

TORONTO SENIORS HOUSING CORPORATION (TSHC) QUALITY & TENANT ENGAGEMENT COMMITTEE

Date: Tuesday, April 12, 2022

Time: 3:00 pm to 5:00 pm

Location: WebEx & Livestream

Item	Time	Description	Action	Supporting Documents	Presenter
1.	3:00 5 mins	Chair's Remarks	Information	N/A	Chair
2.	3:05 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
3.	3:06 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
4.	3:07 1min	Approval of Minutes of QTE Board Committee Meeting of March 8, 2022	Approval	Minutes of QTE Board Committee Meeting of March 8, 2022	Chair
5.	3:08 1min	Approval of Minutes of Closed Session meeting of QTE Board Committee on March 8, 2022	Approval	N/A	Chair
6.	3:09 2 mins	Action Item Review	Information	Action Item List	Chair
7.	3:11 33mins	TSHC Recommended Tenant Facing Policies & Amendments to Tenant Charter	Approval	<ul style="list-style-type: none"> • Board Committee Report • Tenant Facing Policies 	Mary Tate
8.	3:44 10mins	2021 ISM Annual Report	Approval	<ul style="list-style-type: none"> • Board Committee Report • ISM Annual Report 	Michael Sherar

9.	3:54 2 mins	TSHC Recommended Operational Performance Measure Reports	Information	N/A	Michael Sherar
10.	3:56 1 min	Motion to move into Closed Session	Approval	N/A	Chair
11.	3:57 1 min	<i>Approval of Closed Session agenda</i>	<i>Approval</i>	<i>Closed Session Agenda</i>	<i>Chair</i>
12.	3:58 60mins	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	<i>Approval</i>		<i>Michael Sherar</i>
13.	4:58 1 min	<i>Motion to move into public session</i>	<i>Approval</i>	<i>N/A</i>	<i>Chair</i>
14.	4:59 1min	Approval of Motions brought forward in Closed Session	Approval	NA	Chair
15.	5:00	Adjournment			Chair

Item # 4
**Approval of Minutes of QTE Board
Committee Meeting of March 8, 2022**

TORONTO SENIORS HOUSING CORPORATION (TSHC)
Quality and Tenant Engagement Committee Meeting (QTE)

Date: Tuesday, March 8, 2022
Time: 3:00 pm to 5:00 pm
Location: WebEx & Livestream

Draft Minutes

The Quality and Tenant Engagement (QTE) meeting of the TSHC Board held its meeting on Tuesday, March 8, 2022, at 3:00pm via WebEx video conference. This meeting was livestreamed.

Members in Attendance:

Linda Jackson (Chair), Carrie MacNeil, Jim Meeks, **Lawrence D'Souza** and Brenda Parris (Board Member and guest of QTE Committee)

Regrets: Councillor, Paula Fletcher

TSHC staff present: Michael Sherar, Interim Transitional Lead and Chief Corporate Officer, Arlene Howells, Interim Communications & Stakeholder Engagement Lead, Rajni Vaidyaraj, Interim Executive Assistant (Recording Secretary).

Guests: Grant Coffey, Andrea Austen, Sophia Ikura, Sonia Gaudry, Vanessa Campisi and Maureen Clohessy

ITEM 1: CHAIR'S REMARKS

The Chair welcomed everyone and stated that this is the first meeting of this Committee being live streamed on YouTube. The Chair noted the Acknowledgement of the Land. She also acknowledged that today being the **International Women's Day** she would like to specially take the opportunity to acknowledge the women living in the senior buildings and the women in general. The Chair remarked that this Committee is the heart of the organization, and

this organization would not exist without tenant engagement. She reminded the Committee that the TSHC Board is committed to a pathway, towards meaningful tenant engagement and quality metrics that reflect on an engaged community that is focused on the voice and the people living in senior buildings.

The Chair welcomed Ms. Brenda Parris who is a Board member but not a member of this Committee to the Committee meeting today. She also welcomed Ms. Maureen Clohessy, Member of Seniors Tenants Advisory Committee to this meeting and noted Councillor Fletcher's **regrets to this meeting.**

ITEM 2: APPROVAL OF PUBLIC MEETING AGENDA

The Chair asked if there were any changes to the public meeting agenda. Hearing none:

Motion UPON MOTION, duly made by Ms. Carrie MacNeil, and seconded
Carried by Mr. Jim Meeks, IT WAS RESOLVED that the public meeting
agenda is hereby approved.

ITEM 3: **CHAIR'S POLL RE: CONFLICT OF INTEREST**

The Chair requested that members of the Board declare whether they were in conflict of interest with any agenda item.

No conflicts were declared.

ITEM 4: APPROVAL OF MINUTES OF QTE BOARD COMMITTEE MEETING OF JANUARY 13, 2022

Motion UPON MOTION, duly made by Ms. Carrie MacNeil, and seconded
Carried by Mr. Jim Meeks, IT WAS RESOLVED that the public session
meeting minutes of January 13, 2022, as tabled, are hereby
approved.

