

Toronto Seniors Housing Corporation

Quality and Tenant Engagement Committee (QTEC) Meeting

Agenda

Date: Monday, February 10, 2025

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 min	Chair's Remarks	Information	N/A	Chair
2.	3:02 pm 2 min	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 November 18, 2024	Approval	Minutes	Chair
6.	3:07 pm 1 min	Action Items Review	Information	List	Chair
7.	3:08 pm 5 min	CEO Update	Information	Verbal Report	Tom Hunter
8.	3:13 pm 5 min	QTEC Work Plan 2025	Information	Report	Grant Coffey
9.	3:18 pm 15 min	Operational Dashboard	Information	Dashboard	Brad Priggen
10.	3:33 pm 10 min	Rapid Re-Housing Report	Information	Report	Brad Priggen
11.	3:43 pm 10 min	OCHE Bi-Annual July – Dec 31, 2024	Information	Report	Melanie Martin

Item	Time	Description	Action	Type of Item	Presenter
12.	3:53 pm 10 min	Tenant Experience Survey Action Plan	Information	Report	Grant Coffey / Ayushman Banerjee
13.	4:03 pm 10 min	Strategic Directions Q4 2024 Progress Report	Information	Report	Grant Coffey
14.	4:13 pm 10 min	Strategic Directions, 2025 Roadmap	Approval	Report	Grant Coffey
15.	4:23 pm 5 min	Quality Improvement Projects Q4 2024 Progress Report	Information	Report	Grant Coffey
16.	4:28 pm 15 min	Engagement and Partnerships Update	Information	Report	Arlene Howells
17.	4:43 pm	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation (TSHC)

Quality and Tenant Engagement Committee Meeting (QTEC)

Date: Monday, November 18, 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, November 18, 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

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
Emma Francis, EA to CEO (I)
Fatima Mahmood, EA

Deputant:

Bill Lohman

Item 1: Chair’s remarks

The Chair, Linda Jackson, welcomed Committee members, Board, Staff and online participants. Ms. Jackson stated that the meeting was being live streamed on YouTube. She noted that November 18th was International Day for the Elimination

of Violence Against Men, and that November is Hindu, Albanian and Lebanese Heritage Month

The Chair also noted the Agenda would focus on an update from the CEO, as well as the Operational Dashboard and the Strategic Directions Q3, 2024 Progress Report, which she noted there was a deputation on.

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 November 18, 2004 QTEC Public meeting Agenda, being none, she asked for a motion to approve the Public Agenda of November 18, 2024 as presented.

Moved: Lawrence D’Souza

Seconded: Jim Meeks

With All in favour, it was resolved that the QTEC Public Agenda of November 18, 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 September 30, 2024

The Chair asked if there were any edits or changes to the QTEC Public meeting Minutes of September 30, 2024. Brenda Parris asked for an update on the Legal Agreements, which was noted that that item was on the Corporate Governance and Human Resources Committee. With that matter resolved, the Chair asked for a motion to approve the QTEC September 30, 2024, as presented.

Moved: Jim Meeks

Seconded: Lawrence D’Souza

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

Item 6: Action items review

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 proceeded to next Agenda Item.

Item 7: CEO Update

At the Chair's invitation, Tom Hunter went through his CEO update, highlighting:

- **193 Wison Fire** on November 6, 2024 noting several tenants and 12 units on the 3rd floor were impacted, along with cleanup on the 4th and 5th floors. Updates were:
 - Two tenants remained housed in a hotel and are expected to return shortly, all other units have been cleaned and tenants are returning as November 18th
 - One tenant remained hospitalized
 - The Ontario Fire Marshall did attend the scene at the time of the fire to investigate

He also expressed sincere thanks to the TSHC team, particularly those that assisted on-site, for all their efforts to support tenants during the very difficult situation. He noted that we will be further reviewing opportunities to promote fire prevention through communication and education to help ensure the safety and well-being of our tenants.

- **ONPHA**

- Updated that TSHC, along with Baycrest and Ottawa Community Housing, presented at the Ontario Non-Profit Housing Association (ONPHA) Conference on November 7, 2024 on the topic of: Bridging Housing and Healthcare through Strategic Partnerships.

- **Service Model**

- TSHC Service Model report was presented on October 23, 2024 to the City's Economic and Community Development Committee (ECDC). He noted the report and presentation were very well received with an acknowledgement that TSHC is making strong progress.
- There was a recommendation adopted by the Committee for the City, through the Deputy City manager's Office, to report to the April 8, 2025 meeting of Economic and Community Development Committee on the work plans of Parks, Forestry and Recreation, Toronto Public Health, Social Development, Finance and Administration, and Senior Services and Long-Term Care to support Toronto Senior's Housing Corporation and any programmatic budget matters that may be required to advance programs to seniors in 2025.
- He noted that TSHC welcomes opportunities to further collaborate with the City Divisions on opportunities to build partnerships on advancing programming for tenants in our buildings.

- **Director Engagement, Partnerships and Communications**

- Noted that the search to recruit for a permanent Director of Engagement, Partnerships and Communications has begun, also noting that Arlene Howells, who's been in the role for the last two

years, will be transitioning out of this role in the spring of 2025. He recognized Ms. Howells and her valuable work and that she has established a solid foundation with the team in this role

- The posting closes on Dec 2, 2024 and hoping the role is filled early in 2025

The Chair thanked Mr. Hunter for his update and also thanked staff for all the work with the Tenants on the recent fire. She then asked if there were any questions for Mr. Hunter. Brenda Parris asked if the ECDC had responded and Mr. Hunter noted that the Councillor would be putting the report through, but it was well received.

Ms. Parris then asked if there was a plan to ask for assistance with Public Health and Parks and Recreation. Ms. Howells noted that discussions are underway and many already sit at the Partnership Table.

Ms. Parris also spoke about Councillor Crisanti's office speaking with the DM's office with respect to the legal agreements. Councillor Crisanti agreed with engaging with the Parks and Recreation and that his office would reach out to the DM's office. However, Mr. Hunter noted that this was with the CGHR Committee, but stated that he and Fareed Amin, Board Chair, would be meeting with the Housing Secretariat, specifically around the agreements and would keep Councillor Crisanti's office updated on the timing. Mr. Amin also noted that the motion to the ECDC will come back to the Board with an update.

The Chair thanked everyone for the fulsome conversation and then proceeded to the next agenda item.

Item 8: Operational Dashboard

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

The Chair thanked Mr. Priggen for his work and asked the Committee and Board if there were any questions.

Councillor Crisanti noted the Vacancies (Oct-Nov) and asked if there was a waiting list. Mr. Priggen confirmed that there was a waiting list, and it is long, but the vacancies reflect the units that are under maintenance. It was asked what the number of Tenant Work Orders submitted were and it was noted that information would be looked into and brought back to the Committee.

With respect to the Annual Inspections, it was asked if tenants do not allow staff in for inspections. Mr. Priggen confirmed that staff work with all tenants and by year-end there is a 100% completion rate for the unit inspections. It was then asked to have a report come to the Committee to include an annual inspection report. Brenda Parris noted that under the Annual Unit Inspections - Issues Identified, the first four can be related to fires. Ms. Jackson agreed asked that Mr. Hunter come back to the Committee and Board with an update from the Fire Marshall.

Action: Bring forward to the Committee the Tenant Work Orders Submitted

The Chair thanked Mr. Priggen and staff and then proceeded to the next Agenda Item.

Item 9: Strategic Directions Q3 2024 Progress Report

The Chair noted that there was a deputation on the Strategic Directions Q3 2024 Progress Report from Bill Lohman, but asked that staff go through the Item first, then Mr. Lohman would depute. With that, Mr. Coffey, at the invitation of the Chair, went through the Strategic Directions Q3 2024 Progress Report, highlighting:

- Strategic Directions Key Performance Indicator Dashboard - Q3 2024
- Strategic Directions Roadmap Update – Q3 2024

The Chair thanked Mr. Coffey and then introduced Mr. Lohman to depute the Agenda Item.

Mr. Lohman thanked the Chair, Staff and Committee members and addressed the Strategic Directions Q3 2024 Progress Report. He first acknowledged the incredible progress and the impressive teamwork accomplished. He then noted some concerns he had, being:

- Rapid Re-housing problems (support staff not assisting current tenants)
- Accessibility to upgrade i.e. laundry room turn into draft room (washer and dryer ended up too far from each other)

Mr. Lohman finished by noting that those concerns should be put into the Strategic Plan going forward.

The Chair thanked Mr. Lohman and asked staff how will tenant feedback be incorporated into the Strategic Directions. Mr. Coffey noted that among other feedback, we look at the Tenant Experience Survey where key priorities have been flagged and then add to the Strategic Directions.

The Chair thanked Mr. Coffey and asked for any other comments or questions to Mr. Lohman's deputation or the Strategic Directions Q3 2024 Progress Report. With respect to the Rapid Re-housing, Brenda Parris asked if we accept tenants under the age of 59. Brad Priggen confirmed that tenants need to be 59 years of age or older.

The Chair asked that staff bring back to the Committee a report on Rapid Re-Housing. Mr. Hunter confirmed that a Rapid Re-housing report will be brought to the Committee and Board on a Bi-Annual basis.

Action: Bring forward to the Committee a report of the Rapid Re-housing on a bi-annual basis

The Chair thanked the Committee and Mr. Coffey for the good conversations and noted she is looking forward to tenant and staff informed discussions in 2025. Mr. Coffey noted that in the new year, staff would be scheduling next Strategy for 2025. With that, the Chair proceeded to the next Agenda Item.

Item 17: Adjournment

The Chair thanked the Committee members, Board, Staff and the online attendees to the TSHC QTEC November 18, 2024, meeting and asked for a motion to adjourn the meeting.

Moved: Fareed Amin

Seconded: Jim Meeks

With All in favour, it was resolved that the TSHC QTEC November 18, 2024, meeting terminate **Carried**

Linda Jackson, Chair
Quality and Tenant Engagement Committee

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

Action Items List as of November 2024

Action items				
	Meeting Arising From	Description	Resp	Status
1.	November 18, 2024	Tenant Work Orders Submitted	Brad Priggen	February 10, 2025
2.	November 18, 2024	Provide report of Rapid Re-housing bi-annually to QTE Committee	Tom Hunter/ Brad Priggen	February 10, 2025
3.	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 for Summer 2024	Arlene Howells	Complete

Toronto Seniors Housing Corporation

Quality and Tenant Engagement Committee (QTEC) Proposed Work Plan 2025

Q1	Q1
Feb 10, 2025	March 24, 2025
<ul style="list-style-type: none"> - QTEC 2025 Workplan - Operational Dashboard - Rapid Re-Housing Report - OCHE Bi-Annual July – Dec 31, 2024* - Tenant Experience Survey Action Plan - Strategic Directions Q4 2024 Progress Report - Strategic Directions, 2025 Roadmap* - Quality Improvement Projects Q4 2024 Progress Report - Engagement and Partnerships Update 	<ul style="list-style-type: none"> - Operational Dashboard - Engagement, Partnerships and Communications Update - Community Safety Unit Report - City follow-up on Service Model report

Q2	Q3
May 26, 2025	July 14, 2025
<ul style="list-style-type: none"> - Operational Dashboard - Engagement, Partnerships and Communications Update - Strategic Directions Q1 2025 Progress Report* - Translation & Interpretation Policy* 	<ul style="list-style-type: none"> - Operational Dashboard - Engagement, Partnerships and Communications Update - Local Housing Corporation (Benchmark Report)

Toronto Seniors Housing Corporation

Q3	Q4
September 30, 2025	November 20, 2025
<ul style="list-style-type: none"> - Operational Dashboard - OCHE Bi-Annual Report Jan 1-June 30, 2025* - Strategic Directions Q2 2025 Progress Report - Future Strategic Directions Project - Engagement, Partnerships and Communications Update 	<ul style="list-style-type: none"> - Operational Dashboard - Strategic Directions Q3 2025 Progress Report* - Engagement, Partnerships and Communications Update - Rapid Re-Housing Report

*Indicates proceed to Board subsequently after Committee

Emerging items to bring to Committee will be considered through the year.

Date: January 27, 2025

Toronto Seniors Housing Corporation
Quality Tenant Engagement Committee Meeting

Meeting Date: February 10, 2025

Topic: TSHC Operational Dashboard and Annual Inspection Unit

Item Number: 09

To: Quality and Tenant Engagement Committee (QTEC)

From: Brad Priggen, Director of Operations

Date of Report: January 27, 2025

Purpose: For information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee receive the TSHC December 2024 Operational Dashboard and the TSHC 2024 Annual Unit Inspection Results for information.

Brad Priggen
Director of Operations

List of Attachments:

- 09a. TSHC December 2024 Operational Dashboard
- 09b. TSHC 2024 Annual Unit Inspection Results

Toronto Seniors
Housing Corporation

Operational Performance Monthly Dashboard

December 2024

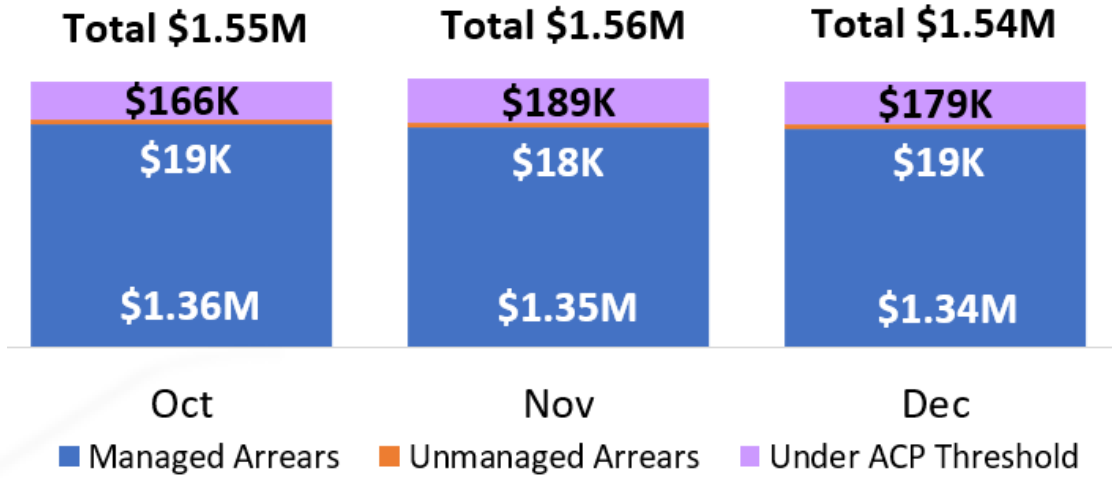
Quality and Tenant Engagement Committee Meeting



