

**Toronto Seniors Housing Corporation**

**Quality and Tenant Engagement Committee (QTEC) Meeting**

**Agenda**

**Date:** Monday, November 18, 2024

**Time:** 3:00 pm to 5:00 pm

**Location:** WebEx and Livestream

| <b>Item</b> | <b>Time</b>       | <b>Description</b>  | <b>Action</b> | <b>Type of Item</b> | <b>Presenter</b> |
|-------------|-------------------|---|---------------|---------------------|------------------|
| 1.          | 3:00 pm<br>2 min  | Chair's Remarks   | Information   | N/A                 | Chair            |
| 2.          | 3:02 pm<br>2 min  | Land and African Ancestral Acknowledgements                                       | N/A           | N/A                 | Chair            |
| 3.          | 3:04 pm<br>1 min  | Approval of Public Meeting Agenda   | Approval      | Agenda              | Chair            |
| 4.          | 3:05 pm<br>1 min  | Chair's Poll re: Conflict of Interest   | Declaration   | N/A                 | Chair            |
| 5.          | 3:06 pm<br>1 min  | Approval of Public Session Minutes of QTE Committee Meeting of September 30, 2024 | Approval      | Minutes             | Chair            |
| 6.          | 3:07 pm<br>1 min  | Action Items Review   | Information   | List                | Chair            |
| 7.          | 3:08 pm<br>15 min | CEO Update  | Information   | Verbal Report       | Tom Hunter       |
| 8.          | 3:23 pm<br>15 min | Operational Dashboard   | Information   | Dashboard           | Brad Priggen     |
| 9.          | 3:38 pm<br>20 min | Strategic Directions Q3 2024 Progress Report                                      | Information   | Report              | Grant Coffey     |
| 10.         | 3:58 pm           | Adjournment   | Approval      | N/A                 | Chair            |

# **Toronto Seniors Housing Corporation (TSHC)**

## **Quality and Tenant Engagement Committee Meeting (QTEC)**

**Date:** Monday, September 30, 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 Monday, September 30, 2024, at 3:00pm via WebEx video conference. **This meeting was livestreamed and can be viewed [here](#).**

**Members in attendance:**

Linda Jackson, Chair  
Jim Meeks  
Lawrence D’Souza  
Fareed Amin  
Brenda Parris  
Councillor Crisanti  
Andrea Austen

**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)  
Emma Francis, EA

**Presenters:**

Melanie Martin, OCHE

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### **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 it was National Day for Truth and Reconciliation, a day when we recognize the ongoing trauma caused by

residential and day schools, and remember those who never returned home, survivors, and their families. The Committee took a few moments of silence in recognition of Truth and Reconciliation Day. She then noted on October 1<sup>st</sup> was National Seniors Day as well.

The Chair noted a full Agenda, with Deputations for Item 12 (Use of Community Space Policy) and Item 13 (Programs Partnerships and Engagement). She also noted 2 Consent Agenda Items being Item 15 (Strategic Directions Q2 2024 Progress Report) and Item 16 (Quality Improvement Projects Q2 2024 Progress Report).

**Item 2: Land and African ancestral acknowledgements**

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The Chair began with Land and African ancestral acknowledgements.

**Item 3: Approval of public meeting agenda**

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The Chair asked if there were any changes to the September 30, 2004 QTEC Public meeting Agenda, being none, she asked for a motion to approve the Public Agenda of September 30, 2024 as presented.

**Moved:** Fareed Amin

**Seconded:** Councillor Crisanti

With All in favour, it was resolved that the QTEC Public Agenda of September 30, 2024 was approved as presented .....**Carried**

**Item 4: Chair’s poll re: conflict of interest**

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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 July 23, 2024**

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The Chair asked if there were any edits or changes to the QTEC Public meeting Minutes of July 23, 2024, Mr. Amin noted that the attendance stated only his first name. With the said amendment of adding Mr. Amin’s last name, the Chair asked for a motion to approve the QTEC Public meeting Minutes of July 23, 2024 .

**Moved:** Fareed Amin

**Seconded:** Jim Meeks

With All in favour, it was resolved that the QTEC Public meeting Minutes of September 30, 2024 were approved with above amendment. .... **Carried**

**Item 6: Action items review**

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The committee reviewed the action items list and the status of the items. With no other action items discussed, and the Committee satisfied, the Chair proceed to next Agenda Item.

**Item 7: CEO Update**

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

- Tenant Experience Survey Action plan has been in development and is nearly complete. He also noted actions are being developed based on four priority areas that align with the Strategic Directions including:
  - Strengthening community participation
  - Improving referrals to services and supports,
  - Creating more opportunities for tenants to share their concerns and complaints; and
  - Enhancing staff responsiveness (an area that scores high already but can be further improved)

- 2025 TSHC Budget is in development, post the initial submission to the City on September 10. The process will continue throughout the fall with an intent to seek Board approval in December 2024.
- TSHC continues to make progress on the 2023-2025 Strategic Directions, and we continue to demonstrate strong results on several key indicators.
- Changes in the CEO Office.
  - Welcomed Emma Francis, new Executive Business Program Coordinator, Office of the CEO.
  - Thanked Liz Dzig, noting it would be her last QTEC meeting, and acknowledged all her hard work and support at TSHC

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

### **Item 8: Operational Dashboard**

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

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

It was asked how much notice was given to tenants for inspections and was noted usually 4 days, but a minimum of 48 hrs notice.

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

### **Item 9: Local Housing Corporation Benchmarks**

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At the invitation of the Chair, Mr. Priggen went through the Local Housing Corporation Benchmarks

- TSHC’s key performance indicators to 6 other housing (municipal) providers, comparing:
  - Housing Occupancy Rate
  - Unit Turnover Days
  - Tenant Move Out Rate
  - Households in Good Financial Standing
  - Rent Collection Performance
  - Percentage No. of Tenant with Debt
  - Average Amount of Arrears

There was thorough discussion among the committee and then the Chair thanked Mr. Priggen for his work and then carried on to the next Agenda Item.

### **Item 10: OCHE Bi-Annual Report Jan 1-June 30, 2024**

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The Chair welcomed Melanie Martin from the Office of the Commissioner of Housing Equity’s (OCHE) who went through an update for the period of January 1, 2024 to June 30, 2024, highlighting:

- Referrals by Region, Referrals Sent Back to TSHC, Arrears at the Time of Referral
- Arrears Collection Process Compliance
- OCHE Case Management Highlights
- Arrears Managed by the OCHE, Arrears Managed Through Local Repayment Agreements
- Breached OCHE Brokered Local Repayment Agreements
- Community Partnerships (Toronto Rent Bank and Woodgreen)

The Chair thanked Ms. Martin for the update presentation and proceeded to the next Agenda Item.

### **Item 11: Quality Improvement Projects One-year Update**

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Through the Chair, Mr. Coffey went through the Quality Improvement Projects One-year Update, highlighting:

- Pest Management
- Safety and Security
- Staff and Tenant Relations
- Tenant leadership and engagement
- Future reporting and next steps

**Action:** Councillor Crisanti asked that the Board be provided updates on the status of the CCTV cameras (i.e. upgrades, high resolution etc.)

The Chair thanked Mr. Coffey for the update and proceeded to the next Agenda Item.

### **Item 12: Use of Community Space Policy**

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At the invitation of the Chair, Ms. Howells went through Use of Community Space Policy. Then, Mr. Lohman deputed on the Item noting:

- Lots of work has been done over the years
- Clearer language (i.e. leaving room in same condition of when used it)
- Casual use (more specific structure should be used, especially for insurance).

The Chair thanked Mr. Lohman for his comments and then a thorough discussion among the Committee was had. The Chair thanked Ms. Howells and staff for all the work done.

The Chair then asked for a motion to approve the QTE Committee endorse the following recommendations to be forwarded to TSHC 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

**Moved:** Jim Meeks

**Seconded:** Fareed Amin

With All in favour, it was resolved that the QTE Committee recommended that the Use of Community Space Policy be brought to the Board of Directors for approval as well as retire the Non-Residential Use of Space Policy for Tenants Policy ..... **Carried**

### **Item 13: Program Partnerships and Engagement**

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At the invitation of the Chair, Ms. Howells went through Program Partnerships and Engagement. Then, Mr. Lohman deputed on the Item noting:

- CAF Updates:
  - BBQ's – added on costs were not received well
  - Independent Programming – better process to be had
  - Learning continuum – draw more volunteers

The Committee had a lengthy conversation and then the Chair thanked Mr. Lohman and Ms. Howells, then moved on to the next Agenda Item

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**Item 14: TSHC Service Model**

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Through the Chair, Mr. Hunter went through the TSHC Service Model, highlighting the TSHC Service Delivery Report in Response of Council Direction Ex16.28. It was noted that included in the report to the City Council, as included were:

- 83 building profiles and four regional profiles
- Key Performance Indicators

It was noted the amount of work done and that staff will report back to the Board for an update after presenting to City. The Chair then thanked Mr. Hunter for the update and proceeded to the next Agenda Item.

**Item 17: Adjournment**

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The Chair thanked the Committee members, staff and all the presenters for their attendance and contributions to the TSHC QTEC September 30, 2024 meeting and asked for a motion to adjourn the meeting.

