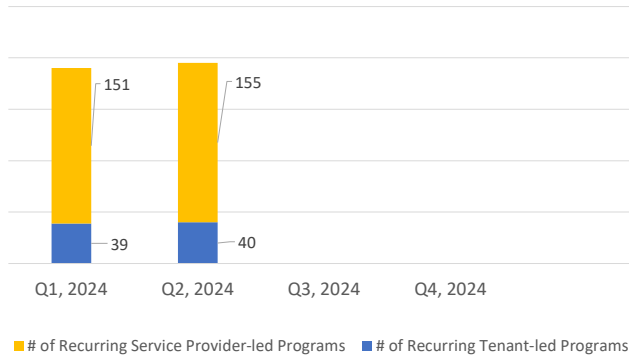
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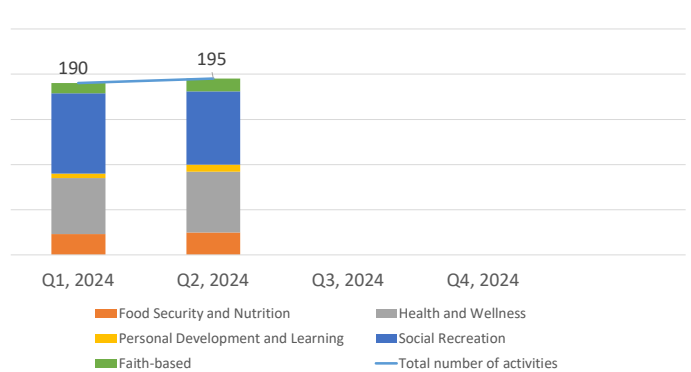
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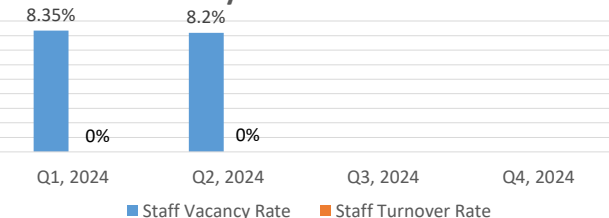


Strategic Objective 4: To promote innovation

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Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

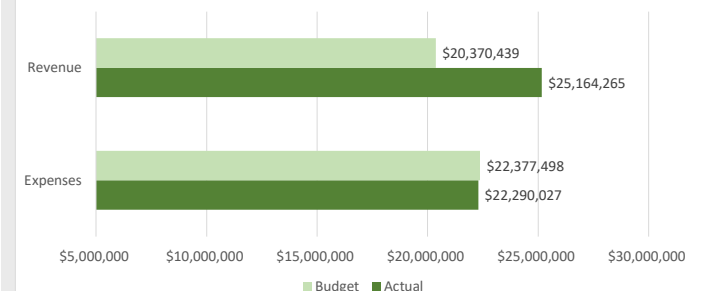
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Enabler: Organizational Excellence

Statement of Operations

As of June 30, 2024



Attachment 2 - SD Roadmap Update Q2 2024

| Objective/Enabler | Accountabilities | Initiatives | Actions | Time-limited Activities | Current 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 | Provide clean and well-maintained buildings and units | Provide timely response to maintenance requests | Determine response time for urgent vs regular requests | Q3 2024 | Q3 2024 Q3 2023 | Completed | This activity should have been marked as complete in Q3 2023. TSHC has a protocol in place for posting notices to communicate service shutdowns, like elevators, in buildings. |
| 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 | Support tenants to understand their rights and responsibilities in their lease | Improve safe channels for tenants to express concerns about interactions with staff, via the updated Tenants Complaint Process | Q2 2024 | Q2 2024 | Completed | The process for tenants to make a complaint has been updated, and an interim procedure that was reviewed with STAC has been posted to TSHC's website and shared through the Seniors Speak newsletter. |
| 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 | Support tenants to understand their rights and responsibilities in their lease | Consider feasibility of appointment system | Q2 2024 | Q2 2024 Q2 2025 | Revised Timeline | Consideration of the feasibility of a booking system will be reviewed in light of current practices for staff to meet with tenants and the timeline for this activity has been revised to Q2 2025. |
| 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 | Help tenants to meet the requirements for ongoing (RGI) eligibility | Enhanced RGI training for staff to be added to the TSHC training plan | Q2 2024 | Q2 2024 | Completed | Job specific training delivered to staff in all four regions on Evictions for Cause. Training was delivered by in-house paralegals. Outstanding rent reviews were down to 873 at the end of June. |
| 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 | Q2 2024 | Q2 2024 | Completed | Referral process between TCHC and TSHC and the OCHE has been simplified through OCHE access to the HoMES system. This update also improves data analysis capabilities. OCHE will be reporting quarterly on the effectiveness to TSHC Board. TSHC has worked 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. |
| 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 | Review policies that support tenant-led programs and projects (e.g., Tenant Action Funds and Use of Space) | Set priorities for additional tenant-facing policy reviews for the new Tenant Engagement Approach | Q2 2024 | Q2 2024 Q1 2025 | Revised Timeline | The Implementation Table, made up of tenant volunteers, drafted a new Code of Conduct to be taken to STAC in July. The draft code will be shared for comment and feedback with Regional Volunteers at the upcoming meetings in July. By default, if the Code of Conduct is not adhered to it would be grounds for a Removal of a Tenant Volunteer. The process for that is not yet defined. Revised timeline is Q1 2025. The Implementation Table also provided input into the forms that support the emerging new Use of Space policy for tenants and agencies. The policy will be taken to STAC in July for input once again. Regional Volunteers provided input on the policy in April 2024. |