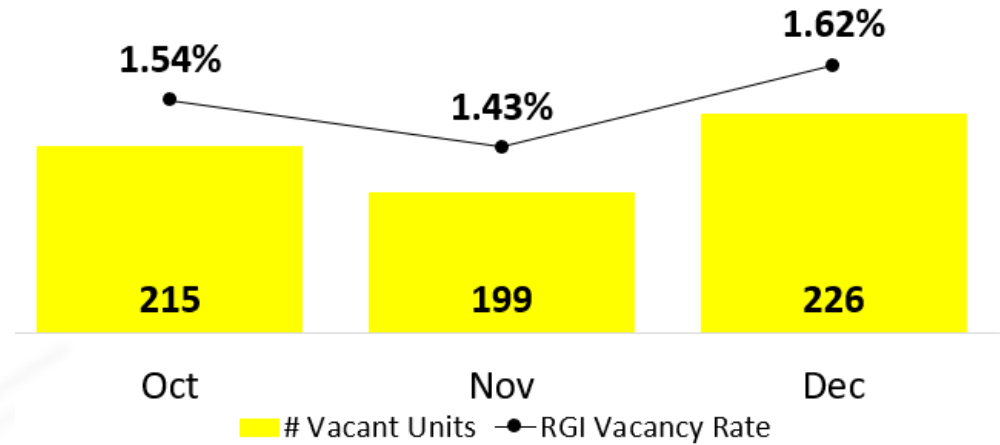
Monthly Summary: TSHC

December 2024

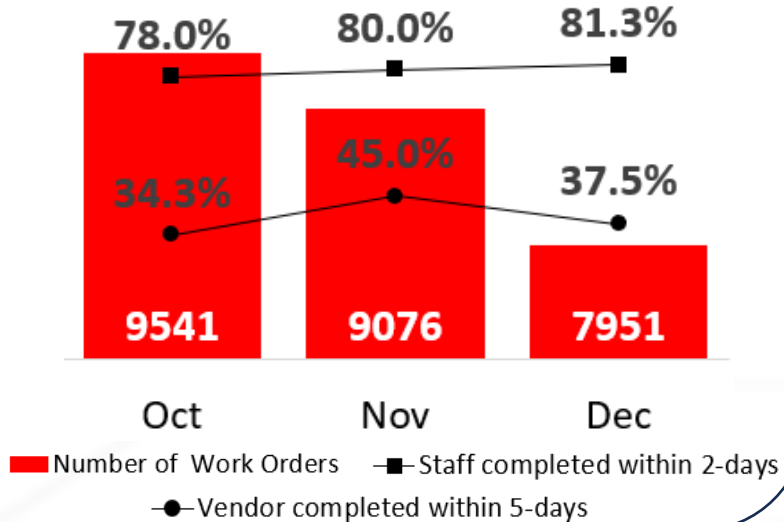
ARREARS



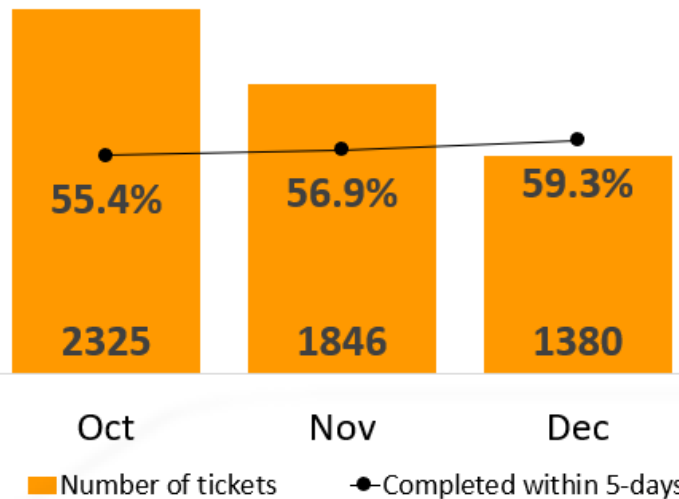
VACANCIES



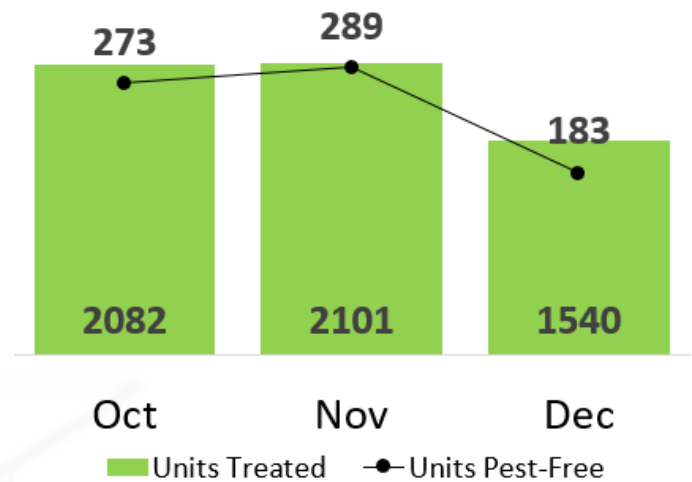
MAINTENANCE WORK ORDERS



ADMINISTRATIVE TICKETS

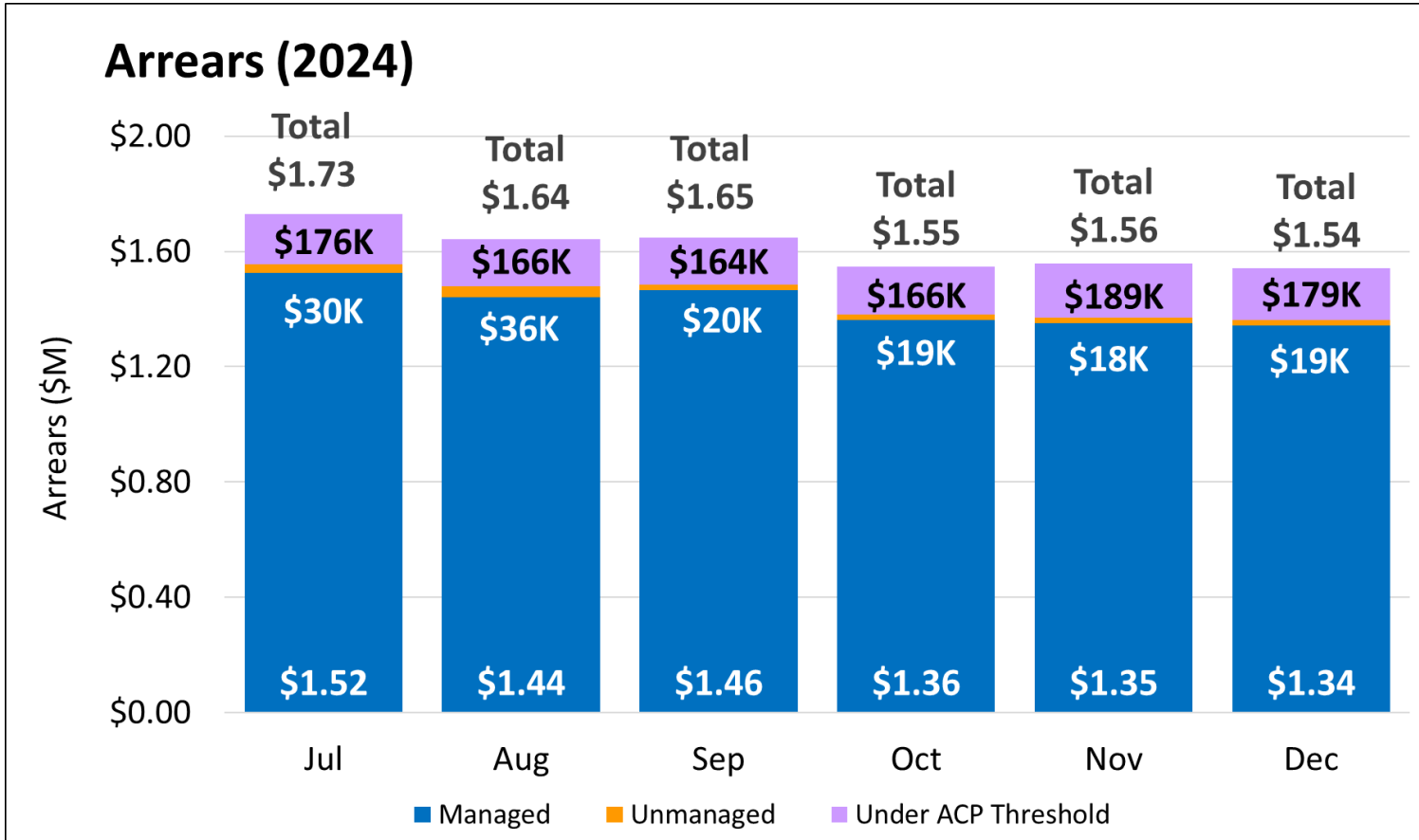


PEST MANAGEMENT



Arrears

December 2024

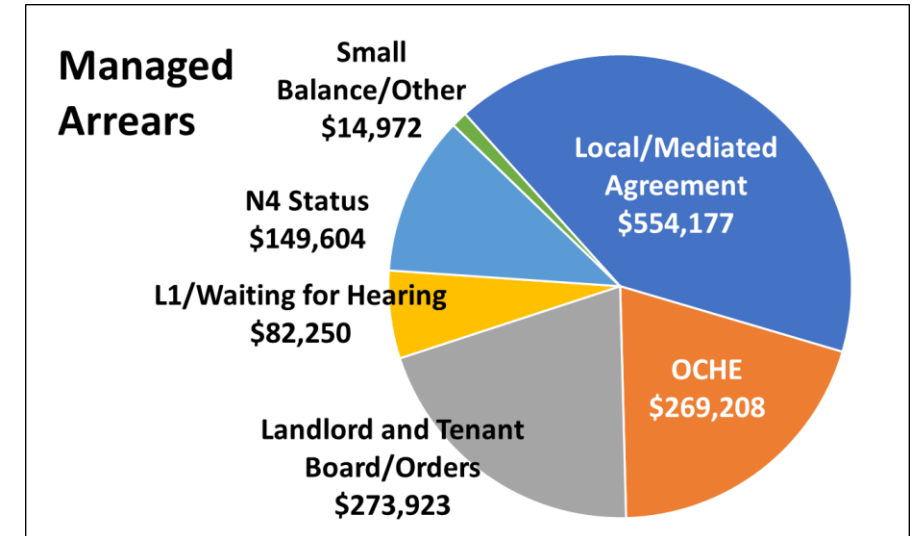


\$15K decrease in total arrears from Nov 2024

Managed arrears: \$6K decrease from Nov 2024

Unmanaged arrears: \$0.6K increase from Nov 2024

Under ACP threshold: \$9.1K decrease from Nov 2024

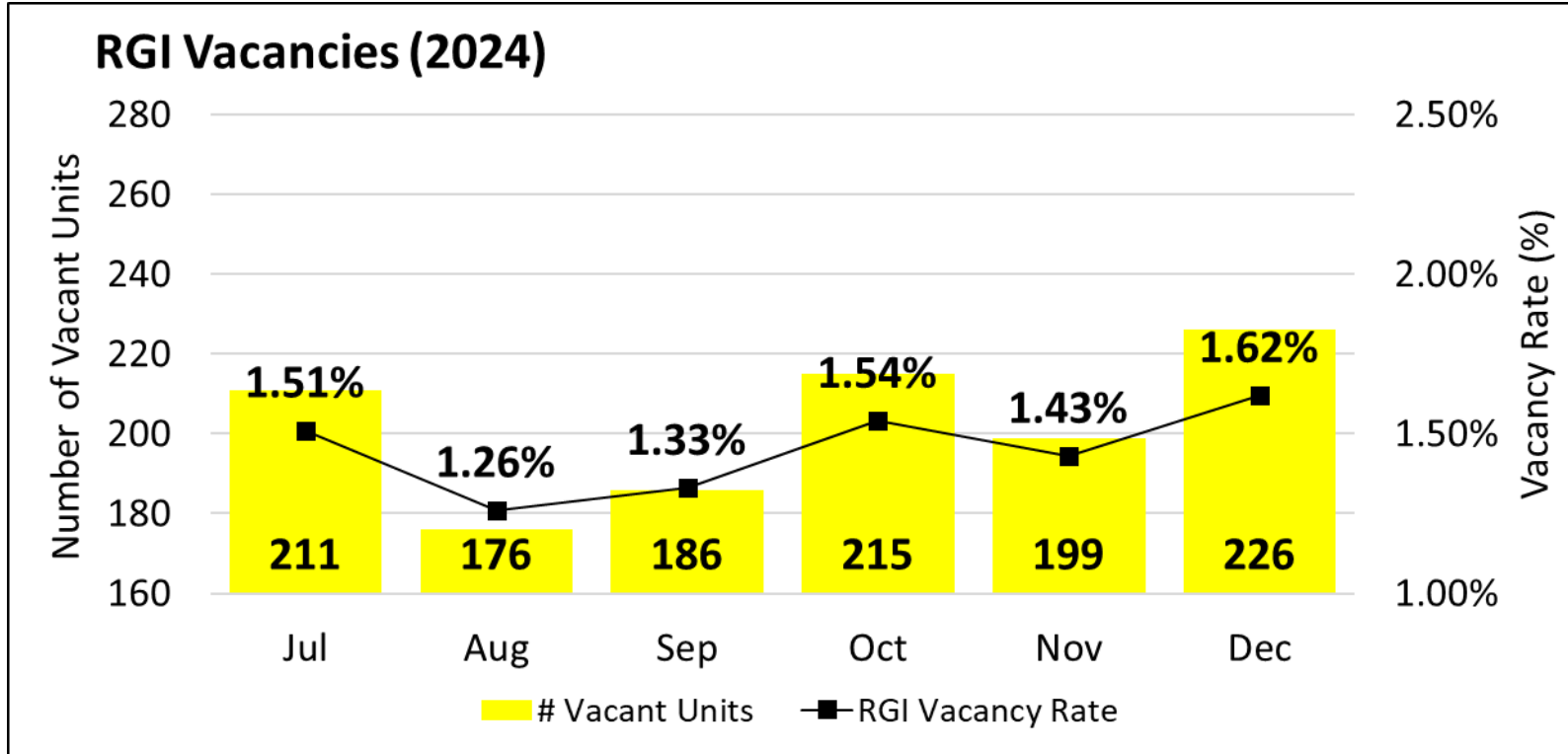


Arrears	Jul	Aug	Sep	Oct	Nov	Dec
Managed and Unmanaged	\$1.55M	\$1.48M	\$1.49M	\$1.38M	\$1.37M	\$1.36M
Under Arrears Collection Policy threshold	\$176K	\$166K	\$164K	\$166K	\$189K	\$179K
Total	\$1.73M	\$1.64M	\$1.65M	\$1.55M	\$1.56M	\$1.54M

Managed and Unmanaged Arrears	Total	Tenants
N4 Status	\$149,604	94
L1/Waiting for Hearing	\$82,250	18
Local/Mediated Agreement	\$554,177	226
OCHE	\$269,208	77
Landlord & Tenant Board/Orders	\$273,923	41
Small Balance/Other	\$14,972	4
Total Managed	\$1,344,134	460
Unmanaged	\$19,140	33
Total Managed and Unmanaged	\$1,363,274	493

Vacancies

December 2024

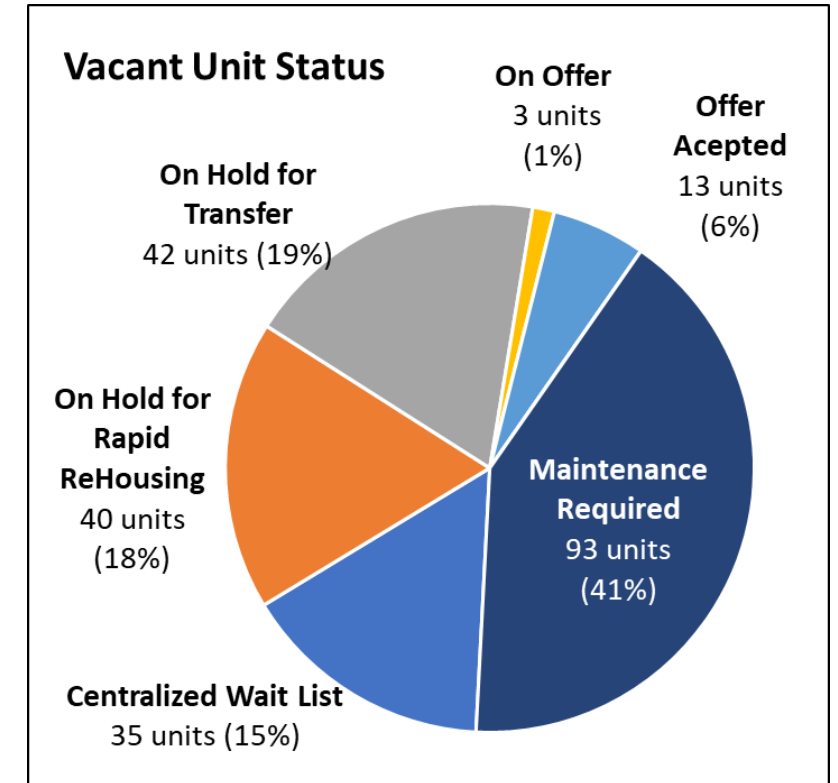


1.62% RGI vacancy rate is below the Service Manager target of 2.00%

3.61% AFF (affordable housing) vacancy rate

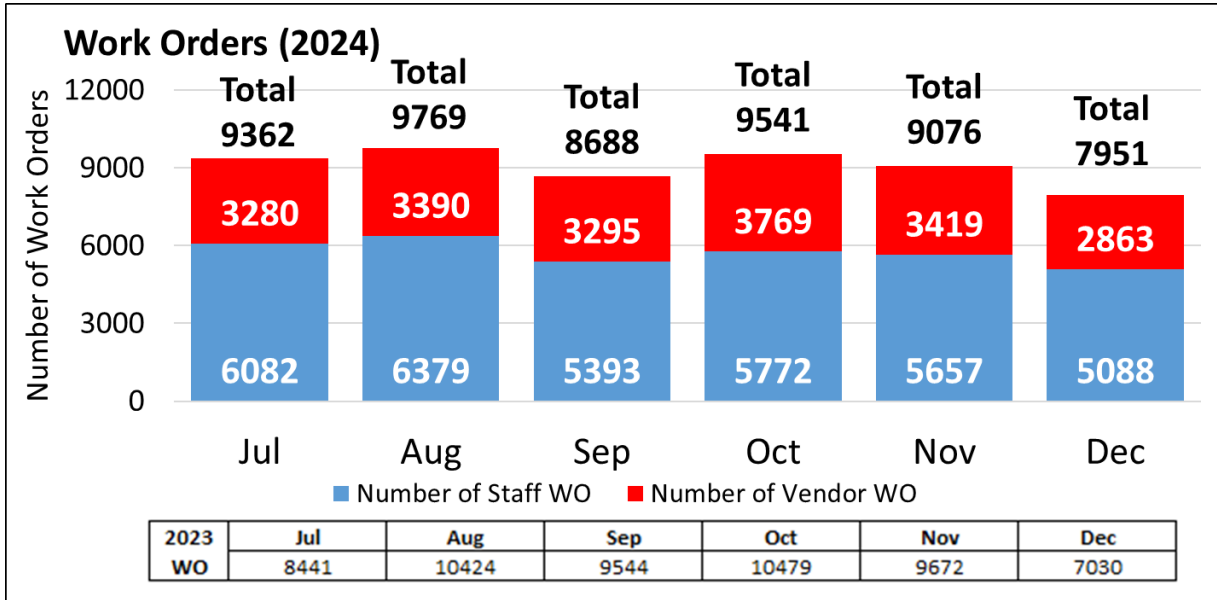
1 move-in and **39** move-outs

Vacant Unit Status	Jul	Aug	Sep	Oct	Nov	Dec
Centralized Wait List	82	51	39	54	52	35
Rapid ReHousing	27	33	24	26	24	40
Transfer	21	17	17	24	20	42
On Offer	20	17	13	10	5	3
Accepted	7	9	13	18	34	13
Maintenance	54	49	80	83	64	93
Total	211	176	186	215	199	226



Maintenance Work Orders (WO)

December 2024



7,951 WO (work orders)

5,088 staff WO: **81.3%** completed within 2 business days (64%)
95.5% completed by end of the month

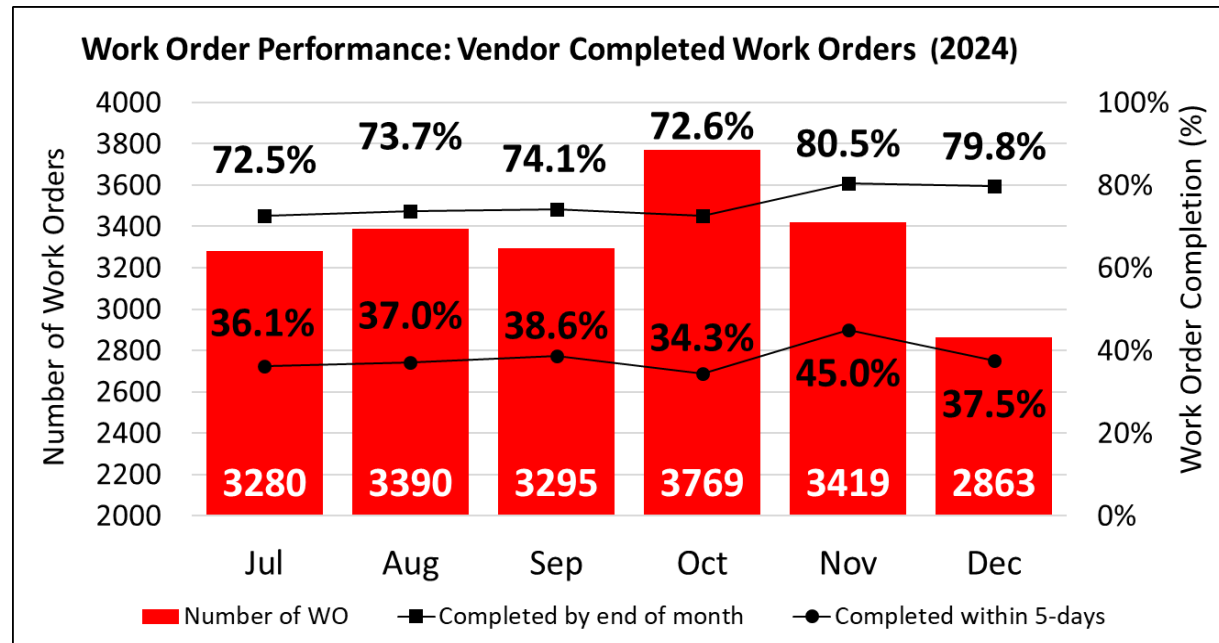
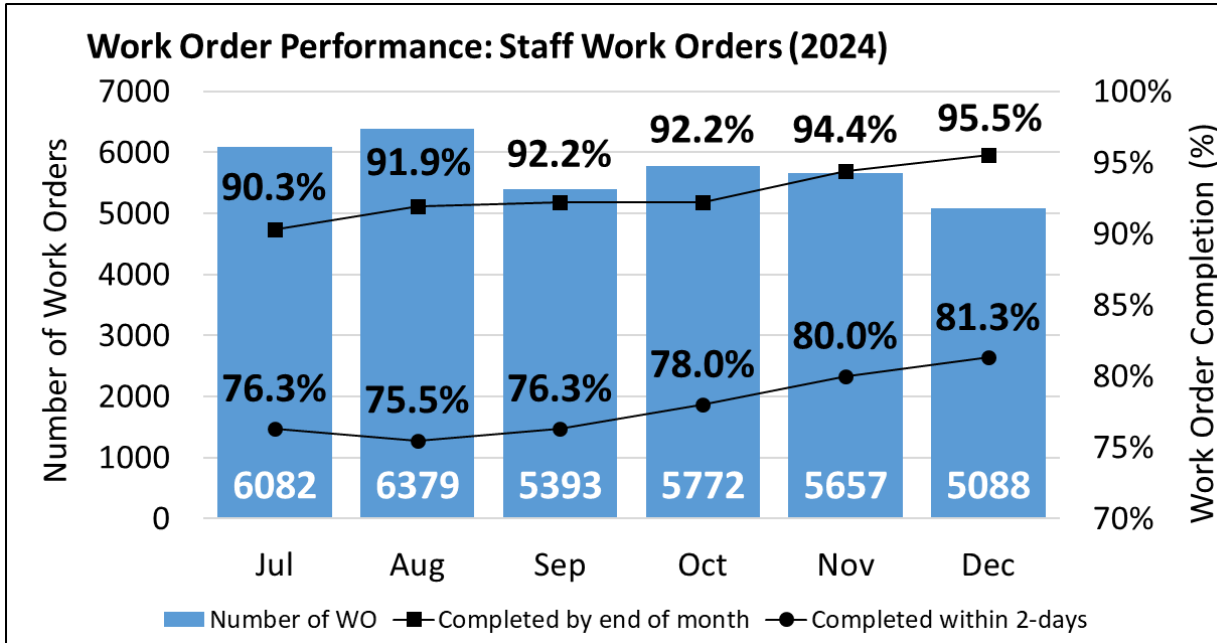
2,863 vendor WO: **37.5%** completed within 5 business days (36%)
79.8% completed by end of the month

Top 5 Staff Work Order Categories

Janitorial	14%	59% of WO
Plumbing	14%	
Alarm Monitoring	13%	
Electrical	10%	
Doors	7%	

Top 5 Vendor Work Order Categories

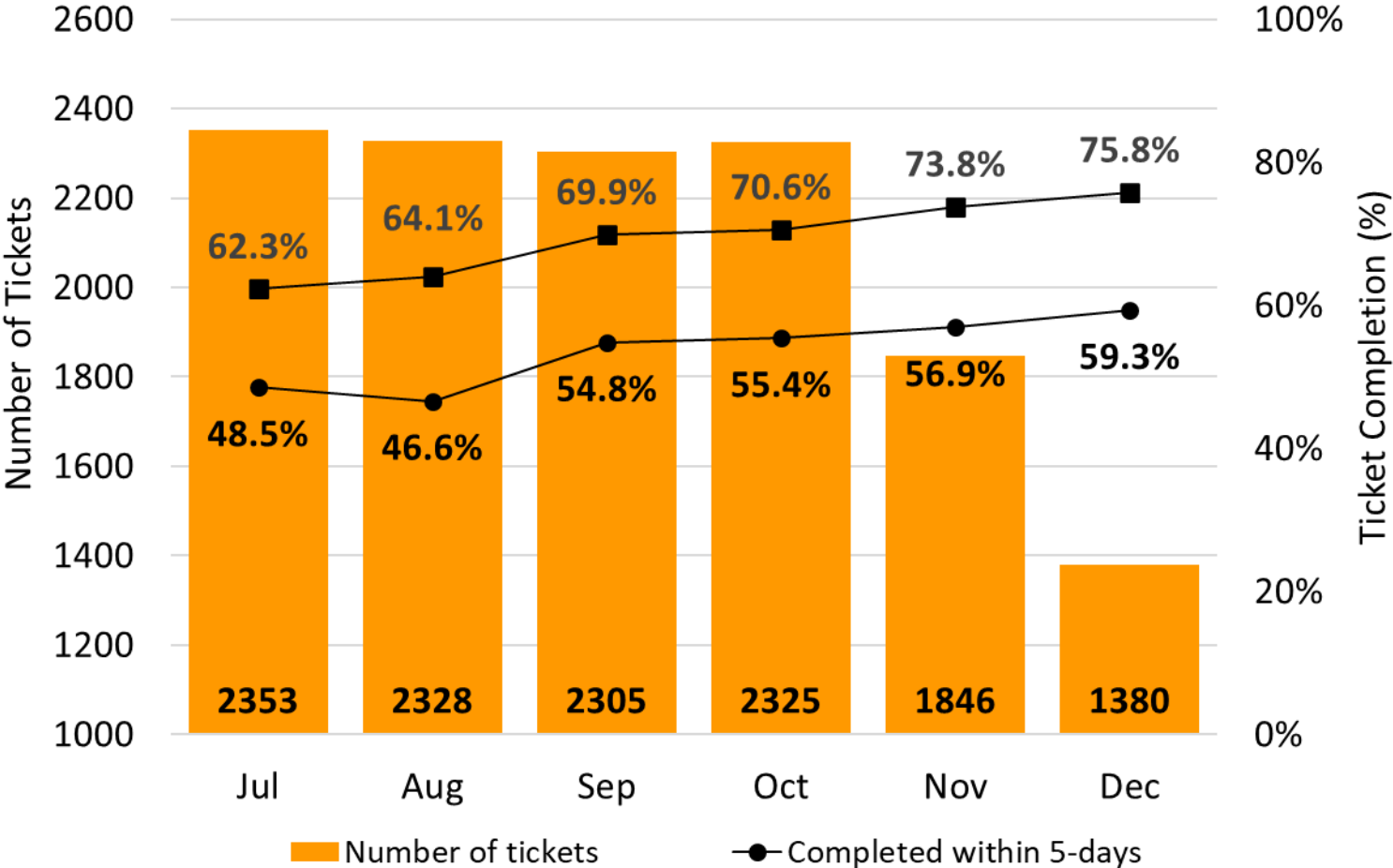
Pest Control	63%	84% of WO
Plumbing	8%	
Appliances	5%	
Doors	4%	
Elevators	4%	



Administrative Requests (Tickets)

December 2024

Administrative Tickets and Performance (2024)



1,380 administrative tickets

59.3% completed within 5 business days

75.8% completed by end of the month

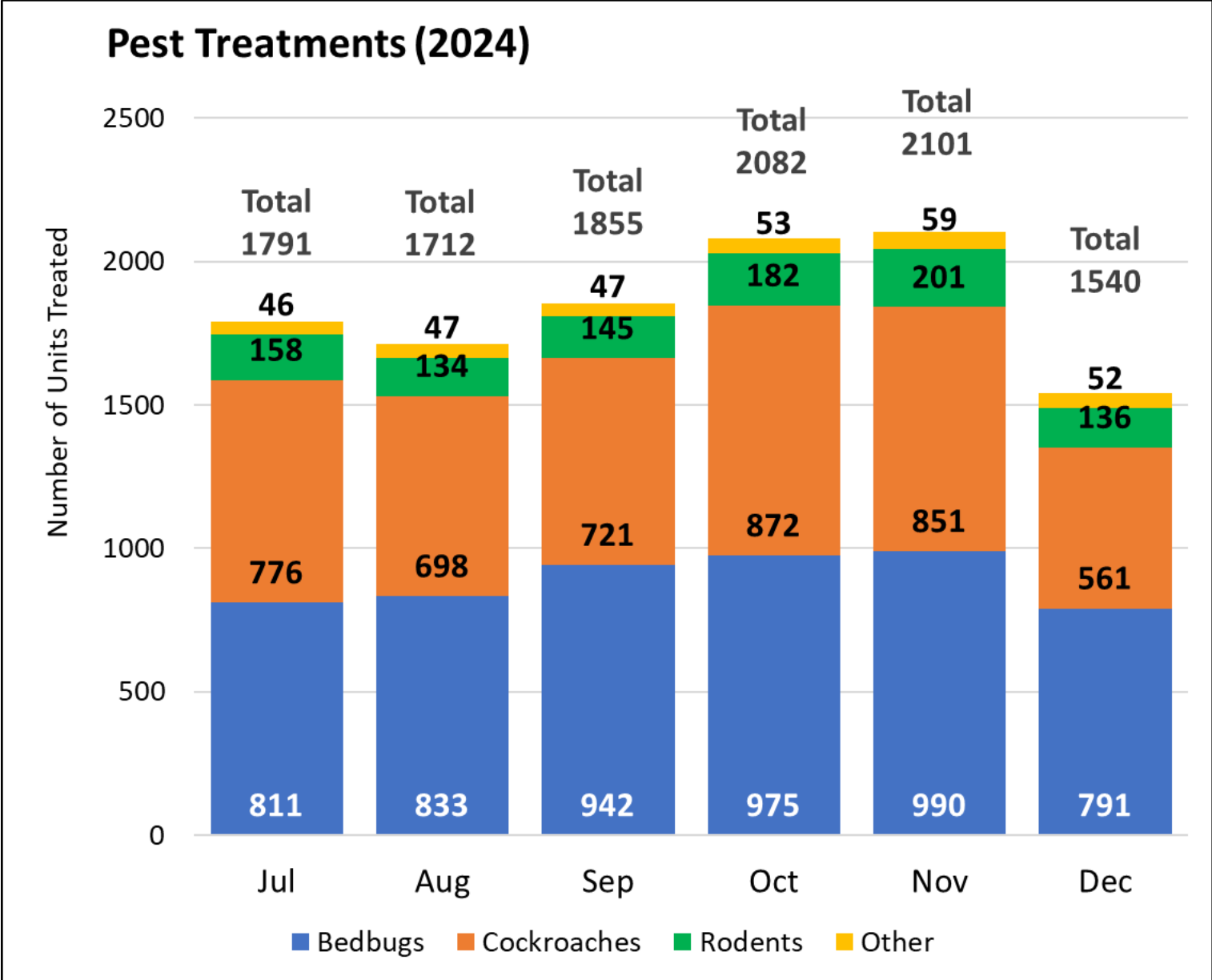
Top 5 Administrative Ticket Categories		
Annual Rent Review	27%	64% of Tickets
Document Requests/Support	11%	
Information Requests	10%	
Complaints	9%	
Concerning Behaviour	7%	

Administrative Ticket Assignments	
Senior Services Coordinator	54%
Tenant Services Administrator	28%
Call Centre Agent	9%
Tenant Engagement and Services Supervisor	2%
Other	7%

2023	Jul	Aug	Sep	Oct	Nov	Dec
Tickets	1866	2319	1692	1694	1525	1091

Pest Management

December 2024



1,540 units treated for bedbugs, cockroaches, rodents, other (flies, ants)

183 units declared pest-free

3 units received TSHC staff assistance with preparation and bed replacement

12 units received Toronto Public Health assistance (in collaboration with TSHC) with unit preparation for treatment

* Minor adjustments have been made to data from previous months

2024 Summary

ARREARS

\$1.52M Average per Month

High: \$1.78M (May)

Low: \$1.50M (April)

VACANCIES

1.57% Average per Month

High: 1.96% (January)

Low: 1.26% (August)

MAINTENANCE WORK ORDERS

102,504 Work Orders Created

66% Staff 34% Vendor

80.0%

Average per Month

staff work orders completed within 2 days

Top 5 Staff Work Order Categories

Janitorial	14%	59% of WO
Plumbing	14%	
Alarm Monitoring	14%	
Electrical	9%	
Doors	8%	