**Moved:** Jim Meeks

**Seconded:** Fareed Amin

With All in favour, it was resolved that the QTEC September 30, 2024 meeting terminate ..... **Carried**

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Linda Jackson, Chair  
Quality and Tenant Engagement Committee

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

**Action Items List as of September 2024**

| Action items |                      |                               |              |             |
|--------------|----------------------|-------------------------------|--------------|-------------|
|              | Meeting Arising From | Description                   | Resp         | Status      |
| 1.           | Sept 30, 2024        | Provide stats on CCTV Cameras | Brad Priggen | In progress |

| Completed Action items |                      |  |                |          |
|------------------------|----------------------|--|----------------|----------|
|                        | Meeting arising from | Description  | Resp.          | Status   |
| 1.                     | July 23, 2024        | Provide LHC Report   | Brad Priggen   | Complete |
| 2.                     | May 29, 2024         | Provide schedule of Building List of Community Safety Audit's  | Brad Priggen   | Complete |
| 3.                     | May 29, 2024         | Provide schedule of CEO Connecting with Tenants  | Tom Hunter     | Complete |
| 4.                     | May 29, 2024         | Provide Board Members list of Activities (BBQ's) for Summer 2024   | Arlene Howells | Complete |
| 5.                     | Feb 5, 2024          | To share a sample of Community Safety Audit's and schedule of audits with the Committee.                     | Brad Priggen   | Complete |
| 6.                     | Feb 5, 2024          | "Less rotation of staff" was removed in the Roadmap, staff will take into consideration to amend the Roadmap | Grant Coffey   | Complete |
| 7.                     | Feb 5, 2024          | Arlene to provide Linda with a list of how many tenants led events (2 TAF applications) were denied.         | Arlene Howells | Complete |

| <b>Completed Action items</b> |                              |   |                |               |
|-------------------------------|------------------------------|---|----------------|---------------|
|                               | <b>Meeting arising from</b>  | <b>Description</b>  | <b>Resp.</b>   | <b>Status</b> |
| 8.                            | Feb 5, 2024                  | Brad to provide the Committee with stats on where tenants are moving to once they leave TSHC.                   | Brad Priggen   | Complete      |
| 9.                            | Jan 4, 2024<br>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

## October 2024

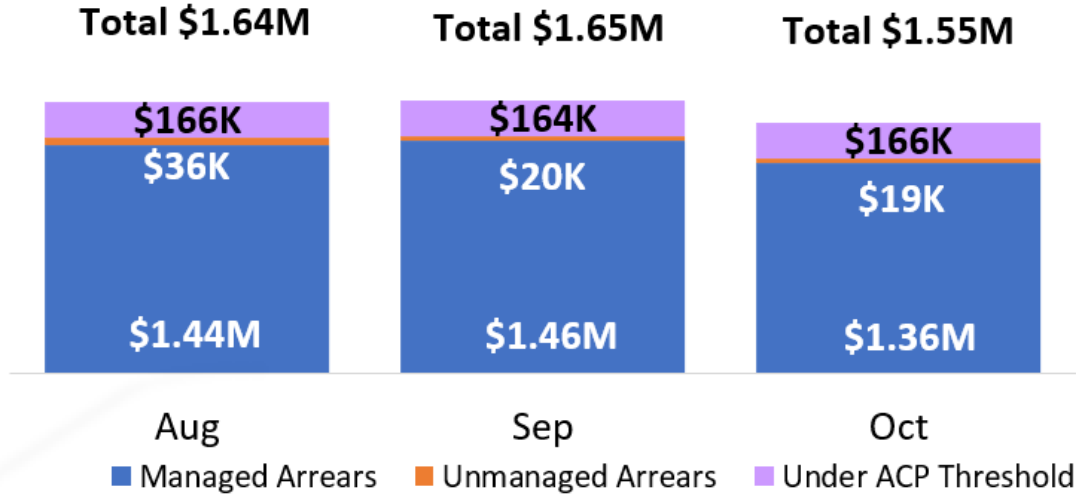
Quality and Tenant Engagement Committee Meeting