ITEM 5: ACTION ITEM REVIEW

With respect to item 2 on the Action Items List, it was pointed out that this action item is incomplete. It was noted that at the last meeting of this Committee on January 21st, Ms. Sheila Penny was requested to provide documentation to show the breakdown of what the building process and the

outcome was building by building. It was noted that the breakdown included in the package was phase 3 only and did not include phases 1 and 2. There were duplication of information on pages 27 and 28. It was also noted that on page 14 the total number of seniors buildings showed 82 and not 83.

Action Item: The Chair requested staff to obtain the updated and complete information and bring forward that information to the next meeting of the Committee.

ITEM 6: PRESENTATION UPDATE ON ISM IMPLEMENTATION

Mr. Michael Sherar presented the item on ISM Implementation. He welcomed Mr. Grant Coffey, Interim General Manager, Senior Housing Unit at the Toronto Community Housing to the meeting. Mr. Sherar provided an update on the Integrated Service Model (ISM) which he noted had progressed since the last update was provided to the Board. He noted that the implementation of the ISM will be a central part of the work of the new Corporation. He noted that there has been continuous input from tenants throughout the development and the implementation of the ISM. The tenant experience survey with respect to the ISM undertaken by Toronto Community Housing will guide the Corporation in future decision-making. Mr. Sherar concluded that TSHC is looking forward to having the ISM resource additions completed prior to transition. Additional building level resources will then be in place to support tenants to continue to live independently with dignity and quality.

Mr. Grant Coffey spoke about the partnership agreements that are in place to support tenants. He stated that Toronto Community Housing is looking to engage the Senior Tenant Advisory Committee (STAC) to get their input moving forward. Mr. Coffey noted that the announcement about the opening of the common rooms in the senior buildings is expected to go out soon. Mr. Sherar added that any agreements that TCHC will enter into now with respect to having programming restart will be short term.

Motion UPON MOTION, duly made by Ms. Carrie MacNeil, and seconded
Carried by Mr. Jim Meeks, IT WAS RESOLVED that this report is received
and approved for information by the Committee, as presented.

ITEM 7: PRESENTATION ON SENIORS HUB ENGAGEMENT PROCESS

DEPUTATION: A written deputation received earlier from Mr. Bill Lohman was circulated to the Committee members. Mr. Bill Lohman joined the meeting to provide a verbal deputation with respect to this agenda item.

The Chair welcomed Mr. Lohman to the meeting. Mr. Lohman began by acknowledging the benefits and the insights this Committee brings to oversee and ensure that the voice of the tenants drives a collaborative approach to the unfolding of the senior tenants engagement model. He noted that he is happy that the tenants have an opportunity to express their ideas and thoughts on hubs. Mr. Lohman asked why it took a year to bring an independent consultation to do the review of the hubs. He also noted that the fliers were posted publicly in some buildings and not the others and messaging for the focus groups last week was not clearly presented. Mr. Lohman noted that this is a continuing pattern, and this clearly prevents the senior tenants from weighing-in and providing their input in effective decision-making. Mr. Lohman wanted to know why there is no senior tenant representation on any transition committee even at this late stage of implementation. He feels that the senior tenants have been omitted throughout this entire process. Mr. Lohman pointed out that **the City's** planned use for senior building common spaces is nowhere to be found in any presentations or conversations with tenants.

The Chair thanked Mr. Lohman and said that she hoped to address some of Mr. **Lohman's concerns** through the presentation and that action going forward will reflect the kind of the tenant engagement that Mr. Lohman was referencing.

Mr. Bill Lohman thanked the Committee and left the meeting.

At the invitation of the Chair, Ms. Andrea Austen introduced herself as the Manager of Senior Services from the Senior Services and Long-Term Care, City of Toronto and introduced Ms. Sophia Ikura from the Health Commons Solutions Lab. Ms. Austen and Ms. Ikura jointly presented on the Seniors Health and Wellness Hubs. She briefed the Committee on the history of how the hubs were initially conceived, what the original vision for the hubs were and the reasons for why the hubs implementation was paused. Ms. Austen informed the Committee that Health Commons Solutions Lab was selected to lead the engagement work supporting the review of the Seniors Health and Wellness Hubs model. She said that the City of Toronto is confident that the Health Commons Solutions Lab can lead an effective engagement process with seniors tenants and other stakeholders, to help the City and TSHC decide on the next

steps for Seniors Hubs component of the ISM. She noted that Health Commons has begun speaking to seniors tenants and other stakeholders. Ms. Austen said that she plans to come back with Health Commons to the TSHC Board in June 2022 with recommendations for **the Board's consideration**.