37.3%

Average per Month

vendor work orders completed within 5 days

Top 5 Vendor Work Order Categories

Pest Control	58%	80% of WO
Plumbing	8%	
Appliances	5%	
Doors	4%	
Elevators	4%	

ADMINISTRATIVE TICKETS

24,824 Tickets Created

57.2% Average per Month
tickets completed within 5 days

Top 5

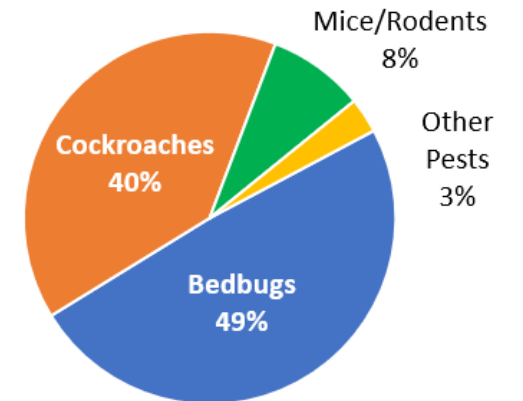
Administrative Ticket Categories

Annual Rent Review	26%	74% of Tickets
Document Requests/Support	17%	
Complaints	8%	
Information Requests	8%	
Concerning Behaviour	5%	
Annual Unit Inspection	5%	
Referral Requests	5%	

PEST MANAGEMENT

17,577 Unit Treated

1,465 Average per Month



90

units received TSHC assistance with unit preparation/bed replacement

81

units received Toronto Public Health assistance with unit preparation

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

2024 Annual Unit Inspection Results

Quality and Tenant Engagement Committee Meeting



Annual Unit Inspection (AUI) Overview

- Annual unit inspections are required by law and are an important part of our commitment to the health and safety of tenants
- Helps to prevent property damage and development of hazardous and unhealthy unit conditions, allows us to check for capital repair needs and compliance with municipal licensing standards
- Since 2022, inspections conducted using the HoMES mobile inspection tool on an ipad/iphone: provides real-time data collection, creation of individual inspection reports and comprehensive reporting, ability to take photos, automatic work order and ticket generation for staff follow-up on unit repairs and violations, tracking of outstanding/completed inspections
- Inspections conducted annually between July and November
- Each year, staff receive training on the AUI process and use of the inspection tool

Areas of Inspection

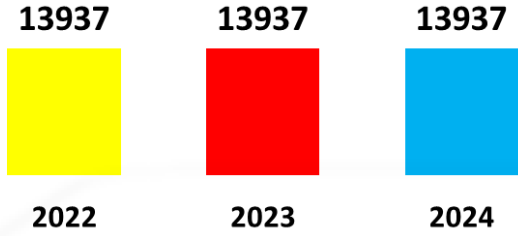
- **Life Safety:** door closers, fire signs, smoke alarm/CO combo devices, window screens, window locks, mould
- **Housekeeping:** unit clutter and cleanliness, balcony clutter
- **Fire Safety:** flammable items, fire hazards, unauthorized wiring, blocked pathways and doorways
- **Electrical:** blocked electrical panels, unauthorized light fixtures, broken switches/receptacles
- **Pests:** cockroaches, bedbugs, mice/rodents
- **Kitchen, Bathroom, Flooring, Doors and Walls, Water Penetration:** cupboards, counters, sinks, fixtures, bathtubs, toilets, exhaust fans, floors, walls, doors, railings, condensation, etc.
- **Unauthorized Items:** dishwasher, washer/dryer, renovations, BBQs on balconies, satellite dish
- **Additional information:** missing appliances, more than 6 pets, electric-battery operated mobility wheelchairs/bikes

Annual Unit Inspection (AUI) Process

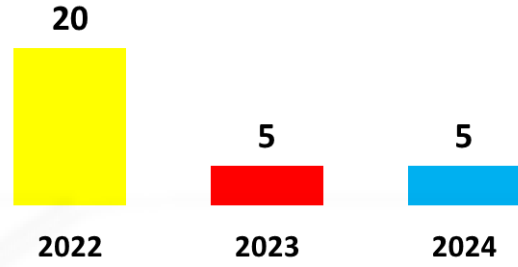
- Collaborative effort between building staff and tenant support staff to identify and follow-up on maintenance issues, tenant violations and areas of concern
- 24-hour notice issued to tenant prior to inspection
- **Maintenance work orders:**
 - Automatically generated for maintenance issues that can be addressed by building staff (ie. smoke alarm replacement, window screen replacement, kitchen cupboard repairs, faucet repairs, etc.)
 - Work that requires a vendor (ie. counter replacement, bathtub replacement, etc.) are reviewed at a building level to develop an holistic capital plan
 - Urgent items are addressed as quickly as possible
 - Work orders generated from AUIs represent about 2-3% of all work orders
- **Tickets:**
 - Automatically generated for violations (ie. tenant damaged/missing life safety equipment, high unit/balcony clutter, major pest infestations, unauthorized items, etc.) and no unit access
 - Staff follow-up on violations include a review of tenant history, letters to tenants, referrals to support services, re-inspection, and/or legal action; follow-up is determined on a case-by-case situation
 - Tickets generated from AUIs represent about 4-5% of all tickets

AUI Summary Results

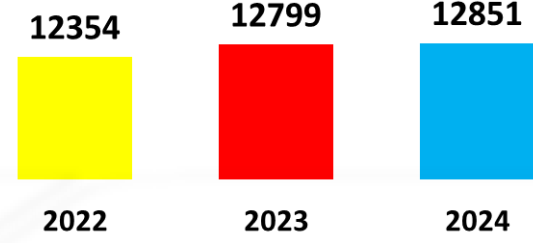
Units to be Inspected



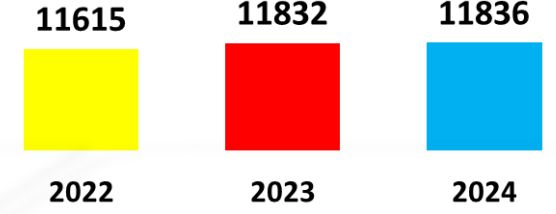
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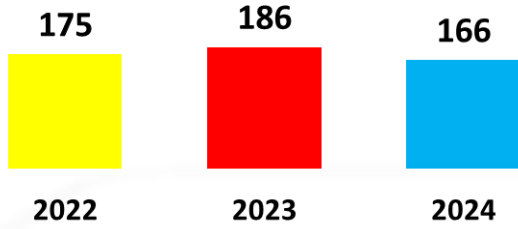
Units without Violations



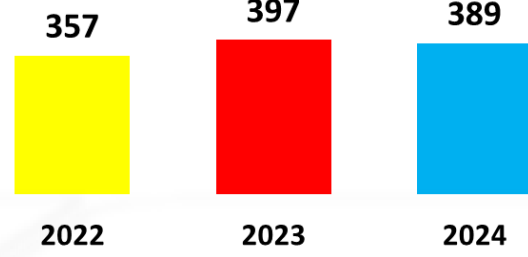
Units without Work Order Issues



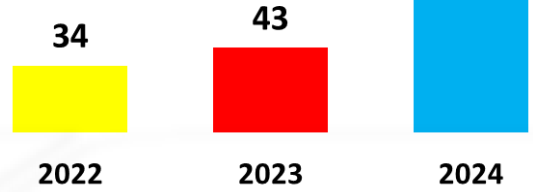
Units with Clutter (Level 7+)



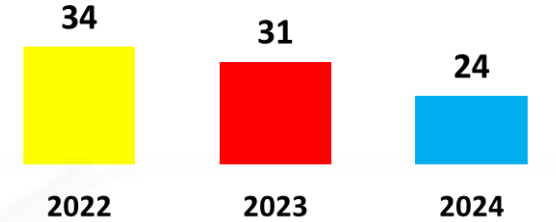
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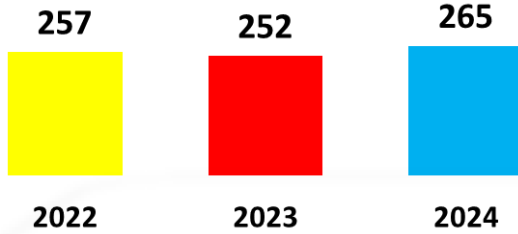
Units with Balcony Clutter (Level 7+)



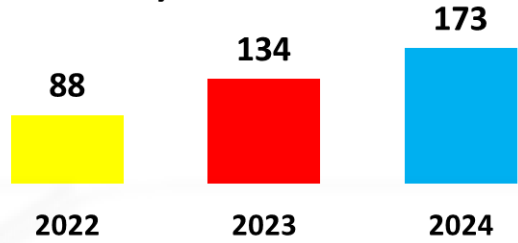
Units with Tenant Installed Balcony Enclosure



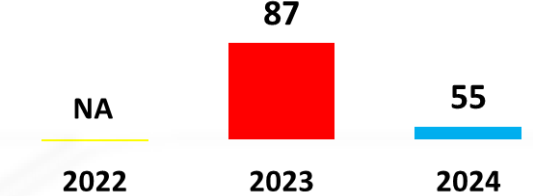
Units with Fire Safety Violations + Issues



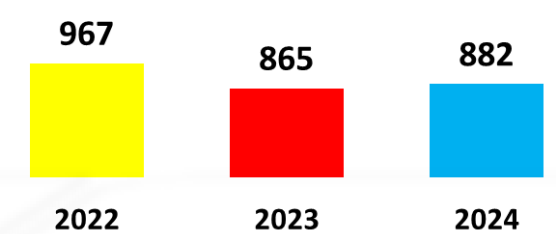
Units with Tenant Damaged Life Safety Violations + Issues



Units with Tenant Installed Walls, Plumbing, Electrical, Other



Units with Kitchen + Bathroom + Flooring Repair + Replacement



Toronto Seniors Housing Corporation
Quality Tenant Engagement Committee Meeting

Meeting Date: February 10, 2025

Topic: Rapid Rehousing Initiative at TSHC

Item Number: 10

To: Quality and Tenant Engagement Committee

From: Brad Priggen, Director of Operations

Date of Report: February 10, 2025

Purpose: The purpose of this report is to provide the Committee with information as relates to the Rapid Rehousing Initiative

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

Reason for Recommendation: The City of Toronto's Rapid Rehousing Initiative (RRHI) is a program aimed at transitioning people experiencing homelessness into stable housing with third party follow-up supports provided for a minimum of 12 months. As part of the City of Toronto's broader strategy to combat homelessness and housing insecurity, this program helps to transition seniors experiencing homelessness into independent living with case management follow-up supports provided through City-funded nonprofit service providers.

TSHC has thus far housed 388 households through the Rapid Rehousing program, with 340 Households currently residing in TSHC. Tenancies are geographically distributed throughout the entire TSHC portfolio (see below).

Distribution of units (current as of Dec 31, 2024)

Region	All Time	Current	All time Percentage of Units
South East	95	75	3.28%
South West	96	84	2.83%
North East	100	90	2.47%
North West	97	91	2.66%
TSHC	388	340	2.78%

TSHC staff work have worked closely with City departments to continually refine the program to provide better outcomes for tenants. Some of the changes that have been made since the inception of the program in 2020 include:

- TSHC Complex Tenancies SSC's carrying out home visits during the 3 months of tenancy
- The early introduction of follow-up supports with the tenant's follow-up case manager being present at the lease signing to review the terms of the lease with their client,
- And use of the comprehensive STARS (Service Triage, Assessment, and Referral Support) Supports Assessment tool prior to acceptance of into RRHI program. Prior to the use of the STARS Support Assessment tool, the Housing Stability Support Tool (HSST) was utilized.

Due to the housing crisis in the City of Toronto, this program has received increased attention. However, RRHI tenancies represent less than 1% of TSHC tenants. The chart below outlines the different paths that applicants take to become tenants at TSHC.

Access to Housing (AH)	Persons that have applied through the Access to Housing at the City of Toronto to the Centralized Waitlist	98.55% of all households
Disadvantaged Code (DA)	One in every 5 th unit is offered to households with DA code indicating that they are experiencing homelessness	0.50% of all households
Rapid Rehousing Initiative (RRHI)	Persons supported by follow-up support workers and staff to exit homelessness through a direct allocation of units with the City of Toronto (RRH tenancies count towards the DA allocation)	0.94% of all households

*prior to HoMES staff were unable to track above percentages for DA and RRH are only tenancies from June 2022 to current.

Of those tenants that are currently under tenancy management (have an open legal card for arrears or for cause), the below chart demonstrates the percentage of legal cards based upon the total number of tenancies for that cluster

	Access to Housing Tenants	RRH Tenants	DA Tenants
Arrears	1.35%	11.08%	14.51%
For Cause	0.40%	4.66%	10.88%
Total	1.76%	15.74%	25.39%

The above chart demonstrates that for both arrears and for cause tenancy issues that tenants entering TSHC through the RRHI program are less likely to have legal action commenced against them than those that enter without supports through a DA code priority.

The Rapid Rehousing Initiative is a promising step toward addressing Toronto's housing crisis. By leveraging TSHC properties and collaborating with the City of Toronto and non-profit organizations, the program has the potential to provide a pathway to successful tenancies. However, continued investment, community engagement, and ongoing collaboration between TSHC, City of Toronto and tenants, is essential to ensuring the long-term success and sustainability of the program.

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

Meeting Date: February 10, 2025

Topic: OCHE Update – July 1 to December 31, 2024

Item Number: 11

To: Quality and Tenant Engagement Committee

From: Interim Commissioner of Housing Equity

Date of Report: February 10, 2025

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 July 1 to December 31, 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 July 1 to December 31, 2024, and focuses on the work metrics as outlined in the TCHC Board-approved 2024 OCHE Work Plan.

Data for the reporting period has been compared to the data reported on in 2023 and the first half of 2024.

Introduction:

This Report contains a summary of the referrals received from TSHC and the resolutions of the cases closed in this period.

In this period, the OCHE continued to collect direct payments through the community partnership with the Toronto Rent Bank and supported tenants to resolve losses of Rent Geared to Income (“RGI”) subsidy through the WoodGreen Taxlink Service pilot. An update on these two partnerships is provided in section 6.0 of this report.

In this report, you will also find the results of the OCHE case management and Arrears Collection Process (“ACP”) audit findings.

1.0 Referrals by Region

The following chart shows the number of referrals to the OCHE. These numbers represent all referrals.

Region	January 1 to June 30, 2023	July 1 to December 31, 2023	January 1 to June 30, 2024	July 1 to December 31, 2024
OU O (NW)	9	20	53	30
OU N (SE)	42	35	58	37
OU Q (SW)	31	34	28	33
OU P (NE)	31	18	31	25
Seniors Housing Unit Total	113	107	170	125

1.2 Referrals Sent Back to TSHC

In early 2024, the OCHE began screening TSHC files for ACP compliance prior to assigning files to an Early Resolution Officer (“ERO”). In this period, 34 files¹ were returned to TSHC, and the majority of these files were returned for reasons other than ACP compliance. This is a positive result as it demonstrates that TSHC is addressing arrears with tenants without the need for an OCHE intervention.

Files were returned to TSHC for the following reasons:

Reasons for sending files back to TSHC	34 files
Arrears were paid in full, Tenant provided ‘move out notice’ to TSHC, Tenant passed away, Abandoned unit.	47% (16)
Tenant currently engaged with Tenant Service Administrator (“TSA”)/Senior Services Coordinator (“SSC”) to resolve arrears; Local Repayment Agreement (“LRA”) with TSHC in good standing, Sent in Error, TSHC requested file back.	41% (14)
Non-Compliance with the ACP: Local Repayment Agreement not offered; or Insufficient contact with the Tenant/third party prior to the OCHE referral	9% (3)
Non-Compliance with the Arrears Collection Process (“ACP”): Did not process RGI Review prior to OCHE referral	3% (1)

Of the 34 files which were sent back for any reason, only 12% (4/34) were re-referred to the OCHE for intervention. This indicates that the Sent Back process is working well to both build SSC capacity and to use the OCHE as an office of last resort.

¹ Sent back – 5 of the 34 were received in a previous reporting period.

1.1 Arrears at the Time of Referral

From July 1 to December 31, 2024 the OCHE assigned 98 cases to EROs to address the arrears. These represented a total of \$235,285.89 in arrears owing. Of these, there was only one case where the arrears exceeded \$10,000.00 and, in this case, it was because the Tenant’s RGI subsidy was revoked. It is important to note that 61% (60/98) of the referrals to the OCHE were files where the arrears were under \$2,000.00. This demonstrates that arrears are being addressed by TSHC before they accumulate to an unmanageable level.

Arrears owing at time of referral	Total of arrears	Number of Households
\$20k and over	\$21,696.20	1
\$10k – \$19.9k	-	-
\$5k – \$9.9k	\$46,030.87	7 ²
\$2k – \$4.9k	\$100,300.50	30
\$186.00 – \$1.9k	\$67,258.32	60

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.

² 4 cases included retroactive charges; 2 cases were at a Loss of Subsidy at referral; 1 case with maintenance charges.

From July to December 31, 2024, the OCHE issued a total of 92 reports with a total of 8 unique recommendations. It should be noted that in 20% (18/92) of cases, the ACP was followed perfectly.

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

ACP Findings	January 1 to June 30, 2023	July 1 to December 31, 2023	January 1 to June 30, 2024	July 1 to December 31, 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% (79/101)	74% (68/92)
Serve the Notice to Terminate the Tenancy in accordance with Arrears Collection Process timelines	58% (47/81)	36% (28/78)	41% (41/101)	34% (31/92)
Make direct contact with the tenant in the first month of arrears exceeding one month's rent plus \$1.00 or \$700.00 in arrears.	57% (46/81)	38% (30/78)	38% (38/101)	34% (31/92)
Send the Notice to Terminate the Tenancy once /do not send multiple Notices to Terminate the Tenancy	12% (10/81)	12% (9/78)	16% (16/101)	10% (9/92)

In the previous reporting period, it was noted that there was an increase in the findings related to Documentation Standards. This trend was identified through the monthly Audit Reports the OCHE has been providing to TSHC management. This was explained by TSHC as a misunderstanding in the regions about the use of the N4 Cover Letter. This impacted the results for this period as well and it is expected that this result will improve in the next reporting period.

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	July 1 to December 31, 2024
Engagement Rate	99% (80/81)	99% (77/78)	98% (98/101)	100% (92/92)
Avoided the need for eviction	88% (71/81)	94% (73/78)	83% (84/101)	96% (88/92)

4.0 Arrears Managed by the OCHE

In this reporting period, the OCHE issued 92 reports, which accounted for \$325,900.68 in arrears.

(a) Total arrears directly paid to TSHC totaled \$196,035.20

- Direct payments totaled \$156,288.20 from the following sources:
 - \$15,381.10 directly from tenants/tenants' families (11 cases)
 - \$4,815.00 Housing Stabilization Fund (HSF) (4 cases)
 - \$133,380.10 Toronto Rent Bank Pilot (60 cases)
 - \$2,712.00 directly from TCHC credits (1 case)
- Resolving Losses of Subsidy: \$29,190.00 (8 cases)
- Completing Annual or an 'In Year' Reviews: \$10,557.00 (2 cases)

(b) Arrears managed through Local Repayment Agreements

- \$121,828.48 (27 cases³) 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

- \$8,037.00 (4 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 27 LRAs representing \$121,828.48 of arrears. In considering tenants' income and expenses when brokering LRAs, the

³ In the last reporting period, the OCHE brokered 61 LRAs. The reduction in the total number of LRAs brokered is due to the recent partnership with the Toronto Rent Bank.

monthly repayment amounts averaged \$97.00. The new partnership with the Toronto Rent Bank (see section 6.0) has had a positive impact on the LRAs brokered in the period. In many cases, the need for an LRA was avoided, and in some cases the length of the LRA was decreased due to the lump sum payments made by the Toronto Rent Bank. Of the 60 cases where funds were received from the Toronto Rent Bank in this reporting period, only 15 required an LRA to address the balance still owing.

The OCHE organized the size of the arrears at the time of brokering 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	\$37,347.00	3	\$99.00	108
\$5k – \$9.9k	\$40,647.00	6	\$91.00	47
\$2k – \$4.9k	\$38,890.48	11	\$110.00	27
\$186.00 – \$1.9k	\$4,944.00	7	\$78.00	10
TOTAL:	\$121,828.48	27	\$97.00	36

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	July 1 to December 31, 2024
Total Breach Referrals	38	36	56	51
No Exceptional Circumstances	22	20	21	9 ⁴
Breach Reports issued	14	14	15	30

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.

6.0 Community Partnerships

Toronto Rent Bank – Year-end Update

The Toronto Rent Bank (“TRB”) has had a positive impact on arrears at TSHC. Beginning on November 1, 2024, Tenants became eligible to receive up to \$5,000.00 toward their arrears balance. Prior to this, they were only eligible for 4 months rent or \$5,000.00 depending on which was less. At the same time, the income verification documents required to access the TRB were changed, and a

⁴ An additional 13 breach files were returned to TSHC for the following reasons: Caught up with LRA (6), No Contact with tenant prior to OCHE referral (4); Tenant moved out of unit (2), OCHE previously recommended L1 (1).

Notice of Assessment is sufficient to prove income eligibility for the program in most cases. Given that many seniors receive income from pensions, and that an NOA is required to complete the yearly Annual Household Income and Assets Review, in many cases the NOA is already on file, making the application easier for the Tenant.

In this period, the average length of OCHE brokered LRAs was 26 months for households who accessed TRB funds and still required an LRA. Without the lump sum payments from the TRB, the average length of LRA would have been 83 months. Additionally, as the chart below indicates, of the 69 people who accessed the TRB this period, only 18 required an LRA.

Total files referred to Rent Bank	Total \$ of arrears recovered	Number of Households paid in full	\$ of arrears paid in full	Number of files which required LRA	Average length of LRA
69	\$158,122.00	51	\$100,090.00	18	26 months

WoodGreen Community Services, Tax Link Service – Year-end Update

In 2024, the OCHE assisted tenants to file their taxes, or to access their Notices of Assessment (“NOA”)s in 29 cases. This easy access to tax filing and NOAs is particularly useful given the NOA is an income verification document for accessing the TRB, in addition to reversing or preventing losses of subsidies at TSHC.

Currently, the OCHE is working with WoodGreen, TCHC and TSHC to expand access to the program to the Community Service Coordinators (“CSCs”) at TCHC and the Senior Services Coordinators (“SSC’s”) at TSHC.

It is projected that when CSCs and SSCs get access to this service, it will enable them to serve approximately 1,000 tenants in Year 1, with the potential to scale to 1,200 in subsequent years.

With SSCs able to access this resource, even fewer tenants will get into arrears due to losses of subsidy, and this may reduce the number of files that require the OCHE to assist in document collection.

Total households referred to Tax Link in 2024	# of Households avoided eviction	\$ value of rent recouped after processing rent reviews
29	90% (26/29)	\$44,996.00

7.0 Year End Highlights:

Sent Back Process: In 2024, the OCHE was referred 298 cases from TSHC and sent back 30% (89/298), leaving 209 to be reviewed. Of the 89 files sent back to TSHC, 26% (23/89) were re-referred to OCHE for intervention, meaning TSHC was able to manage the other 74% (66/89) without the need for the OCHE.

Eviction Prevention: In 2024, the OCHE issued 193 reports to TSHC managing arrears of \$658,310.37 and avoiding an L1 application in 90% (172/193) of these cases.

Resolving Losses of RGI subsidy: In 2024, the OCHE was referred 40 files with an LOS or pending LOS from TSHC and resolved the LOS in 98% (39/40) of these cases.

Budgeting Exercises completed: In 2024, the OCHE brokered 89 LRAs for TSHC and the ERO completed a budgeting and financial literacy exercise in 85% (76/89) of these cases.

Conclusion:

This report provided an analysis of the referrals received from TSHC between July 1 and December 30, 2024. The results demonstrate that TSHC is exceling in working with tenants to resolve arrears of rent, and in 2025, we expect even greater results.

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.

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 Committee (QTEC)
Meeting

Meeting Date: February 10, 2025

Topic: Tenant Experience Survey Action Plan

Item Number: 12

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director of Strategy and Business Management

Date of Report: January 30, 2025

Purpose: To present the Tenant Experience Survey Action Plan for information.

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

Reason for Recommendation: The Action Plan is presented to QTEC following TSHC's earlier presentation of the findings of the Tenant Experience Survey and follow-up to develop an action plan.

Background

TSHC conducted its first Tenant Experience Survey from December, 2023 to January, 2024 to better understand tenants' levels of satisfaction with services and living conditions at TSHC. The findings of the survey were presented at the Seniors Tenant Advisory Committee (STAC) on May 23, 2024, to QTEC on May 29, 2024 and to TSHC's Board on July 18, 2024. The results were also published on the [TSHC website](#)

and communicated to both tenants and staff. TSHC staff then followed up to develop an action plan to address issues that scored relatively low in the survey.