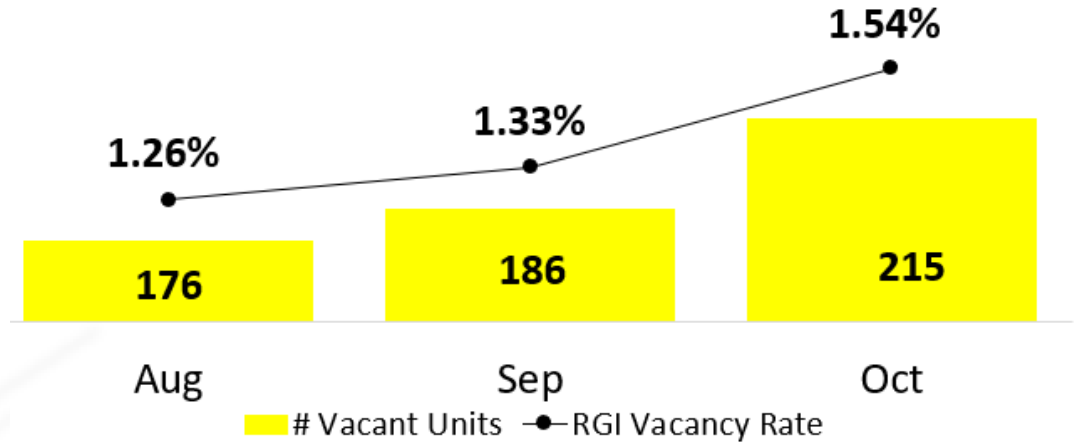
# Monthly Summary: TSHC

# October 2024

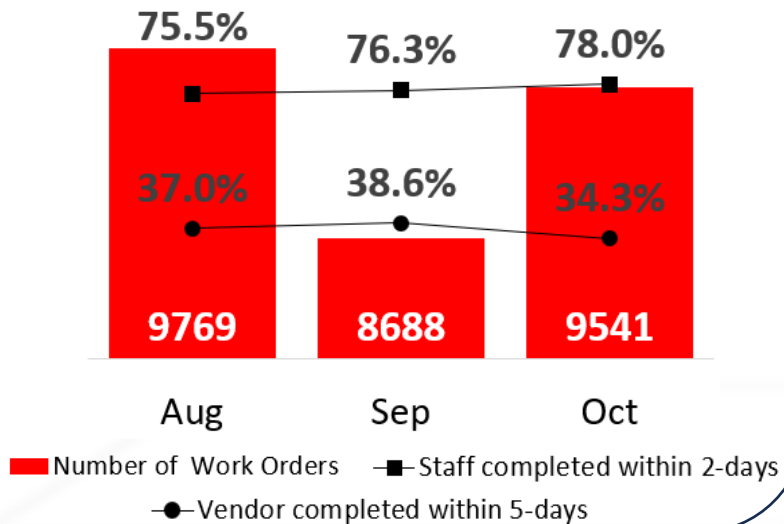
## ARREARS



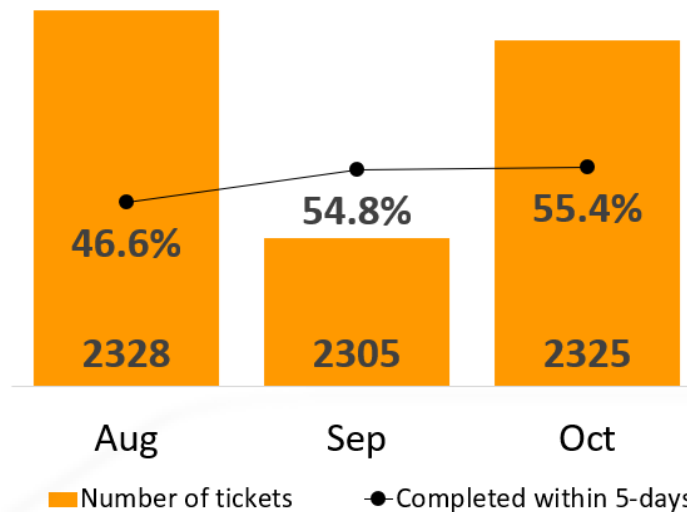
## VACANCIES



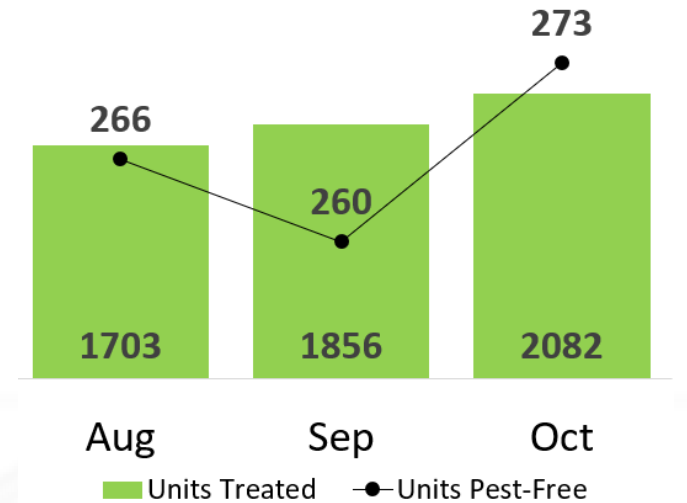
## MAINTENANCE WORK ORDERS



## ADMINISTRATIVE TICKETS



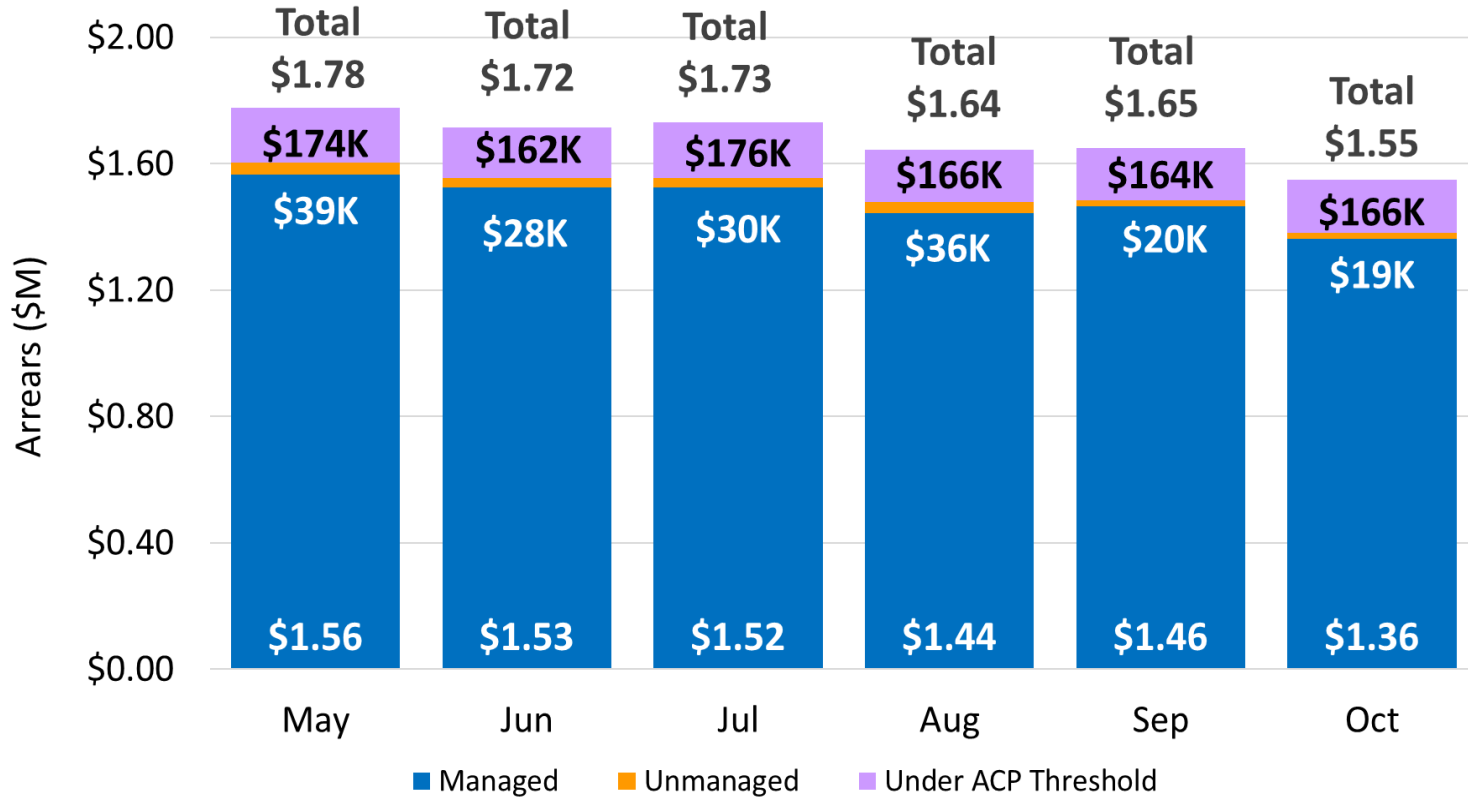
## PEST MANAGEMENT



# Arrears

# October 2024

## Arrears (2024)



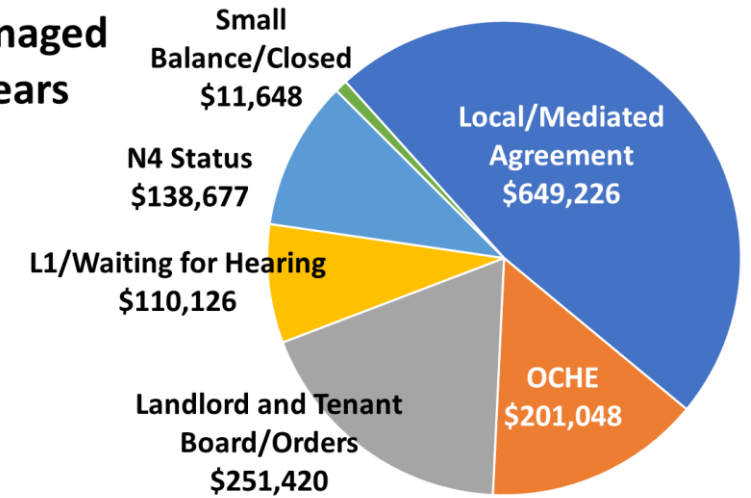
**\$102K decrease in total arrears from Sep 2024**

**Managed arrears: \$102K decrease from Sep 2024**

**Unmanaged arrears: \$1.5K decrease from Sep 2024**

**Under ACP threshold: \$1.7K increase from Sep 2024**

## Managed Arrears

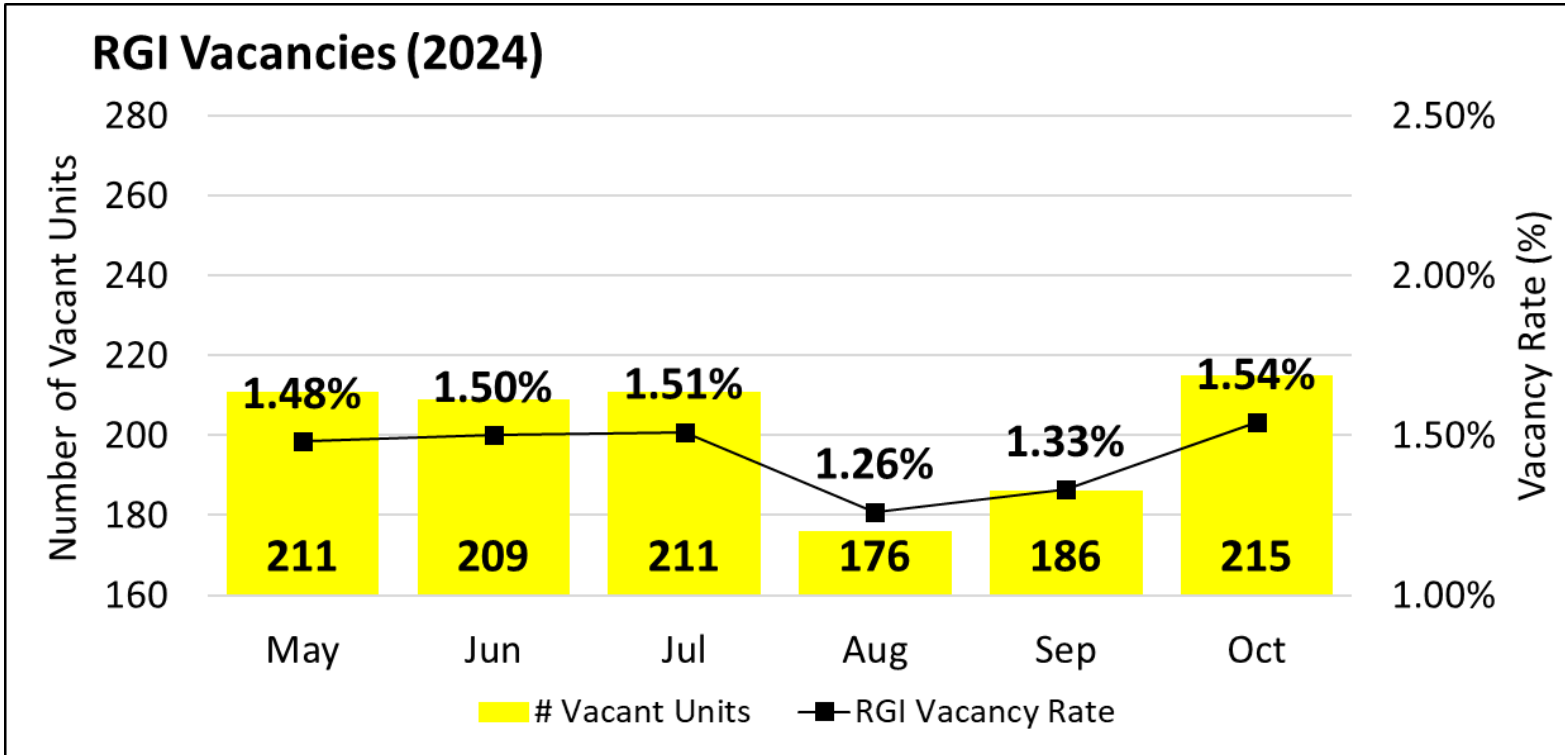


| Arrears                                   | May            | Jun            | Jul            | Aug            | Sep            | Oct            |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| Managed and Unmanaged                     | \$1.60M        | \$1.55M        | \$1.55M        | \$1.48M        | \$1.49M        | \$1.38M        |
| Under Arrears Collection Policy threshold | \$174K         | \$162K         | \$176K         | \$166K         | \$164K         | \$166K         |
| <b>Total</b>                              | <b>\$1.78M</b> | <b>\$1.72M</b> | <b>\$1.73M</b> | <b>\$1.64M</b> | <b>\$1.65M</b> | <b>\$1.55M</b> |

| Managed and Unmanaged Arrears      | Total              | Tenants    |
|------------------------------------|--------------------|------------|
| N4 Status                          | \$138,677          | 78         |
| L1/Waiting for Hearing             | \$110,126          | 23         |
| Local/Mediated Agreement           | \$649,226          | 252        |
| OCHE                               | \$201,048          | 63         |
| Landlord & Tenant Board/Orders     | \$251,420          | 35         |
| Small Balance/Closed               | \$11,648           | 4          |
| <b>Total Managed</b>               | <b>\$1,362,145</b> | <b>455</b> |
| Unmanaged                          | \$19,273           | 21         |
| <b>Total Managed and Unmanaged</b> | <b>\$1,381,418</b> | <b>476</b> |