| Objective/Enabler | Accountabilities | Initiatives | Actions | Time-limited Activities | Current 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 | Implement recommendations of the staff and tenant relations quality improvement project | Introduce tenant bulletin boards | Q2 2024 | Q2 2024 Q3 2024 | Revised Timeline | New bulletin boards purchased. Working with tenant volunteers and staff to identify best location for boards and sending out communications in first half of Q3. |
| 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 | Communicate effectively with our tenants and other stakeholders | Develop communications strategy, including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging | Annual Report | Q2 2024 | Q2 2024 | Completed | Annual Report passed at Board in April 2024, going to City Council in July 2024. |
| Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being | Director, Strategy and Business Management | Partner and cultivate relationships to research and test emerging trends and new practices | Collaborate on innovation with tenants, experts and researchers in seniors social housing | Identify opportunities and priorities/research and collaboration opportunities | Q2 2024 | Q2 2024 Q3 2024 | Revised Timeline | Research opportunity with Women's College Hospital and other partners to study Naturally Occurring Retirement Communities (NORCs) in development. Revised timeline is Q3 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 | Skills matrix for Board members | Q2 2024 | Q2 2024 Q4 2024 | Revised Timeline | Board Director and Education Policy in review (Q3) and to be implemented later in 2024 to support a board skills assessment. |
| 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 | Q2 2024 | Q2 2024 Q3 2024 | Revised Timeline | City as Service Manager has drafted an Accountability Framework for TSHC which is expected to be finalized within Q3. |
| 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 | Ensure regular and annual reporting requirements are met | Annual Report and Annual General Meeting Requirements | Q2 2024 | Q2 2024 | Completed | TSHC Annual General meeting requirements, including the Annual Report and other materials, were approved at TSHC Board on April 25, 2024 and submitted and subsequently approved at City Council on July 24, 2024. |
| 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 | Q2 2024 | Q2 2024 | Completed | Successfully concluded data analysis and presented final report to STAC and QTEC in May 2024. Action planning exercises based on findings are underway. Report to be presented to Board and action plan to be finalized in Q3 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 | Post-transition Policy clean up | Q2 2024 | Q2 2024 Q2 2025 | Revised Timeline | Progress made in the policy clean up work with around 30 policies cleaned up, further clean up work for the rest of the policies (over 100) will require additional time and is expected to be completed Q2 2025. |