TSHC's Strategy and Business Management Team worked with the Extended Leadership Team (ELT), staff, tenants and Leadership Team (LT) to develop the plan. ELT was first engaged to align on four priority areas based on the survey data. The priorities were derived from a combination of areas that scored lower than other measures and those that mattered the most to tenants' overall levels of satisfaction. The priority areas include:

1. Strengthening sense of community.
2. Enhancing services and supports including referrals to access services and supports.
3. Creating more opportunities or platforms for tenants to share their concerns and complaints with TSHC.
4. Enhancing responsiveness and accountability.

Priority areas 3 and 4 had measures that scored quite high. For example, 80% of tenants felt that staff took accountability for their work and 75% of tenants felt comfortable sharing their concerns and complaints with TSHC. However, they were prioritized for action because they scored less than other measures such as maintenance and cleanliness and mattered more to tenants' overall levels of satisfaction than measures such as safety and security.

Tenants and staff across all regions including Community Housing Supervisors (CHS's), Tenant Engagement and Services Supervisors (TESS's), Seniors Services Coordinators (SSC's) and Community Services Coordinators (CSC's) were subsequently engaged through several meetings to reflect on the survey data and propose specific actions to improve tenants' satisfaction within the priority areas.

Both tenants and staff spent a considerable amount of the deliberations reflecting on the findings. The conversations also revealed that a lot of work was already underway. This may result in improved outcomes when future surveys are conducted. Several actions were proposed to address some of the priority areas. The highlights of these discussions are included in Attachment 1.

TSHC's Leadership Team (LT) further reviewed participants' reflections and proposed actions and concluded that a number of recommendations were already underway or planned and noted in TSHC's Strategic Directions 2023-2025. In the process of finalizing the action plan, it was concluded that:

- 26 existing actions in the Strategic Directions were aligned to support the priority areas identified in the survey.
- Two proposed actions were underway but could be better reflected in the Strategic Directions.
- Two proposed actions were brand new and recommended for adoption into the Strategic Directions.
- Three proposed actions will be considered in the future.

A summary presentation of the Tenant Experience Survey Action Plan is included in Attachment 1, and a consolidated list of all 33 ongoing, planned and proposed new actions supporting the priority areas identified in the survey are listed in Attachment 2.

Updates associated with the 2023-2025 Strategic Directions are also included in the corresponding report going to QTEC on February 10, 2025, to support alignment and reporting.

The next survey will start in Q4 2025 and conclude in Q1 2026, exactly two years after the first survey was disseminated. Going forward, TSHC

will continue to track tenants' satisfaction with services and living conditions at TSHC using the Tenant Experience Survey every two years.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Tenant Experience Survey Action Plan Presentation
2. Tenant Experience Survey Consolidated List of Actions

Tenant Experience Survey Action Plan

January 2025



Background

- TSHC conducted its first Tenant Experience Survey from December 2023 to January 2024.
- About 24% of the tenant population completed the survey.
- The [findings](#) were presented to Board in July, 2024. Board directed staff to review the findings and develop an action plan to address issues that scored relatively low in the Tenant Experience Survey.
- The Strategy and Business Management Team engaged with management, building staff and tenants to:
 - Align on priority areas that required action,
 - Reflect on the survey findings,
 - Recommend actions to address the priority areas.

Action Planning Process

Step	Stakeholder	Activity
1	Extended Leadership Team (ELT)	<ul style="list-style-type: none"> • Review survey findings. • Align on priority areas based on survey results. • Identify actions that are already being taken. • Brainstorm gaps that require further action.
2	Building Staff: Seniors Services Coordinators (SSC's), Community Services Coordinators (CSC's), Community Housing Supervisors (CHS's) and Tenant Engagement and Services Supervisors (TESS's)	<ul style="list-style-type: none"> • Reflect on the survey results. • Reflect on the priority areas identified by ELT. • Recommend actions to address priority areas.
3	Tenants	<ul style="list-style-type: none"> • Reflect on the survey results. • Reflect on the priority areas identified by ELT. • Recommend actions to address priority areas.
4	Leadership Team (LT)	<ul style="list-style-type: none"> • Review recommendations and check for feasibility. • Align recommendations with strategic directions wherever applicable.

Priority Areas

The priority areas were derived from survey data that showed some areas that scored relatively lower to other measures of satisfaction and that had a significant impact on overall levels of satisfaction. The four areas below were developed in consultation with the Extended Leadership Team.

#	Priority Area	Survey Notes
1	Strengthen sense of community. <ul style="list-style-type: none"> • Enhance program offerings. • Create opportunities for tenants to share their ideas to participate in social activities. 	Community participation measures usually scored the lowest and mattered the most to overall tenant satisfaction.
2	Enhance referrals/information to access services and supports. <ul style="list-style-type: none"> • Build tenant awareness of contact for referrals, available services and supports for tenants, etc. 	Limited awareness about who tenants should contact to get referrals or how to go about doing this partly explained low levels of satisfaction in this area.
3	Create more opportunities/platforms for tenants to share their concerns and complaints with TSHC.	The survey score was quite high (75%) but had more potential to improve tenants' overall satisfaction if more opportunities were created for tenants to share their complaints with TSHC.
4	Enhance responsiveness and accountability. <ul style="list-style-type: none"> • Improve how tenants are kept informed with maintenance/repairs. • Improve speed with which maintenance/repairs are completed. • Improve quality of maintenance/repair. • Provide help getting tenants set up for pest treatment. • Improve pest treatment outcomes. 	Tenants were generally happy with staff responsiveness but further refinements could make a significantly greater difference to tenants' overall level of satisfaction than other measures such as security.

Reflections from staff and tenant interactions

Priority Area	Staff Reflections	Tenant Feedback
Sense of Community	<ul style="list-style-type: none"> • Many initiatives, e.g. barbeques were started after the survey was conducted. Such work will be reflected in higher scores in future surveys. • Many tenants don't want to engage. We should respect this and account for this in future surveys. At the same time, consider identifying potential barriers in low engagement buildings. • Capacity constraints affects staff performance. • There's room to continuously improve programs and meeting platforms like the Community Activities Fund and regional meetings. 	<ul style="list-style-type: none"> • The quality of partner agencies varies. Some are engaging while others are not meeting expectations. • The roll out of the new engagement model has caused some confusion among tenants. • Tenants could benefit from more staff support when organizing events etc. • There are opportunities for improvements in areas such as the Community Activities Funds.
Services and Supports	<ul style="list-style-type: none"> • Staff can continue to refine communications about services etc. However, tenants need to read the material and attend meetings when possible. • Managing admin work reduces time for SSC's to meaningfully support tenants who need it. • Outside supports and services can be limited in some regions and often have waitlists. • There's room to improve relationship with stakeholders such as the City and Ontario health. 	<ul style="list-style-type: none"> • Continue to use platforms such as town halls to acquaint tenants with their SSC's.

Reflections from staff and tenant interactions

Priority Area	Staff Reflections	Tenant Reflections
Complaints	<ul style="list-style-type: none"> Limited feedback 	<ul style="list-style-type: none"> Tenants would like more clarity on who to contact to make a complaint and how their complaints are being addressed.
Service Responsiveness	<ul style="list-style-type: none"> Tenants are expected to keep their units clean to mitigate risks of pest infestation. This is a challenge for some to do. There are likely tenants who require more support getting prepped for pest treatment who we have not identified. Response to service requests are usually very good but there may be an opportunity to review service standards. 	<ul style="list-style-type: none"> Older tenants may not be receiving adequate support for pest treatment. Tenants should also receive help after pest treatments are completed.
Other	<ul style="list-style-type: none"> Some were surprised by the high safety scores. Many tenants expect TSHC to operate as a care home when it is functionally a landlord. 	

Recommendations

- The Extended Leadership Team, Staff and Tenants explored and recommended several actions for consideration.
- The Leadership Team reviewed the recommendations and concluded that a significant amount of work was already underway or planned and articulated in the Strategic Directions (See Attachment 2).
- They reviewed seven additional proposed actions and concluded:
 - Two were underway but could be better reflected in the Strategic Directions.
 - Two were brand new and should be recommended for adoption into the Strategic Directions.
 - Three will be considered in the future.

Action Plan

26 Actions in the 2023-2025 Strategic Directions are aligned to support the Priority Areas identified in the survey. See Attachment 2 for a consolidated list of ongoing actions listed in the Strategic Directions and new or revised actions recommended for adoption. A summary of new and revised actions are also detailed below.

Priority Area	New or Revised Action	SD Revisions*	Status
Strengthen Sense of Community	1. Strengthen Engagement: Continuously improve the structure of tenant meetings based on tenant feedback to enhance engagement.	Revisions made to better reflect this work under Objective 2 (Tenant Engagement), Initiative 1, Action E: “Hold focus groups, workshops, etc. with tenants on an ad hoc basis; Host three regional tenant volunteer meetings (continuous feedback for continuous improvement)”	Ongoing
	2. Partnerships: Explore having an anchor agency in every building.	Revision made to better reflect this work under Objective 3 (Partnerships), Initiative 2, Action A: “Select and introduce three health and wellness pilot sites (through the Partnership Table)”	Q4 2025

*Pending Board approval.

Action Plan

Priority Area	New or Revised Action	SD Revisions*	Status
Enhancing access to services and supports and referrals.	3. Communications: Increase Comms/Develop a comms strategy to build awareness among tenants of 1) who to contact for services 2) what kinds of supports and resources are available to tenants.	Added to Objective 3 (Partnerships), Initiative 1, Action A as “Introduce and maintain building profiles through avenues such as town halls to increase awareness of community programs and services available to tenants.”	Ongoing
Enhance Responsiveness and Accountability	4. Improving Service Quality: Review documentation standards to see if there are additional details that should be added or look at providing possible service standard for certain types of repairs. Consider reviewing the work-order process.	Added to Objective 1 (Excellent Landlord), Initiative 2, Action D as “Building Maintenance Service Standard QIP”	Q4 2025

*Pending Board approval.

Actions for Future Consideration

Priority Area	Potential Future Action
Strengthen Sense of Community	5. Research: Conduct building level analysis to identify low engagement buildings and other barriers.
Enhancing access to services and supports and referrals.	6. Increasing Capacity: Explore having on-site health/mental health support on a routine basis to help those who may feel uncomfortable coming to staff for help.
Create more opportunities/platforms for tenants to share their concerns and complaints.	7. Communicate Complaints: Develop a way to communicate complaints brought up in tenant circles back to TSHC if required.

These actions will be revisited after the next Tenant Experience Survey is completed in 2026.

Tenant Experience Survey - Consolidated List of Actions

The following table is a consolidated list of completed, ongoing, and planned work listed in the Strategic Directions. It also includes new actions that have emerged out of the action planning consultations to address the four priority areas from the Tenant Experience Survey findings.

Legend	
Colour	Reference
White	Work that is documented in the Strategic Directions
Orange	Ongoing work that has been better reflected in the strategic directions
Green	New actions proposed by staff/tenants and recommended for adoption into the strategic directions
Yellow	New actions proposed by staff/tenants that will be considered in the future

Priority Area	Action	Strategic Directions Reference	Status
1.Strengthen sense of community Create opportunities for tenants to share their ideas and participate in social activities	Implement a new tenant engagement model when approved	Objective 2 (Tenant Engagement), Initiative 1 (Engage tenants in their communities and create opportunities for tenant voices), Action D: Work with tenants in the development of a new tenant engagement model.	Ongoing
	Develop an implementation table and plan with tenants.	Objective 2 (Tenant Engagement), Initiative 1 (Engage tenants in their	Complete (Q1 2024)

		communities and create opportunities for tenant voices), Action E: Enable input through a variety of methods	
	Introduce Volunteer Development Program	Objective 2 (Tenant Engagement), Initiative 1 (Engage tenants in their communities and create opportunities for tenant voices), Action C: Build ability for tenants to develop and lead programming in their communities	Expected Completion Q3, 2025
	Hold focus groups, workshops, etc. with tenants on an ad hoc basis; Host three regional tenant volunteer meetings (continuous feedback for continuous improvement)	Objective 2 (Tenant Engagement), Initiative 1 (Engage tenants in their communities and create opportunities for tenant voices), Action E: Enable input through a variety of methods	Ongoing
	Conduct building-level analysis of survey data to identify engagement barriers.	Objective 2 (Tenant Engagement), Initiative 1 (Engage tenants in their communities and create opportunities for tenant voices), Action E: Enable input through a variety of methods	For Future Consideration
1.Strengthen sense of community	Maintain current partnerships that provide	Objective 3 (Partnerships), Initiative 2 (Support service provider-led	Ongoing

Enhance Program Offerings	programs in our housing communities	programs and initiatives), Action A (Partner with City, provincial, federal and community-funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being)	
	Create new partnerships that provide programs in our housing communities		Ongoing
	Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and Use of Community Space Policy		Ongoing
	Develop new partnership agreements that includes reporting metrics.	Objective 3 (Partnerships), Initiative 1 (Facilitate Access to priority health and community support services), Action A, (Maintain and create new partnerships to help seniors to access the supports services they need and want).	Complete (Q3 2024)
	Select and introduce three health and wellness pilot sites (through the Partnership Table)	Objective 3 (Partnerships), Initiative 2 (Support service provider-led programs and initiatives), Action A (Partner with City, provincial, federal and community-funded programs to allow community partners (in consultation with tenants) to establish	Q4 2025

		programs that support community development and tenant well-being)	
2. Enhancing Referrals/Information to Access Services and Supports	Support health and social programs through referrals to agencies for individual tenant needs.	Objective 3 (Partnerships), Initiative 1 (Facilitate Access to priority health and community support services), Action A, (Maintain and create new partnerships to help seniors to access the supports services they need and want).	Ongoing
	Create new partnerships where there are gaps in services/supports.		Ongoing
	Identify tenants who require assistance in their homes.		Ongoing
	Participate and support the City's divisions to enhance their position on providing services to TSHC tenants		Ongoing
	Evaluate services with respect to meeting the seniors tenants' needs.		Ongoing
	Explore having on-site health/mental health support on a routine basis to help those who may feel uncomfortable coming to staff for help.	Staff recommendation	For future consideration

2. Enhance Referrals/Information to Access Services & Supports -Build tenant awareness of key contacts for referrals	Introduce tenant bulletin boards.	Objective 2 (Tenant Engagement), Initiative 2 (Promote and environment of respect, trust, and inclusiveness), Action A (Implement recommendations of the staff and tenant relations quality improvement project).	Completed (Q4 2024)
	Leasing package and orientation for tenants	Objective 1 (An Excellent Landlord), Initiative 3 (Work with tenants to support stable tenancies), Action A (Support tenants to understand their rights and responsibilities in their lease).	Completed (Q4 2024)
	Introduce and maintain building profiles through avenues such as town halls to increase awareness of community programs and services available to tenants.	Objective 3 (Partnerships), Initiative 1 (Facilitate Access to priority health and community support services), Action A, (Maintain and create new partnerships to help seniors to access the supports services they need and want).	Ongoing
3. Create more opportunities/ platforms for tenants to share their concerns and complaints with TSHC	Develop and implement a tenant satisfaction survey.	Objective 2 (Tenant Engagement), Initiative 3 (Community effectively with our tenants and stakeholders), Action A (Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians	Complete (Q1 2024) Second survey to be developed Q1 2025
	Listening Tours (CEO Tours)		Complete (Q2 2023)

		with Disabilities Act) compliance and consistent messaging)	
	Coordinate Seniors Tenant Advisory Committee Meetings	Objective 2 (Tenant Engagement), Initiative 1 (Engage tenants in their communities and create opportunities for tenant voices), Action D: Work with tenants in the development of a new tenant engagement model.	Ongoing
	Implement a new tenant engagement model when approved		Ongoing.
	Regular community meetings with the building teams, agencies, and tenant volunteers	Objective 2 (Tenant Engagement), Initiative 2 (Promote and environment of respect, trust, and inclusiveness), Action B (Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants)	Ongoing
	Updated Tenant Complaints Procedure for Service Requests	Objective 1 (An Excellent Landlord), Initiative 3 (Work with tenants to support stable tenancies), Action A (Support tenants to understand their rights and responsibilities in their lease).	Complete (Q2 2024)
	Review and update the Human Rights Policy	Enabler 1 (Organizational Excellent), Initiative 8 (Develop clear, plain language policies), Action A (Review	Complete (Q3 2024)

		priority policies to reflect TSHC values and principles).	
	Develop a way to communicate complaints brought up in tenant circles back to TSHC if required.	Staff recommendation	For future consideration
4. Enhance Responsiveness and Accountability - Provide help getting tenants set up for pest treatments	Implement Pest Management QIP recommendations in the areas of: Analytics, Prevention, Treatment, Tenant Support and Participation, High Risk Buildings	Objective 1, (An excellent landlord), Initiative 2 (Provide clean and well-maintained buildings and units), Action B (Improve effectiveness of pest management by carrying out recommendations from QIP)	Ongoing
	Develop business case for in-house pest management capability	Objective 1, (An excellent landlord), Initiative 2 (Provide clean and well-maintained buildings and units), Action B (Improve effectiveness of pest management by carrying out recommendations from QIP)	Multi-year (2026+)
4. Enhance Responsiveness and Accountability	Continue to meet the standard response to maintenance requests	Objective 1, (An excellent landlord), Initiative 2 (Provide clean and well-maintained buildings and units),	Ongoing
	Ongoing data collection and analysis	Action D (Provide timely response to maintenance requests)	Ongoing

<ul style="list-style-type: none"> - Improve how tenants are kept informed with maintenance/repairs - Improve speed with which repairs are completed. - Improve quality of maintenance/repairs 	Provide TCHC with regular reports of vendors that are underdelivering		Ongoing
	Building Maintenance Service Standard QIP	Objective 1, (An excellent landlord), Initiative 2 (Provide clean and well-maintained buildings and units), Action D (Provide timely response to maintenance requests)	Q4 2025

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

Meeting Date: February 10, 2025

Item Number: 13

Report Name: Strategic Directions Progress Report – Q4 2024

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: February 3, 2025

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 Q4 2024.

Key Performance Indicators Dashboard

As indicated in the Q4 2024 KPI Dashboard, the fourth quarter showed encouraging results across operational KPIs. For more comprehensive details, please refer to Attachment 1.

- **Arrears Management:** TSHC achieved a rent collection rate of 100 percent in Q4.
- **Pest Management:** The Operations and Environmental Health Unit teams continue to work actively with tenants to address pest issues, resulting in 745 units being declared pest free in the fourth quarter.
- **Vacancy Management:** The average unit turnover days in Q4 further improved to 61, down from 65 days in Q3 2024. Note: in Q3 2024, the number of days for average unit turnover was incorrectly reported as 44 days.

Tenant Engagement

- 21 Community Activities Fund (CAF) applications were approved in Q4 bringing the total number of CAF applications approved in 2024 to 252.
- \$117,524 in CAF funds have been distributed in Q4 to fund tenant activities bringing the year-to-date funding to \$240,055. Note: data for funding distributed through CAF in Q4 is being reconciled.
- Staff supported 136 one time social events in collaboration with tenants.
- Planning began in Q4 for 2025 Annual Building Planning Meetings.
- Began recruitment to increase STAC membership from eight to 24; extended application deadline from January 31 to February 28.

Programs and Partnerships

- A total of 238 recurring programs led by tenants and service providers are currently being offered, reflecting a seven percent increase as compared with those offered in Q3, 2024.

- TSHC has established two partnerships in Q4 2024:
 - Partnership with Women's College established as part of “Reimagining Naturally Occurring Retirement Communities (NORCs) for 21st Century Cities” study project which runs until March 31, 2029. One area of the study focuses on developing a NORC Implementation Toolkit to be used for national implementation, highlighting core functions, adaptable forms, and potential enablers of success.
 - Partnership established with Sheridan College: Anti-Bullying Research, and workshops, to study prevalence and nature of bullying behaviours between older adults in Ontario, with an aim to develop a toolkit for wider use.

Employer of Choice

- In terms of staff engagement, on October 1 TSHC held its second annual all-staff appreciation event with over 200 staff in attendance, and on December 4 TSHC hosted its first Long-Service Awards. Over 100 staff were recognized, with years of recognition ranging from five to 40 years of service.
- Staff were consulted in preparation for the updated intranet.
- Training was offered on Email Tips and Tricks, with over 110 staff participating.

Organizational Excellence

- TSHC’s financial standing stays robust as of September 30, 2024. TSHC is working with TCHC to finalize the year end Statement of Operations.

Strategic Directions Roadmap

The SD Roadmap translates the Strategic Directions into a plan for delivery. The Q4 2024 Roadmap Tracker demonstrates progress across

various strategic initiatives. In the last quarter of 2024, 34 projects/activities were planned, with nine completed on time, one activity was completed in Q3, two activities were added and completed. Two activities that were targeted for completion in 2025 were completed early (Q4 2024), and one activity that was previously time-limited and adjusted as ongoing was moved back to time-limited in Q4 as completed. 17 of the 34 activities that were targeted for Q4 2024 completion are currently in progress, one not started, five moved to ongoing/ continuous work, and one activity has been removed from the Strategic Directions. Project teams are committed to completing activities according to the updated timelines. Attachment 2 provides highlights of the completed projects and outlines the details of those with revised timelines, and those removed and reported as ongoing.

Review and Planning Sessions for Strategic Directions

A review session was held with the Extended Leadership Team, at the end of October, to look at the progress of the Strategic Directions initiatives. An additional planning session was held with the Leadership Team on December 2, 2024 to inform future planning considerations and updates for 2025. An update from this session is included in Item 14 of the report for the February 10, 2024 QTEC and will also be provided to the Board of Directors later in Q1.