# Vacancies

# October 2024

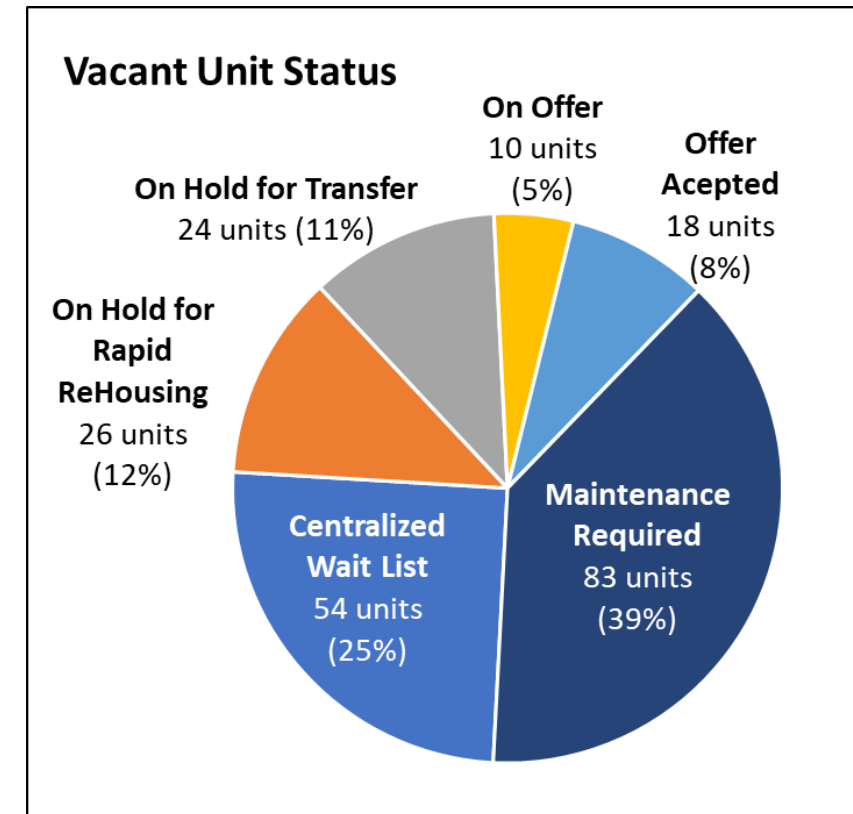


**1.54% RGI vacancy rate** is below the Service Manager target of 2.00%

**3.61% AFF (affordable housing) vacancy rate**

**57** move-ins and **78** move-outs

| Vacant Unit Status    | May        | Jun        | Jul        | Aug        | Sep        | Oct        |
|-----------------------|------------|------------|------------|------------|------------|------------|
| Centralized Wait List | 47         | 53         | 82         | 51         | 39         | 54         |
| Rapid ReHousing       | 25         | 23         | 27         | 33         | 24         | 26         |
| Transfer              | 12         | 8          | 21         | 17         | 17         | 24         |
| On Offer              | 8          | 16         | 20         | 17         | 13         | 10         |
| Accepted              | 25         | 7          | 7          | 9          | 13         | 18         |
| Maintenance           | 94         | 102        | 54         | 49         | 80         | 83         |
| <b>Total</b>          | <b>211</b> | <b>209</b> | <b>211</b> | <b>176</b> | <b>186</b> | <b>215</b> |



# Annual Unit Inspections

October 2024

Start Date: July 8

End Date: November 30

## Issues Identified

|   |             |
|---|-------------|
| Life Safety Issues (ie. smoke detector, window screens)           | 685         |
| Housekeeping Issues (ie. cleanliness, clutter)                    | 547         |
| Fire Safety Issues (ie. blocked pathways, flammable items)        | 329         |
| Electrical Issues (ie. unauthorized lighting)                     | 207         |
| Pest Issues (ie. pest infestation)                                | 805         |
| Kitchen Repair/Replacement Items (ie. cupboards, counter)         | 893         |
| Bathroom Repair/Replacement Items (ie. bathtub, toilet, fixtures) | 652         |
| Flooring Repair/Replacement                                       | 144         |
| Doors, Walls, Stairs Repair                                       | 332         |
| Balcony Issues (ie. clutter, BBQ)                                 | 114         |
| Water Penetration Issues  | 125         |
| Other Issues (ie. unauthorized washer/dryer, renovations)         | 264         |
| <b>Total</b>  | <b>5097</b> |



**Inspections Completed**

**99.8%** Access to unit to complete inspection on first attempt

**1,862**

**Work Orders Created**  
(work orders may have multiple items)

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

**1,066**

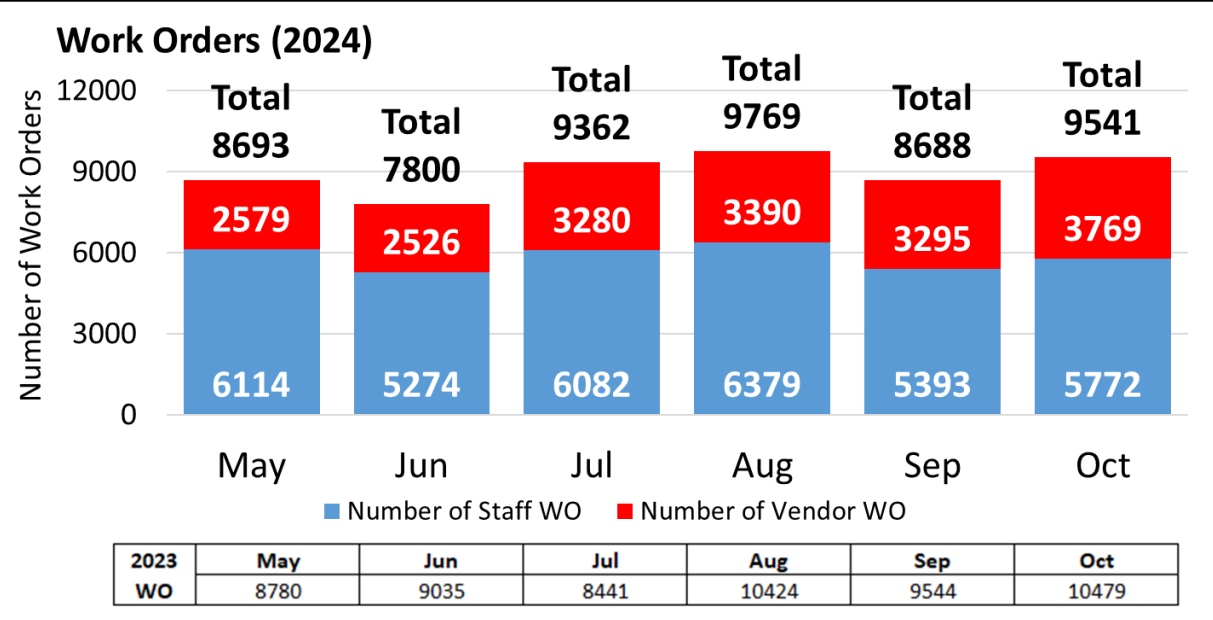
**Violation Tickets Created**  
(one ticket per unit; may have multiple violations)

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



# Maintenance Work Orders (WO)

# October 2024



**9,541** WO (work orders)

**5,772** staff WO: **78.0%** completed within 2 business days (60%)  
**92.2%** completed by end of the month

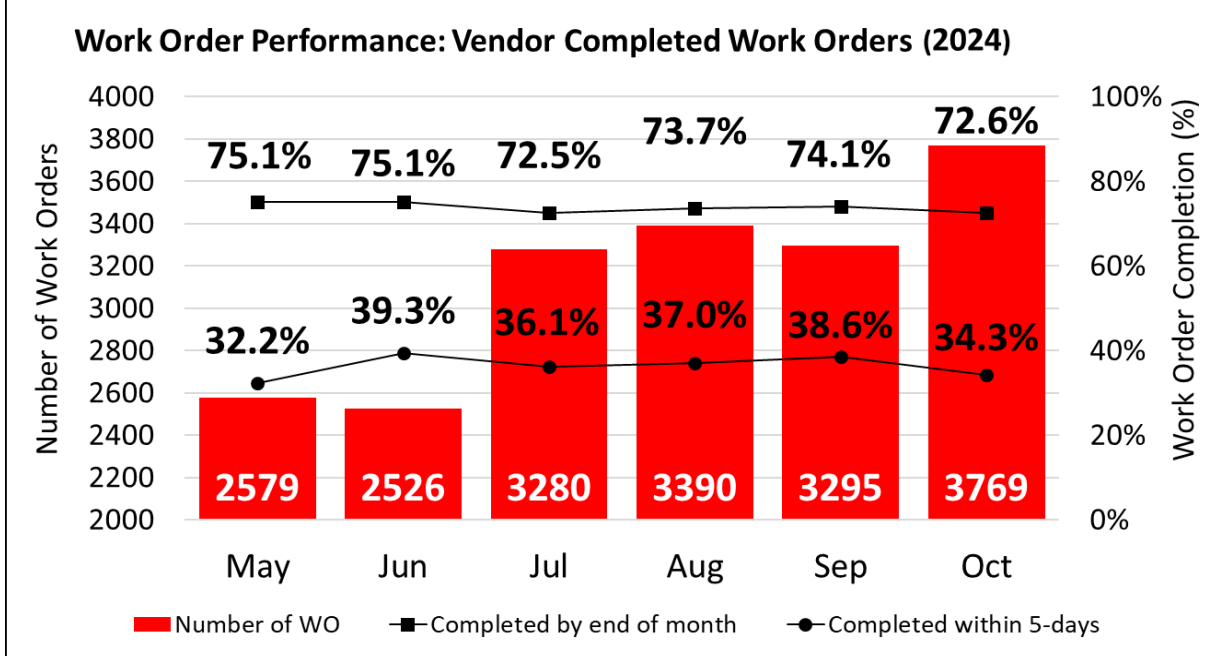
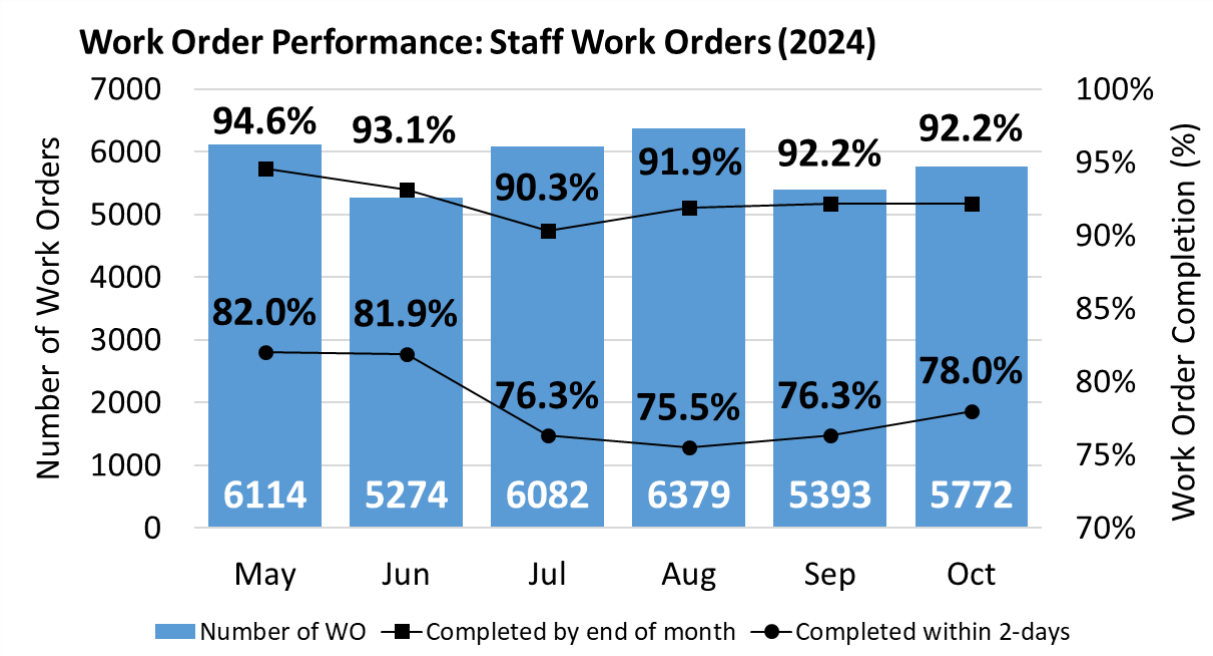
**3,769** vendor WO: **34.3%** completed within 5 business days (40%)  
**72.6%** completed by end of the month