| Objective/Enabler | Accountabilities | Initiatives | Actions | Time-limited Activities | Current timeline | Updated timeline | Status | Highlights/Comments |
|--|---|--|---|---|------------------|-------------------------------|------------------|--|
| 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 | Identify opportunities for mobile computing | Q2 2024 | Q2 2024 Q3 2024 | Revised Timeline | Updated mobile technology implemented within TSHC mobile devices, subject to further discussion with TCHC Information Technology Services on additional opportunities. Revised timeline is Q3 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 | Review of management/exempt benefits programs | Q2 2024 | Q2 2024 | Completed | Benefits program approved by CGHRC meeting on June 12. Final board approval scheduled for July 18. |
| 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 | Embrace equity, diversity and inclusion | Review and refine all People and Culture policies and programs to eliminate barriers and create an inclusive workplace | Creation of an EDI framework & strategy | Q2 2024 | Q2 2024 Q3 2024 | Revised Timeline | EDI framework complete in March. Strategy draft to be completed by end of Q3. Policy review process in progress. EDI framework applied to policy review. |
| 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 | Embrace equity, diversity and inclusion | Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion | Develop and implement the overall EDI strategy | Q2 2024 | Q2 2024 Q4 2024 | Revised Timeline | EDI strategy to be completed by end of Q3. Implementation post approval. |
| 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 | Action plans following the results of the survey | Q2 2024 | Q2 2024 | Completed | Action plans completed by March 28 and submitted in portal. Corporate action plans completed April 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 | Foster continuous learning and improvement | Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services | Create an onboarding program specific to TSHC for all new hires | Q2 2024 | Q2 2024 Q1 2025 | Revised Timeline | Orientation framework updated and awaiting review. New Learning and Organizational Development Advisor (hire date TBD) will be responsible for completion. Revised timeline is Q1 2025. |
| 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 | Implement the new Community Activities Fund policy and the process. | Q2 2024 | Q2 2024 | Completed | New processes such as Advanced Notice Forms, Hold Harmless Waiver, and procurement of a vendor to provide food for BBQs and holiday celebration events were completed in Q2. The procurement of a food vendor reduces the burden on tenants to pay out of pocket for community events and having to wait for reimbursements from TSHC. These major events are now costs carried by the corporation and reduces risk of loss receipts or administrative delays in payments. Review process for CAF applications has also been streamlined and automated, and tenants receive an email confirming the status of the application. |

| Objective/Enabler | Accountabilities | Initiatives | Actions | Time-limited Activities | Current 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 | Identify Community Connect+ tenant volunteers at building level | Q2 2024 | Q2 2024 Moved to ongoing | Moved to ongoing | Tenant Circles have been forming as have social groups since early in 2024 to support building activities. During Q2 funding for tenant led activities by local volunteers began. These include activities such as coffee meets, games night, bingo, beading workshops, and other activities that tenants have agreed amongst themselves that they would like to have in their buildings. |
| 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 TCHC consider explore new technology to assist with real-time interpretation services | Q2 2024 | Q2 2024 TBD | Revised Timeline | Information about other real-time interpretation services have been provided for considerations. No significant progress has been made on this item. Resourcing is impacting timeline. |
| Partnership To facilitate access to services and programs that tenants need and want | Director, Engagement, Partnerships and Communications | Facilitate access to priority health and community support services | Maintain and create new partnerships to help senior tenants access the support and services they need and want | Develop and implement a tenant participation satisfaction survey | Q2 2024 | Q2 2024 Q3 2024 | Revised Timeline | Tenant satisfaction reporting will be built into new agreements process which we would begin to execute in Q3 2024. |
| Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate | Director, Strategy and Business Management | Identify and reduce risk | Develop a TSHC risk and mitigation plan | Review Emergency Response Plan | Q2 2024 | Q2 2024 Q3 2024 | Revised Timeline | TSHC is working in partnership with TCHC to update the joint Emergency Response Plan. TCHC is hiring a supervisor for emergency management in Q3 2024. This supervisor, along with the Director of Risk at TCHC, will work with TSHC on updating the Emergency Response Plan and related training. |
| 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 | Establish a TSHC Policy Inventory to keep track of all policies | Q2 2024 | Q2 2024 | Completed | TSHC Policy Inventory established and verified with policy owners, it will serve as a tool to monitor and keep track of policy review moving forward. |
| 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 annual Policy Development/Review Plan/Schedule | Q2 2024 | Q2 2024 | Completed | Annual Policy Development Plan developed and reviewed by the CGHRC at its June meeting. |
| 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 | Explore opportunities for paperless tenant document management | Q2 2024 | Q2 2024 | Completed | Implemented new solution to manage tenant files electronically within HoMES. |

Toronto Seniors Housing Corporation
Quality and Tenant Engagement (QTEC) Meeting

Meeting Date: September 30, 2024

Topic: Quality Improvement Projects (QIP) Report – Q2 2024

Item Number: 16

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: August 28, 2024

Purpose: For Information

Recommendation:

This report provides the Quality and Tenant Engagement Committee with a progress update on Toronto Seniors Housing Corporation's (TSHC) Quality Improvement Projects (QIP).

It is recommended that the Quality and Tenant Engagement Committee (QTEC) receive this report for information.

Reason for Recommendation:

The Board of Directors received the [Quality Improvement Projects Final Report](#) at the meeting on August 3, 2023. The Quality Improvement Projects Final Report included a summary on the background of the three projects, overview and approach, recommendations developed, and lessons learned highlights. The three Quality Improvement Projects included (i) Pest Management, (ii) Safety and Security and (iii) Staff and Tenant Relations. Status on the progress of the projects is being

reported quarterly, however this will be the last quarterly update. A one-year results report is included in the report for the September 30, 2024 Quality and Tenant Engagement Committee meeting, and a final progress on the Quality Improvement Projects will be delivered in the new year.