Grant Coffey

Director, Strategy and Business Management

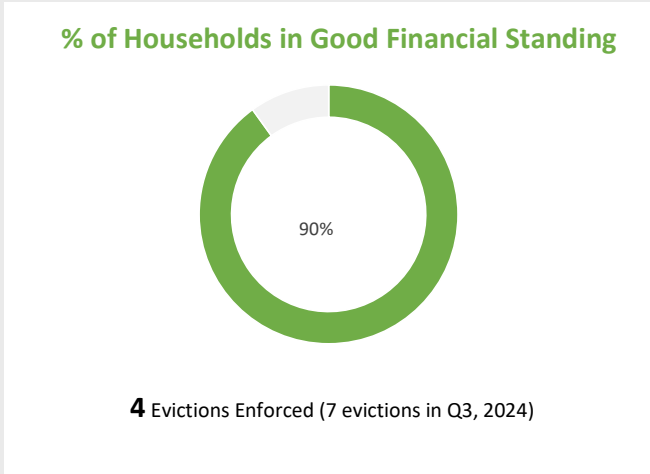
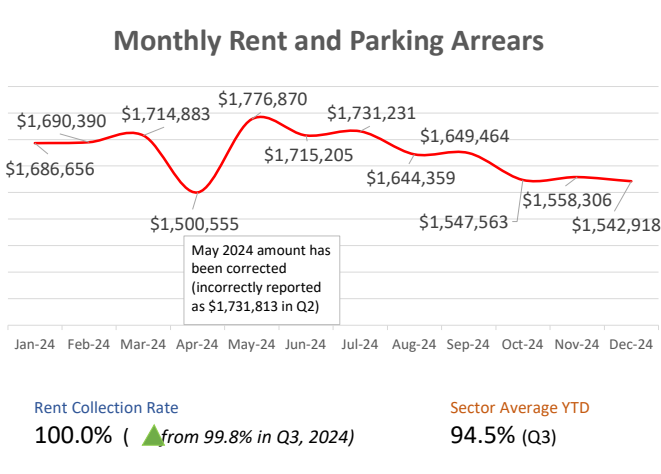
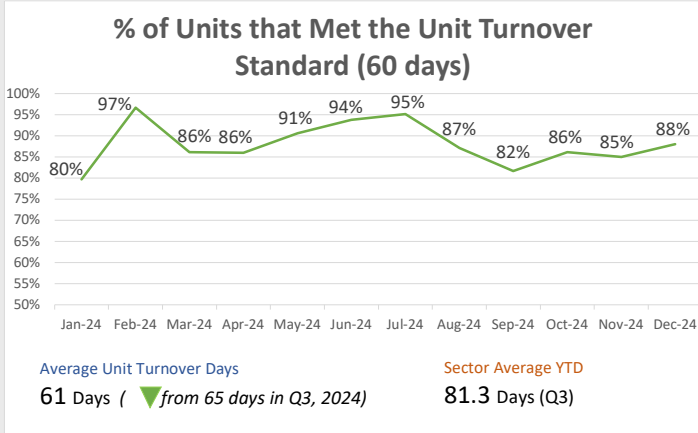
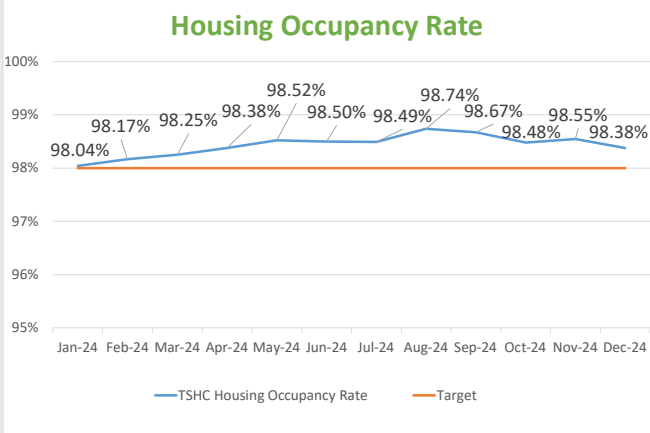
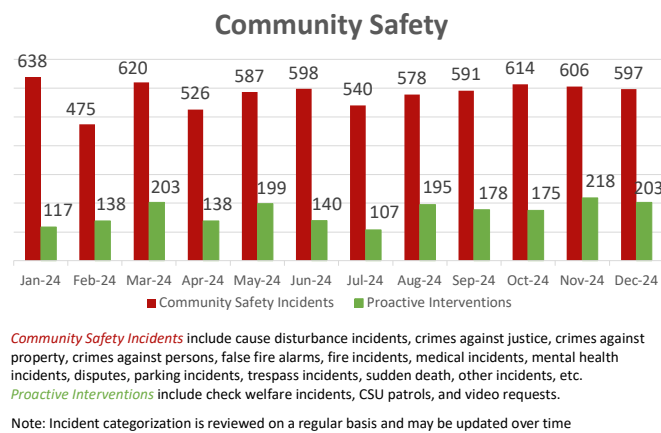
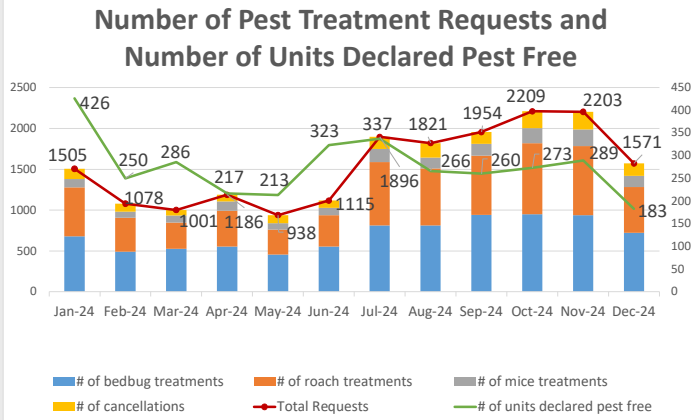
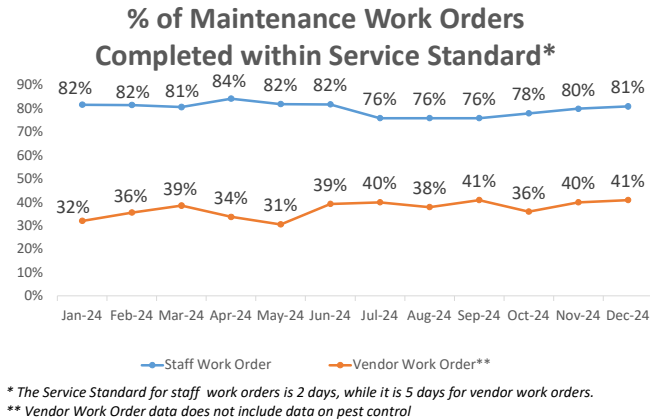
List of Attachments:

1. Attachment 1 – SD Key Performance Indicator Dashboard – Q4 2024
2. Attachment 2 – SD Roadmap Update – Q4 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 81% and for vendors the rate was 41% in December.
- **Pest Management:** In Q4, a total of 745 units were declared pest free. Staff have assisted 21 tenants in preparation for treatment and coordinated the preparation of 35 units with Toronto Public Health.
- **The housing occupancy rate** at the end of December stood at 98.38%, reaching the target of 98%. The average unit turnover days in Q4 was at 61 days, decreasing from 65 days in Q3 (previously reported incorrectly as 44 days in Q3).
- **Arrears:** TSHC achieved 100% rent collection rate in Q4. The arrears level has remained stable during Q4, 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	1139
\$2,001-\$4,000	90
\$4,001-\$6,000	31
\$6,001-\$8,000	34
\$8,001-\$10,000	14
\$10,001 and above	26
Grand Total	1334

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

Highlights:

- Presented at Ontario Non-Profit Housing Association (ONPHA) on housing and healthcare intersections and partnerships

Consultations

- Tenant and R-PATH consultations on potential website improvements
- Held 12 tenant consultations on the Translation and Interpretation Policy reaching about 200 tenants using nine interpreters and three meetings with staff
- Seven tenants attended consultations on the Garden Guidelines

Community Activities Fund Distribution

\$ Community Activities Fund Distributed in this quarter:

Q4: \$117,524*

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

\$83,651 reported in Q4 2023, Full Year (2023): \$134,686

Number of Community Activities Fund Applications Approved:

21 in Q4 (year to date up to Q4: 252)

*data for Q4 is being reconciled

Communications with Tenants:

- 1** issue of Seniors Speak and **1** Community Letter with Video
- 17** 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
- 359** tenants participated (including tenants attending CEO Tours)

Online Engagement

- Website Users: **11,621**
- Social Media Audience: **2,077**
- Social Media Audience Growth: **26**

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

Highlights:

- 100 tenants attended Regional Tenant Volunteer Meetings input sought on Translation and Interpretation policy
- Initiated recruitment program to increase Senior Tenants Advisory Committee (STAC) representation in 2025 from 8 to 24
- 19 of 53 agency agreements signed as of mid-December 2024

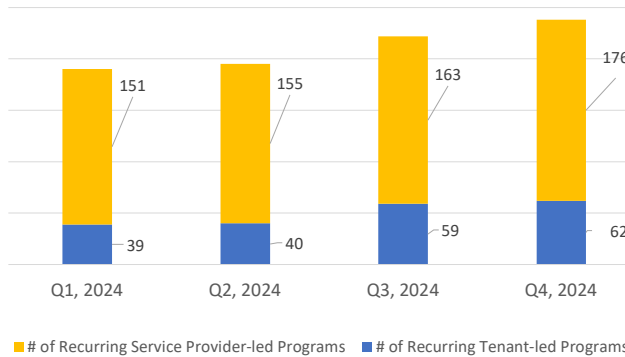
Community Connect+:

- Two Implementation Table meetings informing tenant volunteer roles and responsibilities and tenant circles; metrics reported

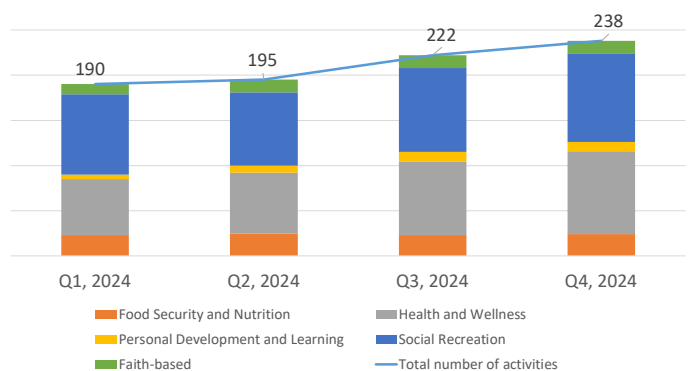
Community Activities Fund (CAF):

- Staff supported 136 one time social events in collaboration with tenants
- Continued efforts to fulfill equipment requests for tenants
- Began planning for 2025 Annual Building Planning Meetings

Recurring Programs



Building Activities

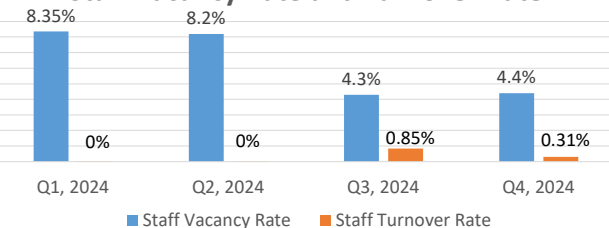


Strategic Objective 4: To promote innovation

3 innovations implemented (1 from Q3 2024 reported in Q4)

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate



Enabler: Employer of Choice

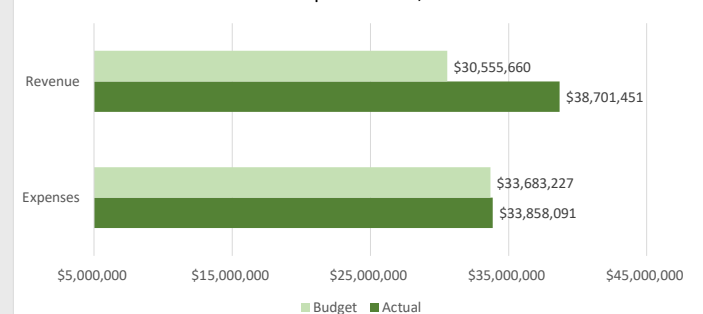
Highlights:

- Three issues of the Staff Bulletin were published. A few of the articles included the regular Staff Profile, a link to December's staff Town Hall, and an update on the United Way campaign.
- On October 1 TSHC held its second annual all-staff appreciation event with over 200 staff in attendance.
- On December 4 TSHC hosted its first Long-Service Awards. Over 100 staff were recognized for their years of service, hard work and dedication to the mission of TSHC. Years of recognition ranged from five years, all the way up to 40 years of service!
- Staff consultations held in preparation for updated intranet.
- Training was offered on Email Tips and Tricks for those staff who wished to attend. There were four sessions held with over 110 participants.

Enabler: Organizational Excellence

Statement of Operations

As of September 30, 2024



Attachment 2 - SD Roadmap Update Q4 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	Promote safety and security in our buildings and communities	Implement recommendations of safety and security Quality Improvement Project	Assess feasibility of doing a pilot project in highest call buildings	Q4 2024 TCHC dependency Q3 2025	Q3 2025	Revised Timeline	Throughout Q4 have been meeting with CSU and had discussions around third party security. Consideration of a pilot for increased third party security patrols is being scoped in Q1 2025.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Promote safety and security in our buildings and communities	Develop partnerships with safety and security organizations in the broader community	Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings	Q4 2024	Q4 2024	Completed	Review of third party security allocation completed in Q4 2024 led to a reallocation of third party security based on demonstrated need. Third party security allocation will continue to be reviewed as part of ongoing work. Consideration of a pilot for increased third party security patrols is being scoped in Q1 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	Support tenants to understand their rights and responsibilities in their lease	New leasing package and orientation for tenants	Q4 2024	Q4 2024	Completed	<p>TSHC has developed a new Welcome Package for tenants that will be provided as a hard copy for each new household to keep. This guide is also available on TSHC's website.</p> <p>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.</p> <p>Some additional information on safety and security will be shared with new tenants, such as: how to get an extra copy of their key (by talking with their Superintendent), and tenants will be encouraged to self-identify that they have oxygen tank(s) during orientation.</p>

Attachment 2 - SD Roadmap Update Q4 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	Conduct annual unit inspections	Annual Unit Inspections, including pests and balcony clutter	Q4 2024	Q4 2024	Completed	The 2024 Annual Unit Inspections have been completed. 80 units were identified with high amounts (levels 7, 8, 9) of clutter on balconies. Staff will follow up with tenants to remove balcony clutter.
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	Build ability for tenants to develop and lead programming in their communities	Introduce Volunteer Development Program	Q4 2024 Q3 2025	Q3 2025	Revised Timeline	Project scoping for this activity was dependent on establishing partnership with University of Toronto (which was established in Q3 2024), revised timeline for this program is Q3 2025. The program name has been updated to better reflect the intent of the initiative. The activity has also been realigned to the Roadmap action: Build ability for tenants to develop and lead programming in their communities.
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 email subscription service to tenants	Q4 2024	Q4 2024	Completed	Email subscription service has been acquired. Current email subscriptions being transferred and consent forms being sent to Tenant Volunteers in Q1 2025 to expand the subscription list. Efforts to expand tenant subscribers will be ongoing moving forward.
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 City Led Wi-Fi Pilot Project in 19 selected common rooms across sites	Q4 2024 Q4 2025	Q4 2025	Revised Timeline	ConnectTO has confirmed that 19 sites will be implemented by the end of 2025. Other site implementation will be dependent on very limited funding. Through the Economic and Community Development Committee (ECDC) Motion, TSHC may have an opportunity to advocate for more funding to support wi-fi implementation across all sites beyond 2025.

Attachment 2 - SD Roadmap Update Q4 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	Q4 2024	Q4 2024	Completed	Completed with tenant volunteer input as provided across all sites.
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	Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants	Pilot tenant roundtables i.e. one building per region	Q4 2024	Q4 2024	Completed	In 2024, the goal was to implement at least four tenant roundtables or circles. By year end 58 were established.
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	Intranet upgrade	Q4 2024 Q2 2025 (TCHC dependent)	Q2 2025 (TCHC dependent)	Revised Timeline	Initial planning meetings have been held with each department and regular meetings are now underway with the successful vendor, TSHC, and TCHC. Initial content development underway. Communications team is working to secure an Intranet writer to support fuller content development.
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	Branding	Q4 2024 Removed	Removed	Removed	Activity "supports to current brand" included as an ongoing activity under Objective 2, Initiative 3.

Attachment 2 - SD Roadmap Update Q4 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	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	CEO Tour	Q4 2024 ongoing	ongoing	Moved to ongoing	Moved to ongoing as CEO Tours continue to be scheduled/ongoing.
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 building profiles for staff, community partners, and tenants to better understand available programming	Q4 2024	Q4 2024	Completed	Added SD Activity: building profiles developed in October 2024 and was shared with the City as part of the report back in October on TSHC's Service Delivery Model. It has also been shared with staff to use as a reference tool. Profiles will be used in new tenant welcome packages. Profiles will be updated in January and June of each year.
Partnership To facilitate access to services and programs that tenants need and want	Director, Engagement, Partnerships and Communications	Support service provider-led programs and initiatives	Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being	Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and Use of Community Space policy	Q4 2024 ongoing	ongoing	Moved to ongoing	As of December 2024, 19 of 53 new partnership agreements have been signed. Work is underway to get all agreements and insurances in place early in 2025. Currently 38 agencies have provided proof insurance. Program evaluations will begin in Q1 2025 and will be ongoing.
Partnership To facilitate access to services and programs that tenants need and want	Director, Engagement, Partnerships and Communications	Support service provider-led programs and initiatives	Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being	Continue Toronto Public Library Community Librarian Program to encourage e-literacy for seniors	Q4 2024 ongoing	ongoing	Moved to ongoing	Moved to ongoing as TSHC continues to work with Toronto Public Library to offer this program.

Attachment 2 - SD Roadmap Update Q4 2024

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
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	Establish research partnership 1 with U of T Capstone Study (till April, 2025)	Q4 2024 Q3 2024	Q3 2024	Completed	Partnership established with University of Toronto (Capstone project) to support Tenant Volunteer Development program in Q3 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	Establish research partnership two with Women's Age Lab (until March 2029)	Q2 2025 Q4 2024	Q4 2024	Completed	Partnership with Women's College established as part of "Reimagining Naturally Occurring Retirement Communities (NORCs) for 21st Century Cities" study project.
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	Establish research partnership 3 with Sheridan College project on anti-bullying among seniors (until October 2025)	Q4 2024	Q4 2024	Completed	Added SD Activity: Partnership established with Sheridan College in Q4 2024. Project will be complete by Q4 2025.
Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Strategy and Business Management	Design and begin implementing an evaluation of TSHC	Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions	Identify funding opportunities	Q4 2024 Q4 2026	Q4 2026	Revised Timeline	Timeline shifted to a later period to allow more time before evaluation, post conclusion of initial Strategic Directions and the 2025/2026 Tenant Experience Survey.
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	Q4 2024 Q2 2025	Q2 2025	Revised Timeline	Board Director and Education Policy updated/approved in October 2024 to be implemented in 2025 including a board skills assessment.

Attachment 2 - SD Roadmap Update Q4 2024

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	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	Q4 2024 Q2 2025	Q2 2025	Revised Timeline	Revised governance/board policies approved in October 2024. Several Board/Committee process improvements implemented, further improvements to be reviewed in Q1-Q2 2025.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Collaborate with TCHC	Develop relationship management agreements to support a positive working relationship	Update to existing legal relationship	Q4 2024 Q4 2025	Q4 2025	Revised Timeline	Completed priority actions from Report Card Assessment of existing agreements, implemented extension of Transition Agreement timeline, initiated development of Business Terms for future legal agreement consideration, engagement with key stakeholders in next steps. Revised timing to Q4 2025.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Collaborate with TCHC	Develop relationship management agreements to support a positive working relationship	Clarify future legal relationship	Q4 2024 Q2 2025	Q2 2025	Revised Timeline	Initiated development of Business Terms for future legal agreement consideration, engagement key stakeholders in next steps. Revised timing to Q2 2025.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Manage our financial resources responsibly	Work with TCHC and City on annual budget process	Present draft budget to the Board – 2025	Q4 2024	Q4 2024	Completed	2025 TSHC Budget prepared and approved at Board in December 2024. Budget will now be considered at City Budget Committee in January 2025 and City Council in February 2025.
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	Develop a high-level risk management scope and assessment	Q4 2024 Q1 2025	Q1 2025	Revised Timeline	Enterprise Risk Management Policy approved October 2024. Enterprise Risk Management Framework, including Risk Register and Dashboard drafted, to come forward Q1 2025.

Attachment 2 - SD Roadmap Update Q4 2024

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	Improve service quality in areas important to our tenants	Implement priority quality improvement projects	Identify future QIPs (Maintenance)	Q1 2025 Q4 2024	Q4 2024	Completed	Future Quality Improvement Project on Maintenance Service Standards identified for 2025.
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	Review and update the tenant Human Rights Complaint Procedure	Q4 2024 Q1 2025	Q1 2025	Revised Timeline	Updated Tenant Human Rights Policy approved October 2024, procedures drafted and in review with both internal and external stakeholders. Revised timeline to allow sufficient time for engagement and review.
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 HoMES system	Identify opportunities for mobile computing	Q4 2024 ongoing	ongoing	Moved to ongoing	Item to be included in IT planning with TCHC along with other initiatives on a go-forward basis.
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 HoMES system	Participate in intranet solution refresh	Q4 2024+ Q2 2025	Q2 2025	Revised Timeline	TSHC working in collaboration with TCHC in intranet replacement project in progress in Q4 2024, to be completed in 2025.
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	Identify, attract, recruit, and keep top talent	Review of employment offer letters	Q4 2024 Q2 2025	Q2 2025	Revised Timeline	Continue to review and work with legal to update letter templates. Revised timeline is Q2 2025.
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	Approval of prioritized updated People and Culture Policies	Q4 2024	Q4 2024	Completed	Compensation bands and executive compensation plan have been updated, as well as Health and dental benefits plan. Employee and Family Assistance Provider (EFAP) and perkopolis launched. Vacation policy updated, for people leaders, to four weeks vacation time upon hire.

Attachment 2 - SD Roadmap Update Q4 2024

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
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	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	Q4 2024	Q4 2024	Completed	Succession planning template to be distributed to Extended Leadership Team.
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	Ensure policies are Accessibility for Ontarians with Disabilities Act (AODA) compliant	Q4 2024+ Q4 2025	Q4 2025	Revised Timeline	Due to resourcing timeline revised to Q4 2025, tool to be developed.
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	Review and update policies to be inclusive and remove any systemic barriers	Q4 2024+ ongoing	ongoing	Moved to ongoing	As policies are reviewed, they will be reviewed inline with Inclusion, Diversity, Equity and Accessibility (IDEA) lens and kit.
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	Deliver Confronting Anti-Black Racism (CABR) training	ongoing Q4 2024	Q4 2024	Completed	Confronting Anti-Black Racism (CABR) training has been completed. Diversity training will be delivered as an ongoing activity.
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 (Q1 2025) and implement (Q4 2025) the IDEA (Inclusion, Diversity, Equity and Accessibility) strategy	Q4 2024 Q4 2025	Q4 2025	Revised Timeline	Inclusion, Diversity, Equity and Accessibility (IDEA) strategy to be reviewed and approved by leadership team, Corporate Governance and Human Resources Committee, and Board of Directors in Q1. The strategy framework will be completed by Q4 2025.

Attachment 2 - SD Roadmap Update Q4 2024

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
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	Innovation to respond to a changing workplace	Review health, safety and wellness policies and programs to create a heightened “safety first” and “wellness” culture	Review and update of Health and Safety policies	Q4 2024+ Q2 2025	Q2 2025	Revised Timeline	Health and Safety policies have been reviewed and work is underway to update the policies. Revised timeline is Q2 2025.
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	Innovation to respond to a changing workplace	Develop and implement programs and initiatives to support employee health and well-being	Psychological safety and mental wellness program	Q4 2024+ Q2 2025	Q2 2025	Revised Timeline	Work is currently underway on the program. Revised timeline is Q2 2025.
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	Innovation to respond to a changing workplace	Develop and implement programs and initiatives to support employee health and well-being	Review of respectful workplace policies	Q4 2024+ Q2 2025	Q2 2025	Revised Timeline	Policies are currently under review. Revised timeline is Q2 2025.

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

Meeting Date: February 10, 2025

Topic: Strategic Directions

Item Number: 14

Report Name: Strategic Directions – Roadmap Update

To: Quality and Tenant Engagement Committee

From: Director, Strategy and Business Management

Date of Report: January 27, 2025

Purpose: For Approval

Recommendation:

It is recommended that the Quality Tenant Engagement Committee (QTEC) endorse and forward the updated 2023-2025 Strategic Directions Roadmap, as outlined in Attachment 1 of this report, for approval by the Board of Directors.

Reason for Recommendation:

The Board of Directors approved the Interim Strategic Directions (ISD), expected outcomes linked to strategic initiatives, proposed metrics, and the Interim Strategic Directions Roadmap on April 27, 2023. In January 2024, the Leadership Team proposed a transition from the 18-month Interim Strategic Directions Roadmap (2023-2024) to a more

comprehensive 2023-2025 Strategic Directions Roadmap. This transition reflected the organization's long-term commitment to the outlined projects and reflects TSHC's ability to execute and sustain initiatives while achieving its organizational goals. The updated roadmap was submitted to QTEC and the Board and approved in February 2024.

On a quarterly basis, TSHC has been reporting on the status of the Strategic Directions. Between October and December 2024, TSHC's leadership team also held discussions to review progress in more detail and future considerations for the Strategic Directions Roadmap. During these discussions, they reassessed both time-limited and ongoing activities and their associated timelines. This process was conducted holistically and collaboratively, considering resource capacity and building on the progress and experience gained in 2023 and 2024.

There are a total of 153 time-limited activities in the updated Roadmap. Compared to last year's Roadmap, twenty-five (25) new time-limited activities were incorporated to support emerging priorities, while the timelines of forty-six (46) time-limited activities were revised upon re-evaluation. Seven (7) time-limited activities were removed following a feasibility assessment, and ten (10) time-limited activities were moved to "on-going". These Roadmap updates are included in Attachment 1, with a track-changes version in Attachment 2.

Through 2024, TSHC has completed 90 time-limited activities on the Roadmap, which accounts for 59% overall including the amendments included with this report. Table 1 offers an overview of the progress made on the 2023-2025 Strategic Directions, detailing all time-limited activities completed from 2023 to the present.