#### Top 5 Staff Work Order Categories

|                  |     |                  |
|------------------|-----|------------------|
| Alarm Monitoring | 14% | <b>58% of WO</b> |
| Plumbing         | 14% |                  |
| Janitorial       | 13% |                  |
| Electrical       | 9%  |                  |
| Doors            | 8%  |                  |

#### Top 5 Vendor Work Order Categories

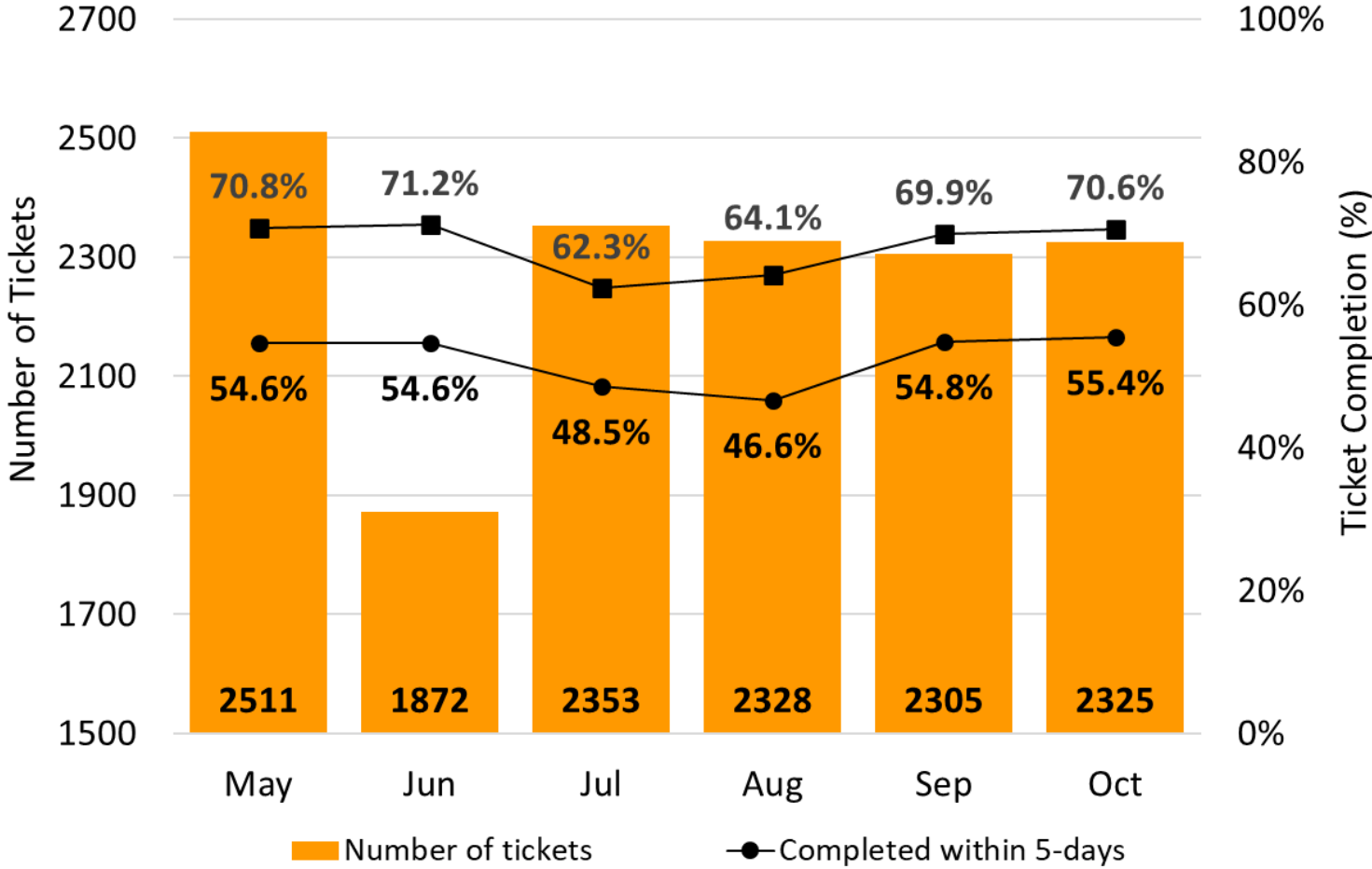
|              |     |                  |
|--------------|-----|------------------|
| Pest Control | 65% | <b>83% of WO</b> |
| Plumbing     | 7%  |                  |
| Appliances   | 5%  |                  |
| Doors        | 4%  |                  |
| Elevators    | 2%  |                  |



# Administrative Requests (Tickets)

October 2024

**Administrative Tickets and Performance (2024)**



**2,325** administrative tickets

**55.4%** completed within 5 business days

**70.6%** completed by end of the month

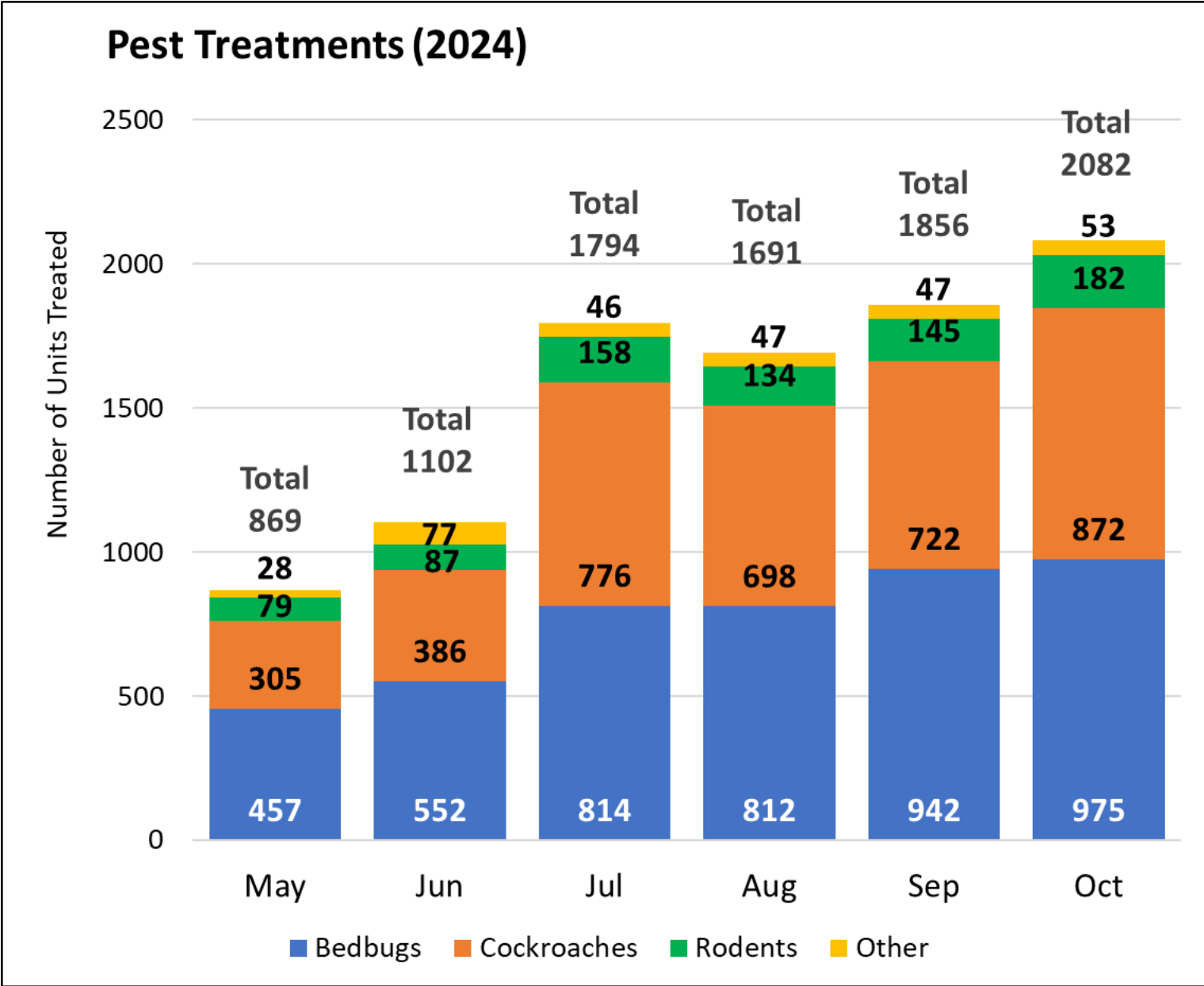
| Top 5 Administrative Ticket Categories |     |                               |
|--|-----|-------------------------------|
| Annual Rent Review                     | 34% | <b>66%<br/>of<br/>Tickets</b> |
| Document Requests/Support              | 11% |                               |
| Information Requests                   | 8%  |                               |
| Complaints                             | 7%  |                               |
| Arrears                                | 6%  |                               |