Quality Improvement Projects Quarterly Tracker:

The actions and recommendations from the Quality Improvement Projects are aligned to the 2023-2025 Strategic Directions (SD) Roadmap. The Quality Improvement Projects quarterly tracker has been developed to enable regular reporting and monitoring on progress (aligned to Strategic Directions' time limited activities). A 'time limited' activity generally has an end date, whereas 'ongoing' work includes work that is done on a continuous basis and may include day-to-day operations work.

To review the quarterly Quality Improvement Project Actions Tracker for Q2, 2024, please refer to Attachment 1. The Quality Improvement Projects' recommendations have not been included in the tracker with the actions, in an effort to improve readability, but they are available for reference in the [Final Report on the Quality Improvement Projects](#).

Quarterly Progress:

This report provides highlights on the Quality Improvement Project actions implemented during Q2 of 2024. Of the four Quality Improvement Project actions that were targeted for completion at the end of Q2, three actions are in progress, with revised target completions listed below. One of the three actions in progress has not substantively progressed due to resourcing and capacity.

Highlights:

Pest Management

- There are no updates for the Pest Management QIP in Q2, however in Q3 we anticipate the launch of a new tenant Welcome Package that will include information on pest prevention.

Safety and Security

- In March, TCHC transitioned to a new records system for the Community Safety Unit (CSU) and is in the process of recruiting resources to support reporting (target Q3). TSHC continues to work with TCHC to determine the feasibility of receiving more detailed data, to support tenancy management activities. Revised target completion for Q4, 2024.
- TSHC is continuing to engage the CSU in discussions regarding the allocation of third party security services in buildings, to determine whether the allocation of these services is appropriate given the needs. Revised target for completion Q4 2024.

Staff and Tenant Relations

- The process for tenants to make a complaint has been updated. An interim procedure, that was reviewed with Seniors Tenants Advisory Committee (STAC), has been posted to TSHC's website and shared through the Seniors Speak newsletter.
- Consideration of the feasibility of a booking system will be reviewed in light of current practices for staff to meet with tenants and the timeline for this activity has been revised to Q2 2025.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Attachment 1 – TSHC Quality Improvement Project (QIP) Action Tracker – Q2, 2024
2. Attachment 2 - Number of Quality Improvement Project (QIP) actions targeted for completion by quarter (updated from Q1 2024)

Attachment 1: TSHC Quality Improvement Project (QIP) Action Tracker – Q2, 2024

| Quality Improvement Project | Strategic Directions' Time Limited Activities | Quality Improvement Project Actions (as identified in the <u>Quality Improvement Projects Final Report</u>) | Quality Improvement Project Actions Status |
|-----------------------------|--|--|--|
| Safety and Security | Develop business case to support additional level of Community Safety Advisor to provide service to all 83 buildings | 4.1 Data delivery to TSHC to be more granular (response time, patrols, incidents). Provides critical information for tenancy management and integrated team meetings | Revised timeline |
| Safety and Security | Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings | 4.4 Review allocation of 3rd party security for seniors' buildings | Revised timeline |
| Staff and Tenant Relations | Improve safe channels for tenants to express concerns about interactions with staff, via the updated Tenants Complaint Process | 1.5 Establish safe channels for tenants and staff to express concerns about the nature of their interactions, and a forum or other mechanism for resolution | Complete |
| Staff and Tenant Relations | Consider feasibility of appointment system | 2.6 Staff workloads mean that tenants will not always be able to speak to or meet with on-site staff when they feel they need to. Consider the feasibility of an appointment booking system for those who need in-person contact | Revised timeline |

Attachment 2 - Table 1: Number of Quality Improvement Project (QIP) actions targeted for completion by quarter (updated from Q1 2024)

| Quarter | Number of actions targeted for completion (updated Q1 2024) | Number of actions targeted for completion (updated Q2 2024) | Notes |
|--|---|---|--|
| Q2 2024 | 2 | 4 | Two actions from Q1 2024. |
| Q3 2024 | 15 | 8 | One action from Q1 2024. Six actions moved to the one year report. |
| Q4 2024 | 2 | 6 | Two actions from Q2 2024. Two actions from Q3 2024. |
| Beyond 2024 or timeline to be determined | 2 | 3 | One action from Q2 2024. |
| Moved to the one year report | 1 | 6 | |