Table 1: Progress towards the 2023-2025 Strategic Directions

Objective/Enabler	Progress Towards Completion	
Objective 1: An Excellent Landlord	18 of 23 time-limited activities completed	78%
Objective 2: Tenant Engagement	20 of 25 time-limited activities completed	80%
Objective 3: Partnerships	2 of 4 time-limited activities completed	50%
Objective 4: Innovation	7 of 13 time-limited activities completed	54%
Enabler 1: Organizational Excellence	31 of 63 time-limited activities completed	49%
Enabler 2: Employer of Choice	12 of 25 time-limited activities completed	48%

Going forward, the intent is for TSHC departments to integrate the Roadmap actions into annual work plans. TSHC will continue to bring forward quarterly progress reports to both the Quality and Tenant Engagement Committee and the Board. Additionally, TSHC will be planning the process to develop the next set of Strategic Directions for later in 2025.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. TSHC 2023-2025 Strategic Directions Roadmap
2. TSHC 2023-2025 Strategic Directions Roadmap (with track changes)

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

Strategic Objective 1: An Excellent Landlord

To provide safe, clean, and well-maintained buildings and to support stable tenancies

Accountability: Director, Operations

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

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

Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action A: Conduct Annual Unit Inspections	
Ongoing	
<ul style="list-style-type: none"> • Implement findings from unit inspections • Referrals for vulnerable tenants 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Annual Unit Inspections, including pests and balcony clutter 	Q4 2023 (completed)/Q4 2024 (completed)/Q4 2025
Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	
Ongoing	
Implement Pest Management QIP recommendations in the areas of:	
<ul style="list-style-type: none"> • Analytics • Prevention • Treatment • Tenant Support and Participation • High Risk Buildings 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Integrated Pest Management Database and Analytics Tool • Identify automation opportunities for data collection and analysis • Expand annual unit inspections to include inspection for pest • Complete and evaluate the full building pilot • Develop a business case for in-house pest management 	Q2 2023 (completed) Q3 2023 (completed) Q4 2023 (completed) Q4 2023 (completed) Multi-year (2026+)

Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well-maintained buildings and units	
Action C: Support tenant accessibility needs in buildings and units	
Ongoing <ul style="list-style-type: none"> • Ongoing data collection and analysis • Work with R-PATH to effectively deliver recommendations • Assist tenants through the process of the application 	
Time-limited/Projects <ul style="list-style-type: none"> • Hire an intake specialist (accessibility) 	Expected Completion Q2 2023 (completed)
Action D: Provide timely response to maintenance requests	
Ongoing <ul style="list-style-type: none"> • Ongoing data collection and analysis • Continue to meet the standard response to maintenance requests. • To provide TCHC with regular reports for vendors that are under-delivering 	
Time-limited/Projects <ul style="list-style-type: none"> • Determine response time for urgent vs regular requests • Building Maintenance Service Standard QIP 	Expected Completion Q3 2023 (completed) Q4 2025

Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well-maintained buildings and units	
Action E: Provide high standards of cleanliness in and around buildings	
Ongoing <ul style="list-style-type: none"> • Regular building cleaning according to the schedule • Use HoMES clean building inspection quarterly and follow up on findings. • Quarterly reporting for all actions 	
Time-limited/Projects	Expected Completion
Action F: Prepare empty units for new tenants	
Ongoing <ul style="list-style-type: none"> • Continue to meet 60-day turnaround target timeframe as established with the City • Provide quarterly reports to QTEC 	
Action G: Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	
Ongoing <ul style="list-style-type: none"> • Provide quarterly reports to QTEC • Capital plan will be part of building presentations to tenants 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Establish an annual capital plan with TCHC 	Q3 2023 (completed)/Q3 2024 (completed)/Q3 2025

Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 3: Work with tenants to support stable tenancies	
Action A: Support tenants to understand their rights and responsibilities in their lease	
Ongoing	
<ul style="list-style-type: none"> Collaborate with staff to review and make recommendations to streamline the leasing process Train frontline staff to respond to typical questions (e.g. via Resource Centre, Welcome Package, etc.) 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> New leasing package and orientation for tenants Improve safe channels for tenants to express concerns about interactions with staff via the updated Tenant Complaint Process. 	Q4 2024 (completed) Q2 2024 (completed)
Action B: Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility	
Ongoing	
<ul style="list-style-type: none"> Ongoing education for tenants on RGI requirements 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Enhanced RGI training for staff to be added to the TSHC training plan 	Q2 2024 (completed)
Action C: Reduce incidents of cluttering or hoarding	
Ongoing	
<ul style="list-style-type: none"> Support the complex tenants and the community Manage a complex tenancy team to support complex tenants Develop a tracking sheet for touch points for complex tenancies Referral from regional teams and SSHA 	
Time-limited/Projects	Expected Completion

Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 3: Work with tenants to support stable tenancies	
Action D: Work with tenants to prevent evictions for arrears or other reasons	
Ongoing	
<ul style="list-style-type: none"> • Work with tenants to resolve arrears • Referral to OCHE for unresolved arrears 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action 	Q2 2024 (completed)

Strategic Objective 2: Tenant Engagement

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

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Engage tenants in their communities and create opportunities for tenant voices	<ul style="list-style-type: none"> A. Review policies that support tenant-led programs and projects (e.g., Tenant Action Fund and Use of Space) B. Streamline administrative processes including funding C. Build ability for tenants to develop and lead programming in their communities D. Work with tenants in the development of a new tenant engagement model E. Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys
2. Promote an environment of respect, trust and inclusiveness	<ul style="list-style-type: none"> A. Carry out recommendations of the staff and tenant relations quality improvement project B. Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants C. Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing or other limitations to enable participation of tenants
3. Communicate effectively with our tenants and other stakeholders	<ul style="list-style-type: none"> A. Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Objective 2: Tenant Engagement	
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	
Initiative 1: Engage tenants in their communities and create opportunities for tenant voices	
Action A: Review policies that support tenant-led initiatives	
Ongoing	
Time-limited/Projects <ul style="list-style-type: none"> Review and update the Tenant Funds Distribution Policy to support tenant engagement Review and update Use of Space policies Review and update the Use of Space for Agencies Policy 	Expected Completion Q4 2023 (completed) Q3 2024 (completed) Q1 2026
Action B: Streamline administrative processes, including funding	
Ongoing	
<ul style="list-style-type: none"> Review tenant activities funding requests. Review and approve the Use of Community Space applications 	
Time-limited/Projects <ul style="list-style-type: none"> Streamline tenant activities funding and distribution process Implement the new Community Activities Fund policy and the process. 	Expected Completion Q1 2024 (completed) Q2 2024 (completed)
Action C: Build ability for tenants to develop and lead programming in their communities	
Ongoing	
<ul style="list-style-type: none"> Support tenant initiatives on an ad hoc basis 	
Time-limited/Projects <ul style="list-style-type: none"> Introduce Volunteer Development Program 	Expected Completion Q3 2025

Objective 2: Tenant Engagement

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

Initiative 1: Engage tenants in their communities and create opportunities for tenant voices

Action D: Work with tenants in the development of a new tenant engagement model

Ongoing

- Implement a new tenant engagement model when approved

Time-limited/Projects

- ~~Complete the project to design a new tenant engagement model~~

Expected Completion

~~Q4 2023 (completed)~~

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

Ongoing

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

Time-limited/Projects

- ~~Develop an approach for annual building meetings~~
- ~~Develop an implementation table and plan with tenants~~
- ~~Identify Community Connect + Regional level tenant volunteers~~

Expected Completion

~~Q4 2023 (completed)~~

~~Q1 2024 (completed)~~

~~Q1 2024 (completed)~~

Objective 2: Tenant Engagement

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

Initiative 2: Promote an environment of respect, trust and inclusiveness

Action A: Implement recommendations of the staff and tenant relations quality improvement project

Ongoing

Relationship Building

- Conduct outreach to encourage tenants to participate in building activities and “meet and greets.”
- Ensure timely posting and communication of staff absences and backup
- Stay connected with tenants by allocating staff time to tenant activities, checking after service provided if needs have been met
- Encourage a “human touch” by acknowledging good news, nodding, following up on earlier conversations, etc.
- Minimize turn-over of building site staff within the provisions of the collective agreement

Interaction

- Communicate process for requests to be fulfilled, including who will be involved and how long it might take

Information and communication

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

Time-limited/Projects

- ~~Introduce email subscription service to tenants~~
- ~~Introduce tenant bulletin boards~~
- Introduce City Led Wi-Fi pilot project in 19 selected common rooms across sites

Expected Completion

~~Q4 2024 (completed)~~
~~Q4 2024 (completed)~~
 Q4 2025

Objective 2: Tenant Engagement

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

Initiative 2: Promote an environment of respect, trust and inclusiveness

Action B: Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants

Ongoing

- Regular community meetings with the building teams, agencies, and tenant volunteers

Time-limited/Projects

- ~~Pilot tenant roundtables i.e., one building per region~~

Expected Completion

~~Q4 2024 (completed)~~

Action C: Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing or other limitations to enable participation of tenants

Ongoing

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

Time-limited/Projects

- ~~In collaboration with other departments to develop standard guidelines to support language and accessibility supports~~

Expected Completion

~~Q1 2024 (completed)~~

Objective 2: Tenant Engagement

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

Initiative 3: Communicate effectively with our tenants and other stakeholders

Action A: Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Ongoing

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

Time-limited/Projects

- ~~Listening Tours~~
- ~~Annual Report~~
- ~~Staff onboarding package~~
- ~~Staff survey and Tenant survey~~
- ~~MS Office and SharePoint roll out support~~
- ~~Annual United Way campaign~~
- Intranet upgrade

Expected Completion

~~Q2 2023 (completed)~~
~~Q2 2023 (completed)/Q2 2024 (completed)/Q2 2025~~
~~Q1 2024 (completed)~~
~~Q1 2024 (tenants) (completed)~~
~~Q3 2023 (completed)~~
~~Q4 2023/Q3 2024 (completed)~~
 Q2 2025 (TCHC dependent)

Strategic Objective 3: Partnerships

To facilitate access to services and programs that tenants need and want

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Facilitate access to priority health and community support services	A. Maintain and create new partnerships to help senior tenants to access the support services they need and want
2. Support service provider-led programs and initiatives	A. Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing

Objective 3: Partnerships	
To facilitate access to services and programs that tenants need and want	
Initiative 1: Facilitate access to priority health and community support services	
Action A: Maintain and create new partnerships to help senior tenants to access the support services they need and want	
<p>Ongoing</p> <ul style="list-style-type: none"> • Identify tenants who require assistance in their homes • Support health and social support program through referrals to agencies for individual tenant needs • Create new partnerships where there are gaps in service/supports • Evaluate services with respect to meeting the senior tenants' needs • Introduce and maintain building profiles through avenues such as tenant town halls to increase awareness of community programs and services available to tenants • Participate and support the City's divisions to enhance their position on providing services to TSHC tenants 	
<p>Time-limited/Projects</p> <ul style="list-style-type: none"> • Develop new partnership agreements that includes reporting metrics • Develop and implement a tenant participation satisfaction survey • Develop building profiles for staff, community partners, and tenants to better understand available programming. 	<p>Expected Completion</p> <p>Q3 2024 (completed)</p> <p>Q1 2025</p> <p>Q4 2024 (completed)</p>

Objective 3: Partnerships	
To facilitate access to services and programs that tenants need and want	
Initiative 2: Support service provider-led programs and initiatives	
Action A: Partner with City, provincial, federal and community-funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being	
<p>Ongoing</p> <ul style="list-style-type: none"> • Maintain current partnerships that provide programs in our housing communities • Create new partnerships that provide programs in our housing communities • Continue Toronto Public Library Community Librarian Program to encourage e-literacy for seniors • Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and Use of Community Space policy 	
<p>Time-limited/Projects</p> <ul style="list-style-type: none"> • Select and introduce three health and wellness pilot sites (through the Partnership table) 	<p>Expected Completion</p> <p>Q4 2025</p>

Strategic Objective 4: Innovation

To develop and promote innovation and leading practices which contribute to seniors' well-being

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Partner and build relationships to research and test emerging trends and new practices	A. Collaborate on innovation with tenants, experts and researchers in seniors social housing B. Evaluate and share learning from TSHC's innovative practices
2. Design and begin implementing an evaluation of TSHC	A. Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions

Objective 4: Innovation

To develop and promote innovation and leading practices which contribute to seniors' well-being

Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices

Action A: Collaborate on innovation with tenants, experts and researchers in seniors social housing

Ongoing

- Seek input from tenants, partners and other external stakeholders to inform innovation
- Industry outreach (social housing, healthcare, seniors) and networking
- Develop relationships extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate

Time-limited/Projects	Expected Completion
• Identify opportunities and priorities/research and collaboration opportunities	Q3 2024 (completed)
• Partner with Toronto Metropolitan University to develop student partnership on the annual building meeting process	Q4 2023 (completed)
• Partner with Humber College to develop an Alternative Dispute Resolution program for skill development for staff and mediation with tenants (two students per semester)	Q4 2023 (completed)
• Establish research partnership 1 with U of T Capstone Study (until April, 2025)	Q4 2024 (completed Q3 2024)
• Establish research partnership 2 with Women's Age Lab	Q4 2024 (completed)
• Establish research partnership 3 with Sheridan College project on anti-bullying among seniors (until October 2025)	Q2 2025 (completed Q4 2024)
• Establish research partnership 4	Q4 2025
• Establish research partnership 5	Q4 2025

Objective 4: Innovation	
To develop and promote innovation and leading practices which contribute to seniors' well-being	
Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices	
Action B: Evaluate and share learning from TSHC's innovative practices	
Ongoing	
<ul style="list-style-type: none"> • Share learnings from the ISM • Build evaluation framework into new initiatives 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Evaluate learnings from the QIPs 	Q3 2023 (completed)
Initiative 2: Design and begin implementing an evaluation of TSHC	
Action A: Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions	
<ul style="list-style-type: none"> • Scope program evaluation • Identify funding opportunities • Identify evaluation partners • Preliminary evaluation design 	<ul style="list-style-type: none"> Q1 2026 Q4 2026 Q2 2027 Q4 2027

Enabler 1: Organization excellence

To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Implement elements of good governance practices	A. Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness
2. Meet the requirements of the Shareholder Direction and the City as housing manager	A. Establish clarity on responsibilities and reporting expectations with the City as housing manager B. Ensure regular and annual reporting requirements are met
3. Collaborate with TCHC	A. Develop relationship management agreements to support a positive working relationship
4. Manage our financial resources responsibly	A. Work with TCHC and the City in annual budget process B. Implement sound financial management and accountability
5. Identify and reduce risks	A. Develop a TSHC risk and mitigation plan B. Ensure effective business continuity and emergency response
6. Be informed by data and driven by performance commitments	A. Improve access to quality data and apply data analytics B. Develop performance metrics and targets for reporting at all levels
7. Improve service quality in areas important to our tenants	A. Implement priority quality improvement projects
8. Develop clear, plain language policies	A. Review priority policies to reflect TSHC values and principles
9. Use technology effectively	A. Make best uses of processes and data in HoMES system

Enabler 1: Organizational excellence

To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Initiative 1: Implement elements of good governance practices

Action A: Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness

Ongoing

- Governance and internal Board support
- Oversight
 - Tenant-facing policies
 - CEO performance
 - Risk management/business continuity
 - Implementation of Interim Strategic Directions and Quality Improvement
 - Review of operational information/KPIs
 - Partnership agreements
- Post-meeting questionnaires on meeting effectiveness
- Director development and training

Time-limited/Projects

- ~~Provide Board members with access to foundation documents~~
- ~~Participate in the Strategic Financial Sustainability Plan~~
- ~~Develop and implement Board Committee Membership and Chairs Process~~
- ~~Hire a Board Secretary to manage Board processes and activities~~
- ~~New member orientation~~
- Assess agenda and materials and review committee processes
- Select governance best practices standard and governance review
- Skills matrix for Board members
- Full strategic planning process
- Review the Committee’s Terms of Reference (TOR)

Expected Completion

- ~~Q1 2023 (completed)~~
- ~~Q3 2023 (completed)~~
- ~~Q4 2023 (completed)~~
- ~~Q1 2024 (completed)~~
- ~~Q4 2023 (completed)~~
- Q2 2025
- Q3 2025
- Q2 2025
- Q4 2025
- Q4 2025

• Renewed TSHC strategy	Q4 2025
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Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 2: Meet the requirements of the Shareholder Direction and the City as housing manager	
Action A: Establish clarity on responsibilities and reporting expectations with the City as housing manager	
Ongoing	
Time-limited/Projects	Expected Completion
• Discussion on agreement and reporting requirements with the City	Q3 2024 (completed)
Action B: Ensure regular and annual reporting requirements are met	
Ongoing	
<ul style="list-style-type: none"> • Service Manager Reporting • ISM Accountability Framework Reporting 	
Time-limited/Projects	Expected Completion
• Annual Report and Annual General Meeting Requirements	Q2 2023 (completed)/Q2 2024 (completed)/Q2 2025

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 3: Collaborate with TCHC	
Action A: Develop relationship management agreements to support a positive working relationship	
Ongoing	
<ul style="list-style-type: none"> • Support joint steering committee • Service management planning • Regular touchpoints with TCHC/TSHC Service Providers 	
Time-limited/Projects	Expected Completion
• Complete a report card for existing agreements with TCHC	Q4 2023 (completed)
• Update to existing legal relationship	Q4 2025
• Clarify future legal relationship	Q2 2025
• Update to financial arrangement with TCHC	Q2 2025

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

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 5: Identify and reduce risk	
Action A: Develop a TSHC risk and mitigation plan	
Ongoing	
Time-limited/Projects	Expected Completion
• Develop a high-level risk management scope and assessment	Q1 2025
• Conduct a comprehensive risk assessment and implement mitigation plan	Q2 2025
• Review Emergency Response Plan	Q3 2025
Action B: Ensure effective business continuity and emergency response	
Ongoing	
<ul style="list-style-type: none"> • Participate in business continuity exercises • Incident/emergency response 	
Time-limited/Projects	Expected Completion
• Develop a business continuity plan	Q4 2025
• Support the development of a Crisis Management Plan for Cybersecurity with TCHC	TBD

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 6: Be informed by data and driven by performance commitments	
Action A: Improve access to quality data and apply data analytics	
Ongoing	
<ul style="list-style-type: none"> Improve skills, resources, and tools (capability) 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Develop a data analytics plan, including new data management Review KPIs 	Q4 2025
	Q3 2025
Action B: Develop performance metrics and targets for reporting at all levels	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Define performance metrics Develop a dashboard Conduct Senior Tenant Experience Survey 	Q2 2023 (completed)
	Q3 2023 (completed)
	Q2 2024 (completed)

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 7: Improve service quality in areas important to our tenants	
Action A: Implement priority quality improvement projects (QIPs)	
Ongoing	
<ul style="list-style-type: none"> • Complete three initial QIPs • On-going monitoring of QIP activities 	
Time-limited/Projects	Expected Completion
• Establish a process for monitoring and implementing existing QIPs	Q2 2023 (completed)
• Conduct lessons learned on existing QIP	Q2 2023 (completed)
• Review and adapt QIP approach	Q3 2024 (completed)
• Identify future QIPs (Maintenance)	Q1 2025 (completed Q4 2024)

Enabler 1: Organizational excellence

To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Initiative 8: Develop clear, plain language policies

Action A: Review priority policies to reflect TSHC values and principles

Ongoing

- Policy improvement initiative
- Develop policy implementation guidance materials
- Engage departments in an annual policy planning process

Time-limited/Projects

- ~~Develop a corporate Policy Management Framework and plan/priorities~~
- ~~Review and update the Human Rights Policy~~
- ~~Establish a TSHC Policy Inventory to keep track of all policies~~
- ~~Develop an annual Policy Development/Review Plan/Schedule~~
- ~~Develop an Access to Information Process~~
- ~~Develop a TSHC Accessibility Plan~~
- Review and update the tenant Human Rights Complaint Procedure
- Review and update the Fraud Prevention Policy
- Post-transition Policy clean-up
- Review and update the Translation and Interpretation Policy
- Develop the Tenant Transfer Policy
- Review and update the Accessibility Policy
- Review and update the Accessible Customer Service Policy

Expected Completion

- ~~Q1 2024 (completed)~~
- ~~Q3 2024 (completed)~~
- ~~Q2 2024 (completed)~~
- ~~Q2 2024 (completed)~~
- ~~Q1 2024 (completed)~~
- ~~Q4 2023 (completed)~~
- Q1 2025
- Q1 2025
- Q2 2025
- Q2 2025
- Q4 2025
- Q4 2025
- Q1 2026

Enabler 1: Organizational excellence
To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Initiative 9: Use technology effectively

Action A: Make best uses of processes and data in HoMES system

- Ongoing**
- Participating in IT Operational Steering Committee
 - Continue Improving data analytics and reporting
 - Identify opportunities for mobile computing
 - Identification of TSHC HoMES requirements

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

Enabler 2: Employer of choice

To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Accountability: Director, People and Culture

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

Enabler 2: Employer of choice
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Initiative 1: Develop and implement a talent strategy

Action A: Identify, attract, recruit, and retain top talent

- Ongoing**
- On-going recruitment
 - Monitoring implementation to ensure the recruitment and retention of top talent

Time-limited/Projects	Expected Completion
• Review of current recruitment program and processes	Q3 2024 (completed)
• Review of employment offer letters	Q2 2025
• Review of JD's to ensure they include the key knowledge and skills required	Q3 2025
• Review of Job assessments to ensure there are no systemic barriers in the process and are reflective of the desired skills required	Q4 2025

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

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

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

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 1: Develop and implement a talent strategy	
Action C: Provide opportunities for growth and development to support staff in reaching their desired career goals	
Ongoing	
<ul style="list-style-type: none"> Promotion of the Tuition Reimbursement Program 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Development of a succession planning program, inclusive of all levels of the organization Launch and implement a succession planning program 	Q4 2024 (completed) Q2 2025
Initiative 2: Embrace equity, diversity and inclusion	
Action A: Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace	
Ongoing	
<ul style="list-style-type: none"> Review and update policies to be inclusive and remove any systemic barriers 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Ensure policies are Accessibility for Ontarians with Disabilities Act (AODA) compliant 	Q4 2025
Action B: Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion	
On-going	
<ul style="list-style-type: none"> Deliver on-going diversity training 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Launch Accessibility for Ontarians with Disabilities Act (AODA) training for staff Deliver Confronting Anti-Black Racism (CABR) training Develop (Q1 2025) and implement (Q4 2025) the Inclusion, Diversity, Equity and Accessibility (IDEA) overall strategy 	Q3 2024 (completed) Q4 2024 (completed) Q4 2025

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 3: Create a positive work culture with engaged employees	
Action A: Develop and implement approaches for employee engagement at the local, regional, and corporate level	
Ongoing	
<ul style="list-style-type: none"> Develop and implement approaches which test innovative ideas through collaborative teamwork 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Employee engagement and EDI survey Action plans following the results of the survey 	Q1 2024 (completed) Q2 2024 (completed)
Action B: Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff	
Ongoing	
<ul style="list-style-type: none"> Monthly labour management meetings to proactively respond to issues as they arise including grievances and harassment complaints 	
Initiative 4: Foster continuous learning and improvement	
Action A: Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles	
Ongoing	
<ul style="list-style-type: none"> Support ongoing learning and coaching on performance management Assist in the development of job-specific skill enhancement training programs 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Provide training and learning on employee and labour relations 	Q4 2023 (completed)

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 4: Foster continuous learning and improvement	
Action B: Develop, implement and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services	
Ongoing	
<ul style="list-style-type: none"> On-boarding of new staff 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Create an onboarding program specific to TSHC for all new hires Support the creation of job-specific orientation programs Train staff with translation technology/app Develop a Key People and Culture Policy Review Plan Roll-out Leadership Training 	Q1 2025 Q3 2025 TBD Q1 2024 (completed) Q1 2025
Initiative 5: Innovation to respond to a changing workplace	
Action A: Review health, safety and wellness policies and programs to create a heightened “safety first” and “wellness” culture	
Ongoing	
<ul style="list-style-type: none"> Provide support for JHSC members 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Review and update of Health and Safety policies 	Q2 2025
Action B: Develop and implement programs and initiatives to support employee health and well-being	
Ongoing	
<ul style="list-style-type: none"> Continued promotion of the Employee and Family Assistance Plan Continuing to promote a culture that is inclusive and where staff feel they belong 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Psychological safety and mental wellness program Review of respectful workplace policies 	Q2 2025 Q2 2025

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

Strategic Objective 1: An Excellent Landlord

To provide safe, clean, and well-maintained buildings and to support stable tenancies

Accountability: Director, Operations

Strategic Initiative	Actions
1. Promote safety and security in our buildings and communities	A. Implement recommendations of safety and security Quality Improvement Project B. Develop partnerships with safety and security organizations in the broader community C. Conduct regular safety audits and carry out recommendations
2. Provide clean and well-maintained buildings and units	A. Conduct annual unit inspections B. Improve effectiveness of pest management by carrying out recommendations from the Quality improvement project C. Support tenant accessibility needs in the buildings and units D. Provide timely response to maintenance requests E. Provide high standards of cleanliness in and around the buildings F. Prepare empty units for new tenants G. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans
3. Work with tenants to support stable tenancies	A. Support tenants to understand their rights and responsibilities in their lease B. Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility C. Reduce incidents of cluttering or hoarding D. Work with tenants to prevent evictions for arrears or other reasons