| Administrative Ticket Assignments |     |
|-----------------------------------|-----|
| Senior Services Coordinator       | 52% |
| Tenant Services Administrator     | 31% |
| Call Centre Agent                 | 8%  |
| Accessibility                     | 2%  |
| Other                             | 7%  |

| 2023    | May  | Jun  | Jul  | Aug  | Sep  | Oct  |
|---------|------|------|------|------|------|------|
| Tickets | 2002 | 1797 | 1866 | 2319 | 1692 | 1694 |

# Pest Management

# October 2024



**2,082** pest treatments (bedbugs, cockroaches, rodents, other (flies, ants))

**2,082** units treated

**273** units declared pest-free

**4** units received TSHC staff assistance with preparation and bed replacement

**11** units received Toronto Public Health assistance (in collaboration with TSHC) 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 (QTEC) Meeting

**Meeting Date:** November 18, 2024

**Topic:** Strategic Directions Progress Report – Q3 2024

**Item Number:** 09

**Report Name:** Strategic Directions Progress Report – Q3 2024

**To:** Quality and Tenant Engagement Committee

**From:** Grant Coffey, Director, Strategy and Business Management

**Date of Report:** October 22, 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 Q3 2024.

As indicated in the Q3 2024 KPI Dashboard, the third quarter showed encouraging results across operational KPIs. The rent collection rate remained at a strong level of almost 100 percent (99.8 percent). The Operations and Environmental Health Unit teams continue to work actively with tenants to address pest issues, resulting in 863 units being declared pest free in the third quarter. The average unit turnover days in Q3 decreased to 44 days, down from 57 days in Q2 2024. 24 Community Activities Fund (CAF) applications were approved in Q3 bringing the total number of CAF applications approved in 2024 to 231. \$100,167 in CAF funds have been distributed in Q3 to fund tenant activities bringing the year-to-date funding to \$122,531. Note: the year-to-date amount has been recalculated as some spending data was not updated correctly due to staffing changes and the quick turnaround for event cancellations, previously reported as \$128,873.95 at the September 30 QTEC. A total of 222 recurring programs led by tenants and service providers are currently being offered, reflecting almost a 14 percent increase as compared with those offered in Q2, 2024. In terms of staff engagement, in Q3 the People and Culture team planned an all-staff and staff recognition event, which took place on October 1 with about 200 in attendance. The People and Culture team has also expanded, hiring a Learning and Organizational Development Advisor to support training programs, and two temporary staff: a Health, Safety and Wellness Specialist, and a Specialist to assist with TSHC's Inclusion, Diversity, Equity and Accessibility (IDEA) Strategy. TSHC's financial standing stays robust as of September 30, 2024. For more comprehensive details, please refer to Attachment 1.

The SD Roadmap translates the Strategic Directions into a plan for delivery. The Q3 2024 Roadmap Tracker demonstrates progress across various strategic initiatives. In the third quarter of 2024, 28 projects/activities were planned, with 10 completed on time, 14 currently in progress, four moved to ongoing/continuous work. Project

teams are committed to completing activities according to the updated timelines. Note: one activity (that had a future timeline for completion) is being reported as not feasible. Attachment 2 provides highlights of the completed projects and outlines the details of those with revised timelines, not feasible, and reported as ongoing.

A review session is scheduled for October 31 with the Extended Leadership Team to look at the progress of the Strategic Directions initiatives. Later in Q4, another planning session will be held with the Leadership Team to inform future planning considerations and updates for 2025. 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

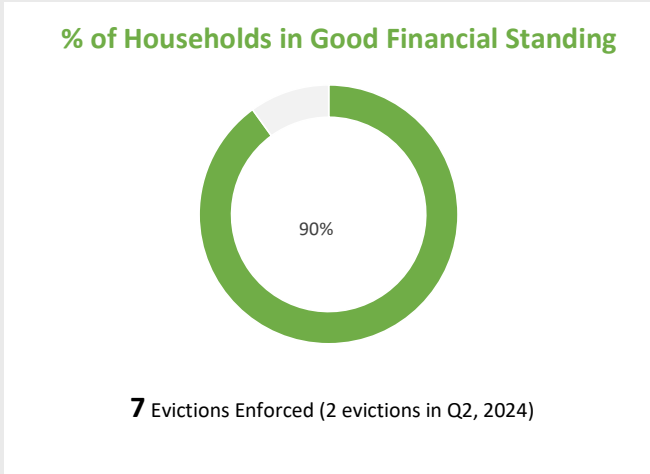
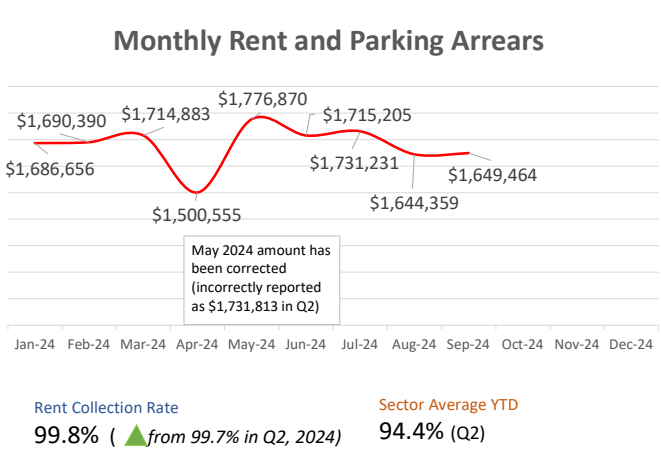
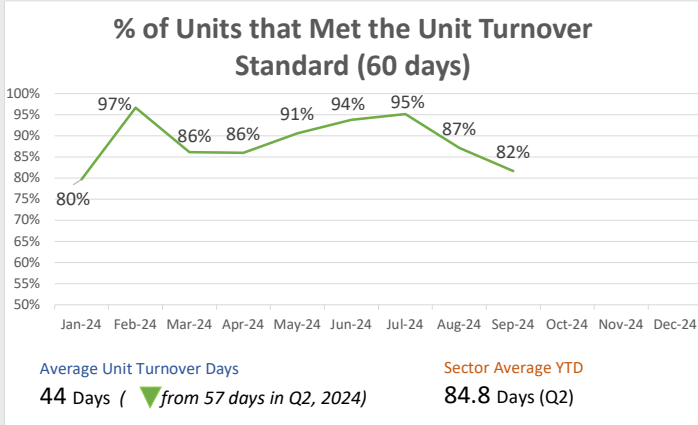
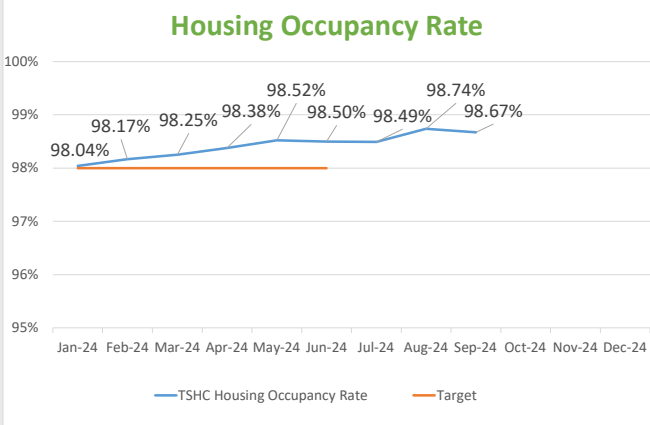
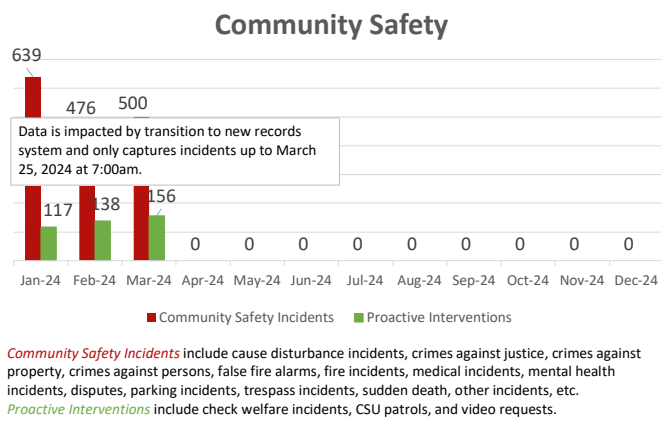
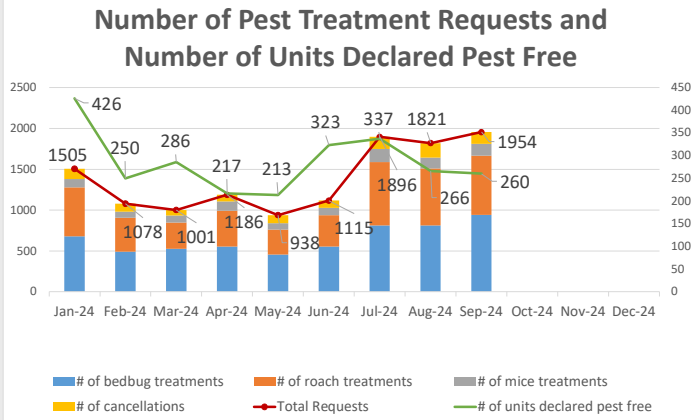
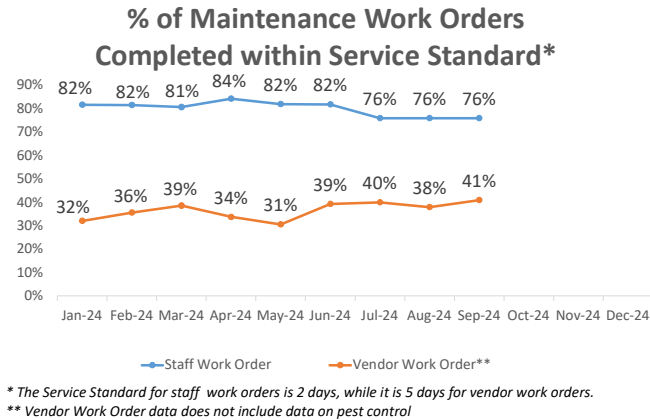
**List of Attachments:**

1. Attachment 1 – SD Key Performance Indicator Dashboard – Q3 2024
2. Attachment 2 – SD Roadmap Update – Q3 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, for staff the compliance rate was 76% and for vendors the rate was 41% in September. As staff have focused on AUIs in Q3 the compliance rate has slightly decreased from Q2.
- **Pest Management:** In Q3, a total of 863 units were declared pest free. Staff have assisted 21 tenants in preparation for treatment and coordinated the preparation of 18 units with Toronto Public Health.
- **The housing occupancy rate** at the end of September stood at 98.67%, reaching the target of 98%. The average unit turnover days in Q3 was at 44 days, decreasing from 57 days in the previous quarter.
- **Arrears:** TSHC achieved almost 100% rent collection rate in Q3. The arrears level has remained stable during Q3, with 90% of households maintaining good financial standing. A majority of households in arrears fell within the \$1 - \$2,000 range.



### Households in Arrears

| Rent and Parking Balance Range | No. of Tenant Accounts with Arrears |
|--------------------------------|-------------------------------------|
| \$1-\$2,000                    | 1158                                |
| \$2,001-\$4,000                | 91                                  |
| \$4,001-\$6,000                | 50                                  |
| \$6,001-\$8,000                | 32                                  |
| \$8,001-\$10,000               | 12                                  |
| \$10,001 and above             | 28                                  |
| <b>Grand Total</b>             | <b>1371</b>                         |



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

**Highlights:**

- Tenants voted for a new logo and branding of Community Connect + which was announced in Seniors Speak.
- Bulletin boards in buildings are being streamlined to more effectively communicate with tenants.
- Seven CEO tours were held in Q3.

**Consultations in Q3:**

- Corporate website consultation with tenants to assist in designing website improvements.
- Two focus groups held for the 2025 Budget Consultations.
- Two focus groups held for the Tenant Experience Survey.

**Community Activities Fund Distribution**

\$ Community Activities Fund Distributed in this quarter:

**\$100,167** (year to date: \$122,531\* amount has been recalculated since reported as \$128,873.95 at the September 30 QTEC)

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

**\$20,651** reported in Q3 2023

Number of Community Activities Fund Applications Approved:

**24 in Q3** (year to date: 231)

**Communications with Tenants:**

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

**Tenant Engagement Activities**

- 7** CEO Tours
- 4** Regional Tenant Meetings
- 2** Senior Tenants Advisory Committee Meeting
- 2** Community Connect+ Implementation Table Meetings
- 296** tenants participated (including tenants attending CEO Tours)

**Online Engagement**

- Website Users: **11,565**
- Social Media Audience: **2,064**
- Social Media Audience Growth: **143**

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

**Highlights:**

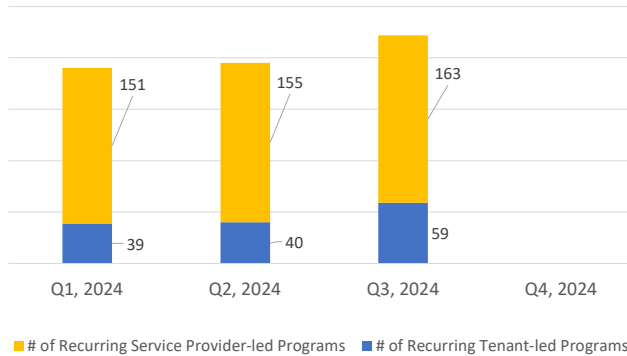
**Community Connect+:**

- Tenant Volunteer Code of Conduct was presented in its final draft to STAC and QTEC for information in Q3. Leadership team has approved the Code of Conduct and training will begin in Q1 2025.
- Began work with University of Toronto capstone students on volunteer management program in September 2024.

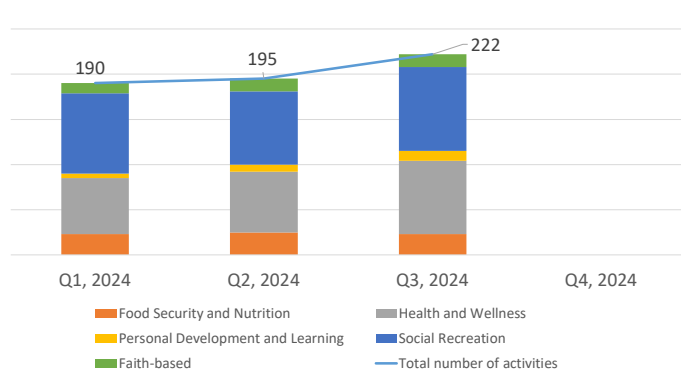
**Community Activities Fund (CAF):**

- 24 CAF applications approved in Q3, bringing the total to 231 applications approved in 2024.
- \$100,167 in CAF funds have been distributed to fund activities, events and equipment in Q3, bringing the year to date funding to \$122,531.
- Over 45 CAF-funded building social events held throughout the summer.

**Recurring Programs**



**Building Activities**

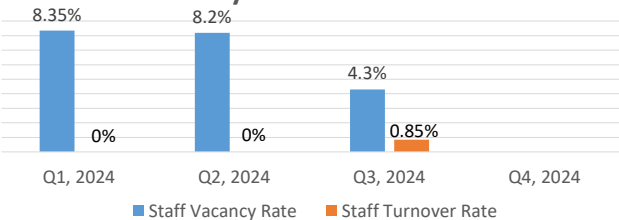


**Strategic Objective 4: To promote innovation**

# innovation implemented across the organization

**Enabler: Employer of Choice**

**Staff Vacancy Rate and Turnover Rate**



**Enabler: Employer of Choice**

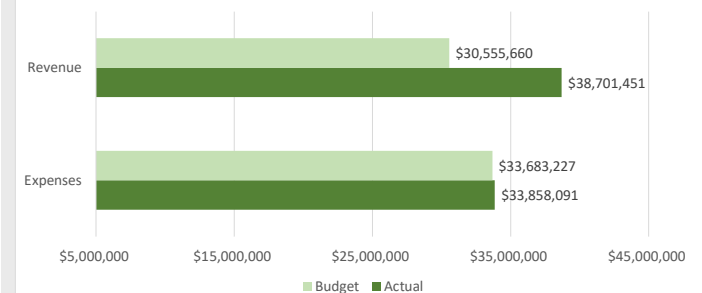
**Highlights:**

- Truth and Reconciliation/orange shirt day messages on social media, and to staff and tenant volunteers. Orange wristbands provided to staff.
- Cybersecurity information and training for staff.
- Learning and Organizational Development Advisor hired to support training programs.
- Two temporary staff hired: a Health, Safety and Wellness Specialist, as well as an Equity Diversity and Inclusion Specialist to complete IDEA Strategy, IDEA lens, and IDEA Committee terms of reference.
- Job evaluation review of two management positions.
- Three issues of Staff Bulletin were published.

**Enabler: Organizational Excellence**

**Statement of Operations**

As of September 30, 2024



Attachment 2 - SD Roadmap Update Q3 2024

| Objective/Enabler  | Accountabilities                                      | Initiatives  | Actions  | Time-limited Activities   | Current Timeline          | Updated Timeline   | Status           | Highlights/Comments  |
|--|---|--|--|---|---------------------------|--|------------------|--|
| An excellent landlord<br>To provide safe, clean and well-maintained buildings and units and to support stable tenancies                    | Director, Operations                                  | Promote safety and security in our buildings and communities                   | Implement recommendations of safety and security Quality Improvement Project                               | Streamline process for tenants to report security/safety incidents – TCHC | Q3 2024 - TCHC dependency | <del>Q3 2024 - TCHC dependency</del><br>Moved to ongoing | Moved to ongoing | Community Safety Advisors (CSAs) hold safety meetings in buildings as needed, and tenants are encouraged to discuss their safety concerns. CSAs also attend TSHC Town Hall meetings where there have been safety concerns. At these meetings CSAs highlight the importance of reporting safety and security incidents. For example, when increased double entry traffic is reported in a building this information helps CSU determine if more directed patrols are required.  |
| An excellent landlord<br>To provide safe, clean and well-maintained buildings and units and to support stable tenancies                    | Director, Operations                                  | Promote safety and security in our buildings and communities                   | Implement recommendations of safety and security Quality Improvement Project                               | Investigate all tenant gaining access to the lobby camera - TCHC          | 2025+ - TCHC dependency   | <del>2025+ - TCHC dependency</del><br>Not feasible       | 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.<br><br>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.   |
| An excellent landlord<br>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                          | Work with TCHC to set priorities for capital investments and communicate with tenants about these plans    | Establish annual capital plan with TCHC                                   | Q3 2024                   | Q3 2024  | Completed        | All the regions have met with TCHC on the capital plan.  |
| An excellent landlord<br>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                             | New leasing package and orientation for tenants                           | Q3 2024                   | <del>Q3 2024</del><br>Q4 2024                            | Revised Timeline | TSHC has developed a new Welcome Package for tenants, targeted to be complete for circulation at the end of October. Each new household will be provided a hard copy to keep.<br><br>The Welcome Package has been simplified to make the material easier to reference and to inform tenants of the services TSHC provides and the roles of staff. It has also been revised to be more building specific.<br><br>Some additional information on safety and security will be shared with new tenants, such as: tenants will be encouraged to self-identify that they have oxygen tank(s) during orientation, and tenants are advised they can get an extra copy of their key by talking to their Superintendent. |
| Tenant engagement<br>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) | Review and update Use of Space policies                                   | Q3 2024                   | Q3 2024  | Completed        | Policy has been drafted and went to QTEC for approval on September 30, before sending to Board of Directors in October for final approval.   |