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

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

Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well-maintained buildings and units	
Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	
Time-limited/Projects <ul style="list-style-type: none"> Integrated Pest Management Database and Analytics Tool Identify automation opportunities for data collection and analysis Expand annual unit inspections to include inspection for pest Complete and evaluate the full building pilot Develop a business case for in-house pest management 	Expected Completion Q2-2023 (completed) Q3-2023 (completed) Q4-2023 (completed) Q4-2023 (completed) Multi-year (2025+) <u>(2026+)</u>
Action C: Support tenant accessibility needs in buildings and units	
Ongoing <ul style="list-style-type: none"> Ongoing data collection and analysis Work with R-Path to effectively deliver recommendations Assist tenants through the process of the application 	
Time-limited/Projects <ul style="list-style-type: none"> Hire an intake specialist (accessibility) 	Expected Completion Q2-2023 (completed)
Action D: Provide timely response to maintenance requests	
Ongoing <ul style="list-style-type: none"> Ongoing data collection and analysis Continue to meet the standard response to maintenance requests. To provide TCHC with regular reports for vendors that are under-delivering 	
Time-limited/Projects <ul style="list-style-type: none"> Determine response time for urgent vs regular requests <u>Building Maintenance Service Standard QIP</u> 	Expected Completion Q3-2023 (completed) <u>Q4 2025</u>

Action E: Provide high standards of cleanliness in and around buildings	
Ongoing	
<ul style="list-style-type: none"> • Regular building cleaning according to the schedule • Use HoMES clean building inspection quarterly and follow up on findings. • Quarterly reporting for all actions 	
Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action F: Prepare empty units for new tenants	
Ongoing	
<ul style="list-style-type: none"> • Continue to meet 60-day turnaround target timeframe as established with the City • Provide quarterly reports to QTEC 	
Action G: Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	
Ongoing	
<ul style="list-style-type: none"> • Provide quarterly reports to QTEC • Capital plan will be part of building presentations to tenants 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Establish an annual capital plan with TCHC 	Q3 2023 / Q3 2024 /Q3 2025

Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 3: Work with tenants to support stable tenancies	
Action A: Support tenants to understand their rights and responsibilities in their lease	
<p>Ongoing</p> <ul style="list-style-type: none"> Collaborate with staff to review and make recommendations to streamline the leasing process Train frontline staff to respond to typical questions (e.g. via Resource Centre, Welcome Package, etc.) 	
<p>Time-limited/Projects</p> <ul style="list-style-type: none"> New leasing package and orientation for tenants Improve safe channels for tenants to express concerns about interactions with staff via the updated Tenant Complaint Process. <p>Consider the feasibility of an appointment system</p>	<p style="text-align: center;">Expected Completion</p> <p style="text-align: center;">Q3 2024 Q4 2024 (completed)</p> <p style="text-align: center;">Q2 2024 (completed)</p> <p style="text-align: center;">Q2 2025</p>
Action B: Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility	
<p>Ongoing</p> <ul style="list-style-type: none"> Ongoing education for tenants on RGI requirements 	
<p>Time-limited/Projects</p> <ul style="list-style-type: none"> Enhanced RGI training for staff to be added to the TSHC training plan 	<p style="text-align: center;">Expected Completion</p> <p style="text-align: center;">Q2 2024 (completed)</p>
Action C: Reduce incidents of cluttering or hoarding	
<p>Ongoing</p> <ul style="list-style-type: none"> Support the complex tenants and the community Manage a complex tenancy team to support complex tenants Develop a tracking sheet for touch points for complex tenancies Referral from regional teams and SSHA 	

Action D: Work with tenants to prevent evictions for arrears or other reasons

Ongoing

- Work with tenants to resolve arrears
- Referral to OCHE for unresolved arrears

Time-limited/Projects

- ~~Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action~~

Expected Completion

~~Q1 2024~~ Q2 2024 (completed)

Strategic Objective 2: Tenant Engagement

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

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Engage tenants in their communities and create opportunities for tenant voices	<ul style="list-style-type: none"> A. Review policies that support tenant-led programs and projects (e.g., Tenant Action Fund and Use of Space) B. Streamline administrative processes including funding C. Build ability for tenants to develop and lead programming in their communities D. Work with tenants in the development of a new tenant engagement model E. Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys
2. Promote an environment of respect, trust and inclusiveness	<ul style="list-style-type: none"> A. Carry out recommendations of the staff and tenant relations quality improvement project B. Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants C. Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing or other limitations to enable participation of tenants
3. Communicate effectively with our tenants and other stakeholders	<ul style="list-style-type: none"> A. Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Objective 2: Tenant Engagement

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

Initiative 1: Engage tenants in their communities and create opportunities for tenant voices

Action A: Review policies that support tenant-led initiatives

Time-limited/Projects

- ~~Review and update the Tenant Funds Distribution Policy to support tenant engagement~~
- ~~Review and update Use of Space policies~~
- Review and update the Use of Space for Agencies Policy
- ~~Set priorities for additional tenant-facing policy reviews for the new Tenant Engagement Approach~~

Expected Completion

~~Q4 2023 (completed)~~

~~Q3 2024 (completed)~~

Q1 2026

~~Q3 2024~~

Action B: Streamline administrative processes, including funding

Ongoing

- Review tenant activities funding requests. Review and approve the ~~Use of space~~ Use of Community Space applications

Time-limited/Projects

- ~~Streamline tenant activities funding and distribution process~~
- ~~Implement the new Community Activities Fund policy and the process.~~

Expected Completion

~~Q1 2024 (completed)~~

~~Q2 2024 (completed)~~

Action C: Build ability for tenants to develop and lead programming in their communities

Ongoing

- Support tenant initiatives on an ad hoc basis

Time-limited/Projects

- Introduce Volunteer Development Program

Expected Completion

Q3 2025

Objective 2: Tenant Engagement	
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	
Initiative 1: Engage tenants in their communities and create opportunities for tenant voices	
Action D: Work with tenants in the development of a new tenant engagement model	
<p>Ongoing</p> <ul style="list-style-type: none"> Implement a new tenant engagement model when approved 	
<p>Time-limited/Projects</p> <ul style="list-style-type: none"> Complete the project to design a new tenant engagement model 	<p>Expected Completion Q4 2023 (completed)</p>
Action E: Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys	
<p>Ongoing</p> <ul style="list-style-type: none"> Coordinate annual building meeting process (one building per year) Hold focus groups, workshops, etc., with tenants on an ad hoc basis. Host three regional tenant volunteer meetings <u>(continuous feedback for continuous improvement)</u> Coordination of Senior Tenants Advisory Committee (STAC) meetings <u>Identify Community Connect+ tenant volunteers at the building level</u> 	
<p>Time-limited/Projects</p> <ul style="list-style-type: none"> Develop an approach for annual building meetings Develop an implementation table and plan with tenants Identify Community Connect + Regional level tenant volunteers 	<p>Expected Completion Q4 2023 (completed) Q1 2024 (completed) Q1 2024 (completed)</p>

Objective 2: Tenant Engagement

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

Initiative 2: Promote an environment of respect, trust and inclusiveness

Action A: Implement recommendations of the staff and tenant relations quality improvement project

Ongoing

Relationship Building

- Conduct outreach to encourage tenants to participate in building activities and “meet and greets.”
- Ensure timely posting and communication of staff absences and backup
- Stay connected with tenants by allocating staff time to tenant activities, checking after service provided if needs have been met
- Encourage a “human touch” by acknowledging good news, nodding, following up on earlier conversations, etc.
- Minimize turn-over of building site staff within the provisions of the collective agreement

Interaction

- Communicate process for requests to be fulfilled, including who will be involved and how long it might take

Information and communication

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

Time-limited/Projects

Information

- ~~Introduce email subscription service to tenants~~
- ~~Introduce tenant bulletin boards~~
- Introduce City Led Wi-Fi pilot project in ~~eight elected~~ 19 selected common rooms across sites
- ~~Evolve channels of communications such as mobile app and electronic bulletin boards~~

Expected Completion

Q4-2024

~~Q4-2024 (completed)~~

Q4-2024 Q4 2025

Q4-2025

Action B: Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants	
Ongoing	
<ul style="list-style-type: none"> Regular community meetings with the building teams, agencies, and tenant volunteers 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Pilot tenant roundtables – i.e., one building per region 	Q4 2024 (completed)
Action C: Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing or other limitations to enable participation of tenants	
Ongoing	
<ul style="list-style-type: none"> Provide translation and interpreter services Support tenants with visual or hearing limitations 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> In collaboration with other departments to develop standard guidelines to support language and accessibility supports In collaboration with TCHC, explore new technology to assist with real-time interpretation services/ Train staff with translation technology/app 	Q1 2024 (completed) Q2 2024

Objective 2: Tenant Engagement

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

Initiative 3: Communicate effectively with our tenants and other stakeholders

Action A: Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Ongoing

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

Time-limited/Projects

- ~~Listening Tours~~
- ~~Annual Report~~
- ~~Staff onboarding package~~
- ~~Staff survey and Tenant survey~~
- ~~MS Office and SharePoint roll-out support~~
- ~~Annual United Way campaign~~

Expected Completion

~~Q2 2023 (completed)~~
~~Q2 2023 (completed)/Q2 2024 (completed)~~/Q2 2025
 Q1 2024 (completed)
 Q1 2024 (tenants) (completed)
 Q3 2023 (completed)
 Q4 2023/Q3 2024 (completed)

<ul style="list-style-type: none"> • CEO Tour • New Intranet <u>Intranet upgrade</u> • Branding 	<p style="text-align: right;">Q4-2024</p> <p style="text-align: center;"><u>Q4-2024+ Q1-2025 Q2-2025 (TCHC dependent)</u></p> <p style="text-align: right;">Q4-2024+</p>
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Strategic Objective 3: Partnerships

To facilitate access to services and programs that tenants need and want

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Facilitate access to priority health and community support services	A. Maintain and create new partnerships to help senior tenants to access the support services they need and want

2. Support service provider-led programs and initiatives

A. Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing

Objective 3: Partnerships	
To facilitate access to services and programs that tenants need and want	
Initiative 1: Facilitate access to priority health and community support services	
Action A: Maintain and create new partnerships to help senior tenants to access the support services they need and want	
<p>Ongoing</p> <ul style="list-style-type: none"> • Identify tenants who require assistance in their homes • Support health and social support program through referrals to agencies for individual tenant needs • Create new partnerships where there are gaps in service/supports • Evaluate services with respect to meeting the senior tenants' needs • Introduce <u>and maintain</u> building profiles through avenues such as tenant town halls to increase awareness of community programs and services available to tenants • <u>Maintain building profiles</u> • <u>Participate and support the City's divisions to enhance their position on providing services to TSHC tenants</u> 	
<p>Time-limited/Projects</p> <ul style="list-style-type: none"> • Partner with Toronto Metropolitan University to develop student partnership on the annual building meeting process • Develop new partnership agreements that includes reporting metrics • <u>Develop and implement a tenant participation satisfaction survey</u> • Develop building profiles for staff, community partners, and tenants to better understand available programming. 	<p>Expected Completion</p> <p style="text-align: center;">Q4 2023</p> <p style="text-align: center;">Q3 2024 (completed)</p> <p style="text-align: center;">Q2 2024 Q1 2025</p> <p style="text-align: center;"><u>Q4 2024 (completed)</u></p>

Initiative 2: Support service provider-led programs and initiatives	
Action A: Partner with City, provincial, federal and community-funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being	
<p>Ongoing</p> <ul style="list-style-type: none"> Maintain current partnerships that provide programs in our housing communities Create new partnerships to provides that provide programs in our housing communities <u>Continue Toronto Public Library Community Librarian Program to encourage e-literacy for seniors</u> <u>Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and Use of Community Space policy</u> 	
<p>Time-limited/Projects</p> <ul style="list-style-type: none"> <u>Select and introduce three health and wellness pilot sites (through the Partnership table)</u> Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and use of space<u>Use of Community Space policy</u> Continue Toronto Public Library Community Librarian Program to encourage e-literacy for seniors 	<p>Expected Completion</p> <p><u>Q4 2025</u></p> <p>Q4 2024 <u>Q2 2025</u></p> <p><u>Q4 2024</u></p>

Strategic Objective 4: Innovation

To develop and promote innovation and leading practices which contribute to seniors' well-being

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Partner and build relationships to research and test emerging trends and new practices	A. Collaborate on innovation with tenants, experts and researchers in seniors social housing B. Evaluate and share learning from TSHC's innovative practices
2. Design and begin implementing an evaluation of TSHC	A. Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions

Objective 4: Innovation	
To develop and promote innovation and leading practices which contribute to seniors' well-being	
Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices	
Action A: Collaborate on innovation with tenants, experts and researchers in seniors social housing	
<p>Ongoing</p> <ul style="list-style-type: none"> • Seek input from tenants, partners and other external stakeholders to inform innovation • Industry outreach (social housing, healthcare, seniors) and networking • Develop relationships extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate 	
<p>Time-limited/Projects</p> <ul style="list-style-type: none"> • Identify opportunities and priorities/research and collaboration opportunities • Partner with Toronto Metropolitan University to develop student partnership on the annual building meeting process • Partner with Humber College to develop an Alternative Dispute Resolution program for skill development for staff and mediation with tenants (two students per semester) • Establish research partnership 1 with U of T Capstone Study (until April, 2025) • <u>Establish research partnership 2 with Women's Age Lab Target Research Partnership 2</u> • <u>Establish research partnership 3 with Sheridan College project on anti bullying among seniors (until October 2025)</u> • <u>Establish research partnership 4</u> • <u>Establish research partnership 5</u> 	<p style="text-align: center;">Expected Completion</p> <p style="text-align: center;">Q2-2024 Q3-2024 (completed)</p> <p style="text-align: center;">Q4-2023 (completed)</p> <p style="text-align: center;">Q4-2023 (completed)</p> <p style="text-align: center;">Q4-2024 (completed <u>Q3-2024</u>)</p> <p style="text-align: center;">Q4-2024 (completed)</p> <p style="text-align: center;">Q2-2025 (completed Q4-2024)</p> <p style="text-align: center;"><u>Q4 2025</u></p> <p style="text-align: center;"><u>Q4 2025</u></p>
Action B: Evaluate and share learning from TSHC's innovative practices	
<p>Ongoing</p> <ul style="list-style-type: none"> • Share learnings from the ISM • Build evaluation framework into new initiatives 	
Time-limited/Projects	Expected Completion

<ul style="list-style-type: none"> • Evaluate learnings from the QIPs 	<p>Q3 2023 (completed)</p>
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<p align="center">Objective 4: Innovation</p> <p align="center">To develop and promote innovation and leading practices which contribute to seniors' well-being</p>	
<p align="center">Initiative 2: Design and begin implementing an evaluation of TSHC</p>	
<p align="center">Action A: Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions</p>	
<p>Time-limited/Projects</p> <ul style="list-style-type: none"> • <u>Scope program evaluation</u> • Identify funding opportunities • Identify evaluation partners • Preliminary evaluation design 	<p align="center">Expected Completion</p> <p align="center"><u>Q1 2026</u></p> <p align="center">Q4 2024 <u>Q4 2026</u></p> <p align="center">Q2 2025 <u>Q2 2027</u></p> <p align="center">Q4 2025 <u>Q4 2027</u></p>

Enabler 1: Organization excellence

To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Implement elements of good governance practices	A. Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness
2. Meet the requirements of the Shareholder Direction and the City as housing manager	A. Establish clarity on responsibilities and reporting expectations with the City as housing manager B. Ensure regular and annual reporting requirements are met
3. Collaborate with TCHC	A. Develop relationship management agreements to support a positive working relationship
4. Manage our financial resources responsibly	A. Work with TCHC and the City in annual budget process B. Implement sound financial management and accountability
5. Identify and reduce risks	A. Develop a TSHC risk and mitigation plan B. Ensure effective business continuity and emergency response
6. Be informed by data and driven by performance commitments	A. Improve access to quality data and apply data analytics B. Develop performance metrics and targets for reporting at all levels
7. Improve service quality in areas important to our tenants	A. Implement priority quality improvement projects
8. Develop clear, plain language policies	A. Review priority policies to reflect TSHC values and principles
9. Use technology effectively	A. Make best uses of processes and data in HoMES system

Enabler 1: Organizational excellence
To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Initiative 1: Implement elements of good governance practices

Action A: Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness

Ongoing

- Governance and internal Board support
- Oversight
 - Tenant-facing policies
 - CEO performance
 - Risk management/business continuity
 - Implementation of Interim Strategic Directions and Quality Improvement
 - Review of operational information/KPIs
 - Partnership agreements
- Post-meeting questionnaires on meeting effectiveness
- Director development and training

Time-limited/Projects

- ~~Provide Board members with access to foundation documents~~
- ~~Participate in the Strategic Financial Sustainability Plan~~
- ~~Develop and implement Board Committee Membership and Chairs Process~~
- ~~Hire a Board Secretary to manage Board processes and activities~~
- ~~New member orientation~~
- Assess agenda and materials and review committee processes
- Select governance best practices standard and governance review
- Skills matrix for Board members
- Full strategic planning process
- Review the Committee’s Terms of Reference (TOR)

Expected Completion

- ~~Q1 2023 (completed)~~
- ~~Q3 2023 (completed)~~
- ~~Q4 2023 (completed)~~
- ~~Q1 2024 (completed)~~
- ~~Q4 2023 (completed)~~
- ~~Q3 2024~~ Q2 2025
- ~~Q2 2025~~ Q3 2025
- ~~Q2 2024~~ Q2 2025
- Q4 2025
- Q4 2025

- [Renewed TSHC strategy](#)

[Q4 2025](#)

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 2: Meet the requirements of the Shareholder Direction and the City as housing manager	
Action A: Establish clarity on responsibilities and reporting expectations with the City as housing manager	
Time-limited/Projects	Expected Completion
• Discussion on agreement and reporting requirements with the City	Q1 2024 Q3 2024 (completed)
Action B: Ensure regular and annual reporting requirements are met	
Ongoing	
<ul style="list-style-type: none"> • Service Manager Reporting • ISM Accountability Framework Reporting 	
Time-limited/Projects	Expected Completion
• Annual Report and Annual General Meeting Requirements	Q2 2023 (completed)/Q2 2024 (completed)/Q2 2025

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 3: Collaborate with TCHC	
Action A: Develop relationship management agreements to support a positive working relationship	
<p>Ongoing</p> <ul style="list-style-type: none"> • Support joint steering committee • Service management planning • Regular touchpoints with TCHC/TSHC Service Providers 	
<p>Time-limited/Projects</p> <ul style="list-style-type: none"> • Complete a report card for existing agreements with TCHC • Update to existing legal relationship • Clarify future legal relationship • <u>Update to financial arrangement with TCHC</u> 	<p style="text-align: center;">Expected Completion</p> <p style="text-align: center;">Q4 2023 (completed)</p> <p style="text-align: center;">Q4 2024 <u>Q4 2025</u></p> <p style="text-align: center;">Q4 2024+ <u>Q2 2025</u></p> <p style="text-align: center;"><u>Q2 2025</u></p>

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

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 5: Identify and reduce risk	
Action A: Develop a TSHC risk and mitigation plan	
Time-limited/Projects <ul style="list-style-type: none"> Develop a high-level risk management scope and assessment Conduct a comprehensive risk assessment and implement mitigation plan Review Emergency Response Plan 	Expected Completion Q3 2024 <u>Q1 2025</u> Q2 2025 Q2 2024 <u>Q3 2025</u>
Action B: Ensure effective business continuity and emergency response	
Ongoing <ul style="list-style-type: none"> Participate in business continuity exercises Incident/emergency response 	
Time-limited/Projects <ul style="list-style-type: none"> Develop a business continuity plan <u>Support the development of a Crisis Management Plan for Cybersecurity with TCHC</u> 	Expected Completion Q4 2025 <u>TBD</u>

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 6: Be informed by data and driven by performance commitments	
Action A: Improve access to quality data and apply data analytics	
Ongoing <ul style="list-style-type: none"> Improve skills, resources, and tools (capability) 	
Time-limited/Projects <ul style="list-style-type: none"> Develop a data analytics plan, including new data management <u>Review KPIs</u> 	Expected Completion Q2 2025 <u>Q4 2025</u> <u>Q3 2025</u>

Action B: Develop performance metrics and targets for reporting at all levels	
Time-limited/Projects <ul style="list-style-type: none"> • Define performance metrics • Develop a dashboard • Conduct Senior Tenant Experience Survey 	Expected Completion Q2-2023 (completed) Q3-2023 (completed) Q1-2024 Q2-2024 (completed)

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 7: Improve service quality in areas important to our tenants	
Action A: Implement priority quality improvement projects (QIPs)	
Ongoing	
<ul style="list-style-type: none"> • Complete three initial QIPs • On-going monitoring of QIP activities 	
Time-limited/Projects	Expected Completion
• Establish a process for monitoring and implementing existing QIPs	Q2-2023 (completed)
• Conduct lessons learned on existing QIP	Q2-2023 (completed)
• Review and adapt QIP approach	Q3-2024 (completed)
• Identify future QIPs (Maintenance)	Q1-2025 (completed Q4-2024)

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 8: Develop clear, plain language policies	
Action A: Review priority policies to reflect TSHC values and principles	
Ongoing	
<ul style="list-style-type: none"> • Policy improvement initiative • Develop policy implementation guidance materials • Engage departments in an annual policy planning process 	
Time-limited/Projects	Expected Completion
• Develop a corporate Policy Management Framework and plan/priorities	Q1 2024 (completed)
• Review and update the Human Rights Policy	Q3 2024 (completed)
• Establish a TSHC Policy Inventory to keep track of all policies	Q2 2024 (completed)
• Develop an annual Policy Development/Review Plan/Schedule	Q2 2024 (completed)
• Develop an Access to Information Process	Q1 2024 (completed)
• Develop a TSHC Accessibility Plan	Q4 2023 (completed)
• Review and update the tenant Human Rights Complaint Procedure	<u>Q3 2024-Q1 2025</u>
• <u>Review and update the Fraud Prevention Policy</u>	<u>Q1 2025</u>
• Post-transition Policy clean-up	<u>Q2 2024- Q2 2025</u>
• <u>Review and update the Translation and Interpretation Policy</u>	<u>Q2 2025</u>
• <u>Develop the Tenant Transfer Policy</u>	<u>Q4 2025</u>
• <u>Review and update the Accessibility Policy</u>	<u>Q4 2025</u>
• <u>Review and update the Accessible Customer Service Policy</u>	<u>Q1 2026</u>

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 9: Use technology effectively	
Action A: Make best uses of processes and data in HoMES system	
Ongoing	
<ul style="list-style-type: none"> • Participating in IT Operational Steering Committee • Continue Improving data analytics and reporting • <u>Identify opportunities for mobile computing</u> • <u>Identification of TSHC HoMES requirements</u> 	
Time-limited/Projects	Expected Completion
• Internet contract renewal	Q2 2023 (completed)
• Email consolidation and Microsoft 365 deployment	Q1 2024 (completed)
• Explore opportunities for paperless tenant document management	Q2 2024 (completed)
• Identify opportunities for mobile computing (Ongoing)	Q4 2024
• Identification of TSHC HoMES requirements (ongoing)	TBD
• Participate in intranet solution refresh	Q4 2024+ Q2 2025
• Current SharePoint clean-up/management	Q2 2025
• <u>Identify TSHC technology opportunities</u>	<u>Q2 2025</u>
• <u>Participate in End-User Device Refresh</u>	<u>TBD (TCHC dependent)</u>

Enabler 2: Employer of choice

To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Accountability: Director, People and Culture

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

Enabler 2: Employer of choice
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Initiative 1: Develop and implement a talent strategy

Action A: Identify, attract, recruit, and retain top talent

- Ongoing**
- On-going recruitment
 - Monitoring implementation to ensure the recruitment and retention of top talent

Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Review of current recruitment program and processes • Review of employment offer letters • Review of JD's to ensure they include the key knowledge and skills required • Review of Job assessments to ensure there are no systemic barriers in the process and are reflective of the desired skills required 	<p>Q3 2024 (completed)</p> <p>Q4 2024 <u>Q2 2025</u></p> <p>Q3 2024 <u>Q3 2025</u></p> <p>Q2 2025 <u>Q4 2025</u></p>

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

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

Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Review and make necessary adjustments to the salary bands to ensure competitiveness • Approval of prioritized updated People and Culture Policies • Implementation of City Council direction regarding executive compensation • Review of management/exempt benefits programs 	<p>Q2 2023 (completed)</p> <p>Q1 2024 <u>Q4 2024</u> (completed)</p> <p>Q2 2024 (completed)</p> <p>Q4 2024 <u>Q2 2024</u> (completed)</p>

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

- Ongoing**
- Promotion of the Tuition Reimbursement Program

Time-limited/Projects	Expected Completion

<ul style="list-style-type: none"> Development of a succession planning program, inclusive of all levels of the organization Launch and implement a succession planning program 	Q3 2024 Q4 2024 (completed) Q3 2024 Q2 2025
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Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 2: Embrace equity, diversity and inclusion	
Action A: Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace	
Ongoing	
<ul style="list-style-type: none"> <u>Review and update policies to be inclusive and remove any systemic barriers</u> 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Creation of an EDI framework & strategy Ensure policies are <u>Accessibility for Ontarians with Disabilities Act (AODA)</u> compliant Review and update policies to be inclusive and remove any systemic barriers 	Q1 2025 Q4 2024+ Q4 2025 Q4 2024+
Action B: Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion	
On-going	
Deliver CABR	
<ul style="list-style-type: none"> <u>Deliver on-going diversity training</u> 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Launch Accessibility for Ontarians with Disabilities Act (AODA) training for staff Deliver Confronting Anti-Black Racism (CABR) training Develop <u>(Q1 2025)</u> and implement <u>(Q4 2025)</u> the <u>Inclusion, Diversity, Equity and Accessibility (IDEA) EDI</u> overall strategy 	Q3 2024 (completed) Q3 2024 Q4 2024 (completed) Q4 2025

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

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 4: Foster continuous learning and improvement	
Action A: Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles	
Ongoing	
<ul style="list-style-type: none"> Support ongoing learning and coaching on performance management <u>Assist in the development of job-specific skill enhancement training programs</u> 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Provide training and learning on employee and labour relations 	Q4 2023 (completed)
Action B: Develop, implement and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services	
Ongoing	
<ul style="list-style-type: none"> On-boarding of new staff 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> Create an onboarding program specific to TSHC for all new hires Support the creation of job-specific orientation programs <u>Train staff with translation technology/app</u> Develop a Key People and Culture Policy Review Plan <u>Roll-out Leadership Training</u> 	Q2 2024-Q1 2025 Q3 2024-Q3 2025 <u>TBD</u> Q1 2024 (completed) <u>Q1 2025</u>

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 5: Innovation to respond to a changing workplace	
Action A: Review health, safety and wellness policies and programs to create a heightened “safety first” and “wellness” culture	
Ongoing	
<ul style="list-style-type: none"> • Provide support for JHSC members 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Review and update of Health and Safety policies 	Q4 2024 + <u>Q2 2025</u>
Action B: Develop and implement programs and initiatives to support employee health and well-being	
Ongoing	
<ul style="list-style-type: none"> • Continued promotion of the Employee and Family Assistance Plan • Continuing to promote a culture that is inclusive and where staff feel they belong 	
Time-limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Psychological safety and mental wellness program • Review of respectful workplace policies 	Q4 2024 + <u>Q2 2025</u>

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

Meeting Date: February 10, 2025

Item Number: 15

Report Name: Quality Improvement Projects (QIP) Report – Q3 and Q4 2024

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: January 24, 2025

Purpose: For Information

Recommendation:

This report provides the Quality and Tenant Engagement Committee (QTEC) 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 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 has been reported quarterly, a [one-year results report](#) was also included in the report for the September 30, 2024 Quality and Tenant Engagement Committee meeting. As noted in the one-year results report, this will be the final progress report on the current Quality Improvement Projects and includes updates on activities completed during the third and fourth quarters of 2024. A new Quality Improvement Project on building maintenance service standards is being planned for 2025 and has been captured in the Strategic Directions – Roadmap Update included in the report for the February 10, 2024 QTEC.

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 Q3 and Q4, 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, however they are available for reference in the [Final Report on the Quality Improvement Projects](#) from August 3, 2023.

Quarterly Progress:

This report provides highlights on the Quality Improvement Project actions implemented during Q3 and Q4 of 2024. Of the 14 Quality

Improvement Project actions that were targeted for completion in Q3 and Q4 of 2024, 11 actions are complete, two actions are in progress with revised timelines, and one action has been recategorized as an ongoing activity. Note: two time-limited activities targeted for completion in 2025 are not being explored further for consideration and the associated time-limited activities will be removed from the Strategic Directions Roadmap. The overall QIP actions are 89% complete at the end of 2024, and are targeted to be 96% complete at the end of Q3 2025. At the end of 2025 that there will be one remaining QIP action in progress with a targeted completion of 2026+ related to developing a business case for in-house pest management capability. Highlights of these actions are listed below.

Highlights:

Pest Management

- Environmental Health Unit Supervisor has started to attend townhall meetings to speak to tenants about pest management.

Safety and Security

- **Annual Unit Inspections:** The 2024 Annual Unit Inspections have been completed. 80 units were identified with high amounts (levels 7, 8, 9) of clutter on balconies. Staff will follow up with tenants to remove balcony clutter.
- **Mental health programs:** Understanding Dementia and Mental Health Training has been offered for all staff. Non-Violent Crisis Intervention Training has been offered to Regional Managers, Superintendents and Seniors Services Coordinators. Mental Health First Aid for Seniors training has been offered to Seniors Services Coordinators and Community Services Coordinators. Training has been assigned to staff.

- **Data delivery:** TSHC continues to work with TSHC regarding data/reporting requests. Anticipating quarterly reports regarding Community Safety Unit activities to QTEC starting in March. Revised target for completion is Q1 2025.
- **Review allocation of third party security and consideration of a pilot project:** Review completed in Q4 2024 led to a reallocation of third party security based on demonstrated need. Third party security allocation will continue to be reviewed as part of ongoing work.

Consideration of a pilot for increased third party security patrols is being scoped in Q1 2025. This action will be included in future progress reporting for the Strategic Directions, as the QIP action has been re-aligned to the time limited activity: Assess feasibility of doing a pilot project in highest call buildings (target completion Q3, 2025).

Staff and Tenant Relations

- **Seniors lens training:** People and Culture is working with external partners to deliver seniors focused training. In the Strategic Directions Roadmap this activity has been moved to an ongoing activity.
- **Feasibility of an appointment booking system:** Tenants can book an appointment by contacting their Seniors Services Coordinator (SSC). TSHC will not be exploring a new booking system in light of current practices.
- **How to handle strangers entering the building:** Information regarding what to do when a stranger tailgates or piggybacks tenants into the building was included in the Fall 2024 issue of [Seniors Speak](#).

- **New Welcome Guide:** TSHC has developed a new Welcome Package for tenants that will be provided as a hard copy for each new household to keep. This guide will also be posted on TSHC's website.

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.

Some additional information on safety and security will be shared with new tenants, such as: how to get an extra copy of their key (by talking with their Superintendent), and tenants will be encouraged to self-identify that they have oxygen tank(s) during orientation.

- **Evolve communication channels:** the Strategic Directions Roadmap activity that is associated with the QIP action has been removed as TSHC does not have capacity and resources to implement and manage electronic bulletin boards. Additionally, adaption to mobile app may not be feasible/ have high uptake as tenants prefer face-to-face and printed information.
- **Tenant roundtables:** In 2024, the goal was to implement at least four tenant roundtables or circles. By year end 58 were established.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Attachment 1 – TSHC Quality Improvement Project (QIP) Action Tracker – Q3 and Q4, 2024

Attachment 1: TSHC Quality Improvement Project (QIP) Action Tracker – Q3 and Q4, 2024

Quality Improvement Project	Strategic Directions' Time Limited Activities	Quality Improvement Project Actions (as identified in the Quality Improvement Projects Final Report)	Quality Improvement Project Actions Status
Pest Management	New leasing package and orientation for tenants	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)	Complete
Pest Management	Develop business case for in-house pest management capability	5.1 In-house pest control capability	Revised timeline from 2025+ to 2026+ for completion (multi-year project)
Safety and Security	Assess feasibility of doing a pilot project in highest call buildings	1.7 Increased staff presence in high-risk buildings (after hours and weekends)	In-Progress, revised target for completion is Q3 2025
Safety and Security	Annual Unit Inspections, including pests and balcony clutter	1.15 Prohibit storage of clutter on balconies	Complete
Safety and Security	New leasing package and orientation for tenants	2.2 Ensure signage for oxygen presence in units is consistent with fire regulations	Complete
Safety and Security	New leasing package and orientation for tenants	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	Complete
Safety and Security	Assist in the development of job specific skill enhancement training programs	3.9 Mental health support program	Complete
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	In-Progress, revised target for completion is Q1 2025
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	Complete
Staff and Tenant Relations	Assist in the development of job specific skill enhancement training programs	1.1 Define what is meant by a "seniors' lens", including multicultural education based on tenant demographics, and incorporate in staff training	Ongoing
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	Removed

Quality Improvement Project	Strategic Directions' Time Limited Activities	Quality Improvement Project Actions (as identified in the Quality Improvement Projects Final Report)	Quality Improvement Project Actions Status
		to. Consider the feasibility of an appointment booking system for those who need in-person contact	
Staff and Tenant Relations	New leasing package and orientation for tenants	2.9 Provide guidance for tenants who are reluctant to admit strangers to the lobby on how to handle the situation	Complete
Staff and Tenant Relations	New leasing package and orientation for tenants	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	Complete
Staff and Tenant Relations	New leasing package and orientation for tenants	3.2 At move-in, walk each new tenant through the deck to confirm understanding	Complete
Staff and Tenant Relations	New leasing package and orientation for tenants	3.3 Show tenants where and how to access all detailed TSHC information and provide hard copy if they are not computer literate	Complete
Staff and Tenant Relations	Evolve channels of communication such as mobile app and electronic bulletin boards	3.5 Evolve channels of communication to facilitate tenant access	Removed
Staff and Tenant Relations	Pilot tenant roundtables i.e. one building per region	4.1 The following—aimed at encouraging and supporting tenant leadership—are offered for referral to Tenant Engagement <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 	Complete

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

Meeting Date: February 10, 2025

Topic: Engagement and Partnerships Update

Item Number: 16

To: Quality and Tenant Engagement Committee

From: Arlene Howells, Director, Engagement, Partnerships and
Communications

Date of Report: January 31, 2025

Purpose: For information

Recommendation: This report is recommended for information to the Quality and Tenant Engagement Committee to provide an overview of work completed in 2024 and work planned for 2025 for the Engagement and Partnership team.

Arlene Howells
Director, Engagement, Partnerships, and Communications

List of Attachments:

1. QTE February 2025 CPP Update

**Toronto Seniors
Housing Corporation**

Engagement and Partnerships Update

February 2025



Annual Building Planning Meetings



Meetings and Capacity Building



72 meetings planned from the end of January to the end of March up four from 2024



Focus on what tenant-led programs tenants want in 2025; reporting on 2024 activities and budgets; increasing awareness of the role of tenant circles and how to complete a Community Activities Fund (CAF) application as part of tenant capacity building



Capacity building – along with more about completing a CAF application, tenant circles can also request training to learn more about Community Connect+ and the Tenant Volunteer Code of Conduct – available upon request

Senior Tenants Advisory Committee (STAC) Update



STAC Accomplishments in 2024

In 25 hours of meetings

Informed Policies

- Community Activities Fund
- Use of Community Space
- Tenant Complaints and Human Rights
- Translation and Interpretation

Informed Programs

- Tenant Experience Survey
- Summer BBQs and Planning for Holiday Events
- STAC Recruitment

Informed Structures

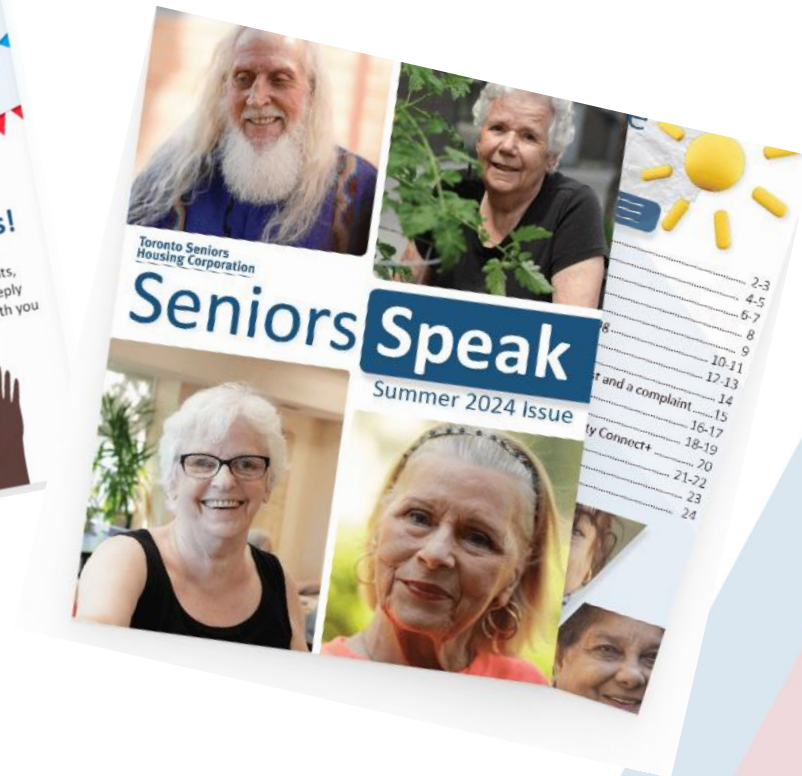
- STAC Terms of Reference
- Use of Entertainers
- Tenant Volunteer Code of Conduct



STAC Accomplishments in 2024

Influenced

- Quality Improvement Projects
- Community Connect+
- Seniors Month
- Seniors Day
- Content in Seniors Speak
- The City's work on ConveneTO and the Renters Forum



STAC Recruitment Update

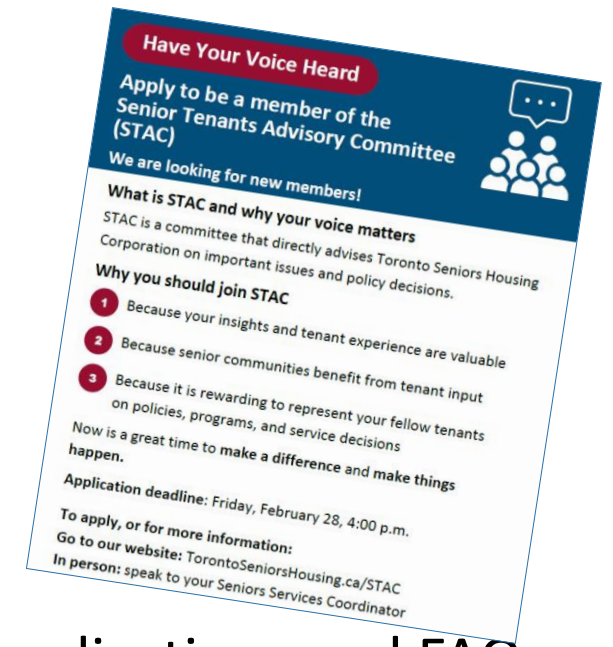
Applications as of January 27, 2025

Online submissions: 19

Participation in (two)
virtual information
sessions: 4

Promotions

- Announced in Fall Seniors Speak
- Posters up in buildings
- Webpage with online and printable applications and FAQs
- Forms, FAQs, and posters taken to holiday events
- Shared info about recruiting at Regional Meetings in 2024
- Held two online information sessions: January 15 and 23
- Promoting weekly through the tenant volunteer network
- Staff encouraged to “talk up” recruitment in buildings and try to recruit at least one tenant per building
- Include a mention at Annual Building Planning Meetings





2025 STAC Meeting Planning

- An annual work plan was developed for the 2025 STAC meetings
- The plan was accepted by the members
- Changes include the addition of the Tenants Forum at each meeting and Hybrid meetings at City Hall starting in May 2025

Community Activities Fund (CAF) and Community Connect+



CAF Recap

Increased tenant voices in what they want and need in their buildings
Increased investment in community development to support aging at home
Increased socialization to reduce isolation



Total 2024 Spend

\$240,055* up just over 78% from
\$134,686 in 2023

95% of funds spent on social activities
such as teas, movie nights, holiday
meals, BBQs

5% on small equipment purchases like
games tables



Volunteers

172 Volunteers up from
about 73 in 2023 or
136% increase in
volunteerism



Participation

89% of all developments
participated in CAF events

Increased Social and Wellness Activities

206 tenant-led activities (one-time and recurring)

176 agency-led recurring programs

382 total activities – 78% year over year increase – 215 events in 2023

Community Connect+ 2024

- 172 tenant volunteers
- 58 Tenant Circles – goal was four
- 12 regional meetings with approximately 370 attendees
- Eight Implementation Table Meetings
- Six STAC Meetings
- Developed new STAC Terms of Reference, updated Use of Community Space Policy, created new Tenant Volunteer Code of Conduct, informed Tenant Complaint and Human Rights Policy
- Recruitment initiated to increase STAC membership from eight to 24



Community Programs & Partnerships (CPP) 2025 Priorities



CPP 2025 Strategic Priorities

- Work with Implementation Table on advancing Community Connect+ (Defining Tenants Roles, Responsibilities, Removal of a Volunteer, Tenant Circles, Volunteer Development Program)
- Work with health and social services sectors to initiate 3-4 pilot programs designed to bring more coordinated services into buildings through the Partnership Table
- Work with Local Housing Corporation (LHC) on provincial solutions for housing providers to better support aging at home with healthcare partners
- Introduce new STAC membership and hybrid model
- Introduce new tenant volunteer program
- Research studies participation

CPP 2025 Tactical Priorities

- Ongoing fulfillment of 2024 requests for programs
- Deliver on 2025 tenant-led priorities pending budget approval coming from annual planning meetings – end January – end March
- Deliver learning and development opportunities for tenants
- Begin reporting on new agreements and tenant satisfaction with programs
- Three regional tenant volunteers meetings – Spring/Summer/Fall
- Implement new Garden Guidelines, new Use of Space policy, and new Tenant Code of Conduct
- Continue key programs from 2024: piano replacement, wi-fi, and work with more City divisions to support tenants
- Bring on three new staff – two CSCs and one Supervisor

Programs and Partnership 2025 | Graphical View

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Annual Building Planning Meetings	Late January to End of March											
CAF App. Intake, Process			Intake	Process		Intake	Process		Intake	Process		Intake
Tenant-Led Event Support	Ongoing											
					Peak					Peak		Peak
Reg. Volunteer Meetings												
Volunteer Updates												
Partnership Table Mtgs.												
Building Pilot Programs	Ongoing Planning and Scoping for 3-4 sites											
Volunteer Dev. Program	Design and plan implementation					Soft Launch		Launch				
Wi-Fi Pilot Project	Ongoing – funding dependent											
Contracts Management	Negotiations for new contracts for 300 programs + Ongoing Renewal Monitoring											
STAC Meetings												
Piano Project	Ongoing – funding dependent											
Agreement Reporting (tenant/provider)				Q1 Report			Q2 Report			Q3 Report		
Implement Use of Space												
Code of Conduct												
Garden Guidelines												
Issues Mgmt./Support	Ongoing											
Staffing Support		Staffing Changes				16	Ongoing					

Agreements Update



Partnership Contract Status as of January 28, 2025

Total Updated Partners	56
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Partners Contacted	100%
Contract Discussions Scheduled	100%
Discussions Completed	100%

Total Contracts out for Signature	54
Number of contracts still to be developed/on Hold	2

Total Contracts Finalized with Signatures	33
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Total Partners with Updated Insurance	47
Total Insurance Outstanding	9



Agreement Timelines – Next Steps

Description	Timeframes
<ul style="list-style-type: none"> Interim report on partnerships 	<ul style="list-style-type: none"> January 2025
<ul style="list-style-type: none"> Target - 100% Agreements Finalized 	<ul style="list-style-type: none"> March 2025
<ul style="list-style-type: none"> Target – 100% Agreement Insurance in Place 	<ul style="list-style-type: none"> February 2025
<ul style="list-style-type: none"> Develop schedule document and renewal process 	<ul style="list-style-type: none"> February – March 2025
<ul style="list-style-type: none"> Create a database to store contracts 	<ul style="list-style-type: none"> February - March 2025
<ul style="list-style-type: none"> Partners Quarterly Impact Reporting 	<ul style="list-style-type: none"> April 2025

Status of 2024/2025 Program Requests



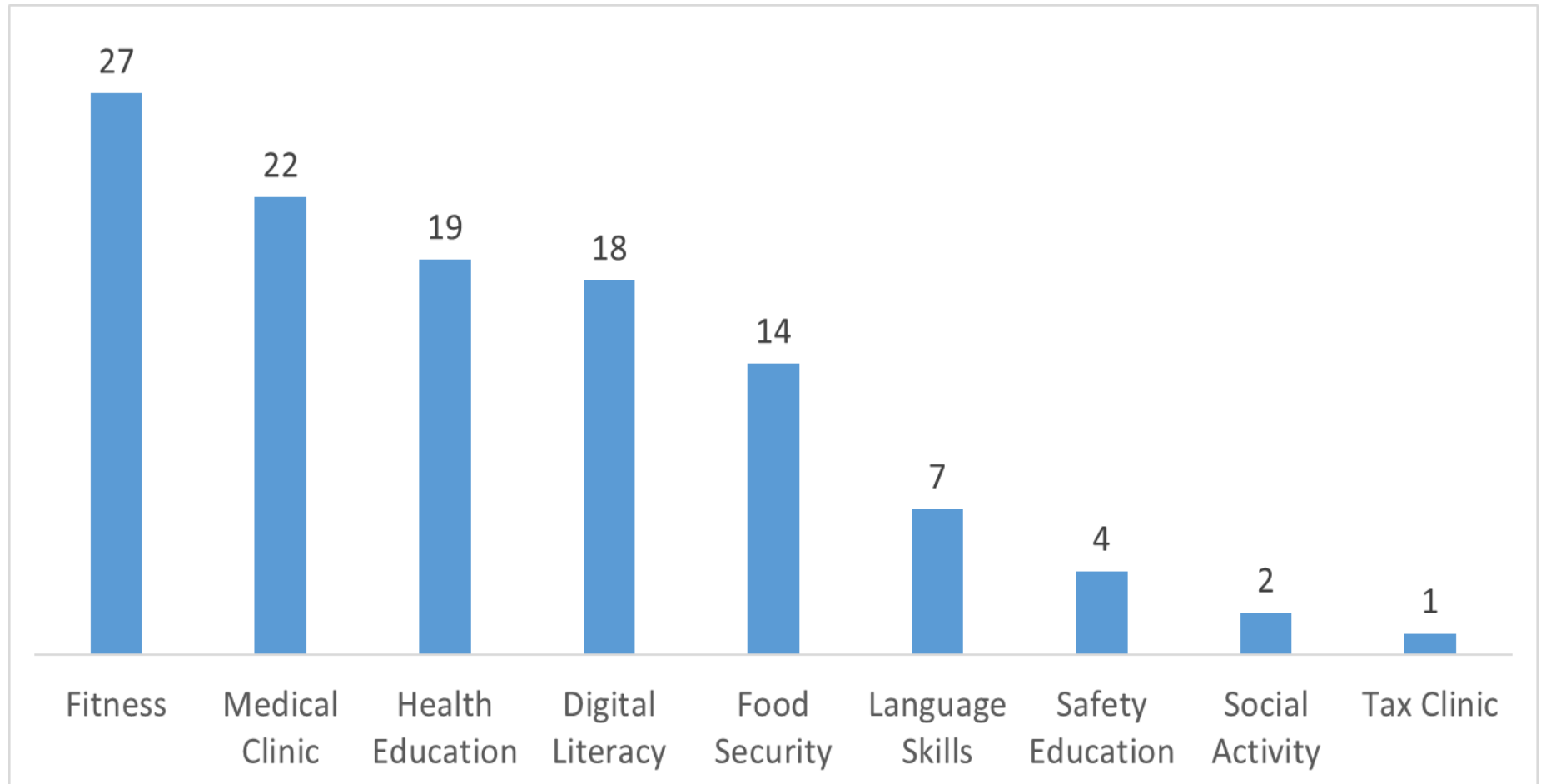
2024 Program Requests - Overview

- 304 program priorities were identified and rated 1-5
- When looking at all 304 requests overall, 43 program priorities have been met through tenant-led and agency-led programs
- Our focus is on Priorities 1-2 which account for 124 requests of these 17 have been met
- Types of programs primarily in priority areas 1-2 range from
 - fitness (falls prevention, gentle exercise)
 - health services (onsite health checkups/screenings)
 - digital literacy
- The community activities fund provided the funding for tenants to start social and recreational programs like; games night, movie night, and coffee/tea socials.

Program Request Types – Priorities (1-2)

A total of 124 program requests were grouped by category type for the 1st and 2nd priorities.

17 program requests have been addressed by current programming leaving 107 to be fulfilled.



Program Requests - Summary

	Northeast	Northwest	Southeast	Southwest	Total
Priorities Identified	75	84	80	65	304
Met by Current Programming	16	16	4	7	43
Overall Priorities Remaining	59	68	76	58	261
Priorities 1-2 to fulfill	24	27	33	23	107
Net Priorities 3-5 to fulfill based on resources	35	41	43	35	154

Program Requests – Priorities

Examples of priorities identified that could be delivered by a community agency or by the tenants.

Agency led

- Onsite Health Checkups and Screenings
- Food Banks
- Healthy Eating Education
- Language Skills (English as a Second Language)
- Fitness Classes (Stretching, Yoga, Tai Chi)

Tenant led

- Walking Group
- Arts and Crafts Club
- Bingo