Attachment 2 - SD Roadmap Update Q3 2024

| Objective/Enabler  | Accountabilities                                      | Initiatives  | Actions  | Time-limited Activities  | Current Timeline | Updated Timeline              | Status           | Highlights/Comments   |
|--|---|--|--|--|------------------|-------------------------------|------------------|---|
| Tenant engagement<br>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   | Q3 2024          | <del>Q3 2024</del><br>Q4 2024 | Revised Timeline | South West and South East completed; North West and North East should be completed by mid-October.  |
| Innovation<br>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 | Q3 2024          | Q3 2024                       | Completed        | Finalizing details with Women's College Hospital (WCH) and other partners to study Naturally Occurring Retirement Communities (NORCs) in development.   |
| Organizational excellence<br>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 | Assess agenda and materials and review committee processes                     | Q3 2024          | <del>Q3 2024</del><br>Q4 2024 | Revised Timeline | Revised governance/board policies developed. Revised timeline is Q4 2024 for approval. Board/Committee process improvements implemented.  |
| Organizational excellence<br>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               | Q3 2024          | Q3 2024                       | Completed        | City as Service Manager has confirmed an Accountability Framework for TSHC.   |
| Organizational excellence<br>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  | Develop a high-level risk management scope and assessment                      | Q3 2024          | <del>Q3 2024</del><br>Q4 2024 | Revised Timeline | Draft Enterprise Risk Management Policy developed and framework in development. A vendor has been awarded (in July 2024) to develop an Enterprise Risk Management Plan. Work is underway to develop a workplan and engagement schedule. Revised timeline is Q4 2024.  |
| Organizational excellence<br>To strive for organizational excellence for effective and efficient delivery of our mandate                   | Director, Strategy and Business Management            | Improve service quality in areas important to our tenants                                  | Implement priority quality improvement projects  | Review and adapt QIP approach  | Q3 2024          | Q3 2024                       | Completed        | 15 of 31 (48%) time-bound recommendations have been completed as of Q2 2024, with an additional 58 ongoing actions. Majority of the remaining 16 time-bound recommendations are in progress and 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, QTEC and Board. Will consider future QIP opportunities in 2025. |

Attachment 2 - SD Roadmap Update Q3 2024

| Objective/Enabler   | Accountabilities                           | Initiatives                             | Actions  | Time-limited Activities  | Current Timeline | Updated Timeline                       | Status           | Highlights/Comments  |
|---|--|---|--|--|------------------|--|------------------|--|
| Organizational excellence<br>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   | Current SharePoint clean up/management   | Q3 2024          | <del>Q3 2024</del><br>Q2 2025          | Revised Timeline | Microsoft Sharepoint review and clean-up initiative initiated with ITS. Additional temporary resources being retained to support. This will continue into Q1-Q2 2025.                                      |
| Organizational excellence<br>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  | Q3 2024          | <del>Q3 2024</del><br>Q4 2024          | Revised Timeline | Updated mobile technology implemented within TSHC mobile devices, along with Microsoft Office 365. Future review to be conducted with ITS.   |
| Employer of choice<br>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 | Identify, attract, recruit, and keep top talent  | Review of current recruitment program and processes  | Q3 2024          | Q3 2024                                | Completed        | Implemented Expression of Interest for Management/Exempt roles. Updating Hiring Policy with a focus on internal offer compensation. Sourcing multiple recruitment sites to align with IDEA lens.           |
| Employer of choice<br>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 | Identify, attract, recruit, and keep top talent  | Review of employment offer letters   | Q3 2024          | <del>Q3 2024</del><br>Q4 2024          | Revised Timeline | Working with legal to update letter templates. Revised timeline is Q4 2024.  |
| Employer of choice<br>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 | Identify, attract, recruit, and keep top talent  | Review of JD's to ensure they include the key knowledge and skills required  | Q3 2024          | <del>Q3 2024</del><br>Q3 2025          | Revised Timeline | This is on hold due to capacity and other activities being prioritized, revised timeline for this activity is Q3 2025, however templates will be updated for consistency in layout and content in Q1 2025. |
| Employer of choice<br>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 | Provide opportunities for growth and development to support staff in reaching their desired career goals | Development of a front-line training program to assist in the advancement of the skills required to move to a different position | Q3 2024          | <del>Q3 2024</del><br>Moved to ongoing | Moved to ongoing | Ongoing activity: working with community partners to launch Seniors focused training.  |

Attachment 2 - SD Roadmap Update Q3 2024

| Objective/Enabler   | Accountabilities                                      | Initiatives   | Actions   | Time-limited Activities   | Current Timeline | Updated Timeline                       | Status           | Highlights/Comments  |
|---|---|---|---|---|------------------|--|------------------|--|
| Employer of choice<br>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                             | Provide opportunities for growth and development to support staff in reaching their desired career goals  | Development of a succession planning program, inclusive of all levels of the organization | Q3 2024          | <del>Q3 2024</del><br>Q4 2024          | Revised Timeline | Succession planning template to be distributed to Extended Leadership Team. Revised timeline is Q4 2024.   |
| Employer of choice<br>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   | Q3 2024          | <del>Q3 2024</del><br>Q1 2025          | Revised Timeline | IDEA Consultant hired to complete IDEA Strategy, IDEA lens, and IDEA Committee terms of reference. Revised timeline is Q1 2025.  |
| Employer of choice<br>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 | Support the creation of job specific orientation programs                                 | Q3 2024          | <del>Q3 2024</del><br>Q2 2025          | Revised Timeline | New Learning and Organizational Development Advisor has been hired and onboarded. Revised timeline is Q2 2025.   |
| Employer of choice<br>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 | Assist in the development of job specific skill enhancement training programs             | Q3 2024          | <del>Q3 2024</del><br>Moved to ongoing | Moved to ongoing | Ongoing activity: New Learning and Organizational Development Advisor has been hired to assist with training programs.   |
| Partnership<br>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 new partnership agreements that includes reporting metrics                        | Q3 2024          | Q3 2024                                | Completed        | 100% of partners contacted (55)<br>80% contract discussions scheduled<br>75% discussions completed<br>1 contract finalized   |
| Partnership<br>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                          | Q3 2024          | <del>Q3 2024</del><br>Q1 2025          | Revised Timeline | Tenant satisfaction with CAF funded events - through report back data 4,385 tenants participated in events (approximately 30% of all tenants).<br>Events by Region:<br>North East: 16 events with 2,243 attendees<br>North West: 10 events with 1,075 attendees<br>South East: 10 events with 715 attendees<br>South West: 5 with 352 attendees<br>95% of those providing feedback from the summer events were happy with 5% noting there are areas for improvement. |

Attachment 2 - SD Roadmap Update Q3 2024

| Objective/Enabler   | Accountabilities                           | Initiatives                                | Actions  | Time-limited Activities                                       | Current Timeline | Updated Timeline                       | Status           | Highlights/Comments   |
|---|--|--|--|---|------------------|--|------------------|---|
| Organizational excellence<br>To strive for organizational excellence for effective and efficient delivery of our mandate          | Director, Strategy and Business Management | Manage our financial resources responsibly | Work with TCHC and City on annual budget process   | Budget planning - 2025  | Q3 2024          | Q3 2024                                | Completed        | 2025 Budget submitted to City on September 10 and continues through administrative and governance reviews. Budget developed in collaboration with TCHC and the City.  |
| Organizational excellence<br>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                                | Q3 2024          | <del>Q3 2024</del><br>TBD              | Revised Timeline | Discussions continue with TCHC on revisions to the plan, TCHC has retained the supervisory role and a project plan is being development for this work.  |
| Organizational excellence<br>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   | Review and update the Human Rights Policy                     | Q3 2024          | Q3 2024                                | Completed        | Updated policy in final approval stages with CGHRC and Board (subject to Board approval October 24, 2024).  |
| Organizational excellence<br>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   | Review and update the tenant Human Rights Complaint Procedure | Q3 2024          | <del>Q3 2024</del><br>Q4 2024          | Revised Timeline | Draft procedure developed and in review with internal and external stakeholders.  |
| Employer of choice<br>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 | Deliver CABR Anti-Black Racism training                       | Q3 2024          | <del>Q3 2024</del><br>Moved to ongoing | Moved to ongoing | Ongoing activity: there was an initial rollout of CABR training and we are working to schedule additional sessions in Q4 of 2024. Learning and Organizational Development Advisor will source DEI training. |
| Employer of choice<br>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 | Launch AODA training for staff                                | Q3 2024          | Q3 2024                                | Completed        | AODA training launched in Q2. Completion of training in progress.   |