Ms. Ikura provided a brief introduction and an overview of Health Commons and provided details about their approach to their work as well as processes and plans for their work. She noted that one of their main objectives of their work is to speak directly to those seniors who are most impacted in negative ways and find ways to improve **equity and improve people's experiences, their well being and their overall sense of health**. Their goal is to ensure that eventually **the seniors' needs are met**.

Ms. MacNeil commented that this should be a welcome news to the senior tenants that the Health Commons approach to this project is being undertaken with an open mind and that they are not wedded to the idea of the hubs.

Ms. Brenda Parris noted that hubs can often be like a rental relationship. She said that while she agrees on the consultation part of the work, she hoped that Health Commons will look at other alternatives. She noted that the issue of safety and security of the senior tenants is an important factor to be considered.

Motion UPON MOTION, duly made by Ms. Carrie MacNeil, and seconded
Carried by Mr. Jim Meeks, IT WAS RESOLVED that this report is received and approved for information by the Committee, as presented.

The chair thanked Ms. Austen and Ms. Ikura for their presentation. The guests left the meeting.

ITEM 8: REVIEW OF TENANT FOCUS GROUP FEEDBACK ON SERVICE DELIVERY

At the invitation of the Chair, Ms. Arlene Howells and Ms. Maureen Clohessy, member of the STAC, presented. Ms. Howells thanked Ms. Clohessy for taking her time to participate at this meeting and added that Ms. Clohessy was one of the reasons the focus group had been a success.

Ms. Howells and Ms. Clohessy shared the findings of the survey of the focus group held in January 2022 with the Committee. Ms. Howells briefed the

Committee on the various survey topics covered and the process and survey methodology that was used. Ms. Clohessy shared the key themes learned from **the senior tenants' lens**. The need for assessment of building by building was emphasized.

Ms. Parris wanted to know if there has been a survey of all the 83 buildings to look at things such as, what space is available as well as any safety issues, and whether any baseline information is available on these. Ms. Clohessy confirmed that to her knowledge there was no such information readily available.

Ms. Howells concluded the presentation by sharing next steps with the Committee.

The Chair thanked Ms. Howells and Ms. Clohessy for providing the overview of the tenant information and added that the information shared will help with confirming some of the 100-day priorities.

Motion Carried UPON MOTION, duly made by Ms. Carrie MacNeil, and seconded by Mr. Jim Meeks, IT WAS RESOLVED that this report is received and approved for information by the Committee, as presented.

ITEM 9: TCHC BOARD LEVEL REPORT ON OPERATIONAL PERFORMANCE MEASURES

Mr. Sherar noted that the purpose of this agenda item was to orient the Committee to the performance and the quality metrics for TSHC to consider based on the model currently used by Toronto Community Housing Corporation. Effective June 1st, TSHC will become responsible for the quality of the operational performance with respect to the seniors buildings. Mr. Sherar noted that he will come back to the Committee in the future with recommendations as to how we should approach **that responsibility and Board's oversight of the quality and performance of the operation of the seniors buildings**.

Motion Carried UPON MOTION, duly made by Ms. Carrie MacNeil, and seconded by Mr. Jim Meeks, IT WAS RESOLVED that this report is received and approved for information by the Committee, as presented.

ITEM 10: MOTION TO MOVE INTO CLOSED SESSION

Motion Carried UPON MOTION, duly made by Ms. Carrie MacNeil, and seconded by Mr. Jim Meeks, IT WAS RESOLVED that the meeting move into closed session.

ITEM 11 TO 13: CLOSED SESSION AGENDA ITEMS

ITEM 14: APPROVAL OF MOTION ON UPDATES TO QTE BOARD COMMITTEE TERMS OF REFERENCE

The Chair brought to the attention of the Committee the two minor changes that were made to the Terms of Reference of the Quality & Tenant Engagement Committee at the last meeting. She noted that the revised Terms of Reference with highlighted changes were in the meeting package that was circulated. She asked the Committee members if they had any comments or changes. Hearing none:

Motion Carried UPON MOTION, duly made by Mr. Jim Meeks, and seconded by Ms. Carrie MacNeil, IT WAS RESOLVED that the revised Terms of Reference of the Quality & Tenant Engagement Committee be approved by this Committee and further recommend to the Board for its approval.

ITEM 15: ADJOURNMENT

The Chair thanked the Committee members, staff and all the presenters for their attendance and contributions and declared the meeting adjourned.

Motion Carried UPON MOTION, duly made by Ms. Carrie MacNeil, and seconded by Mr. Jim Meeks, IT WAS RESOLVED that the meeting terminate.

Linda Jackson, Chair
Quality & Tenant Engagement Committee

Item # 6

Action Item Review

TORONTO SENIOR HOUSING CORPORATION

Action Items List

	MEETING ARISING FROM	DESCRIPTION	RESP.	STATUS
1.	January 21, 2022	STAC will provide recommendations on tenant engagement through the Tenants First team to the TSHC Board in Q2 2022.	City Team	Open
2.	January 21, 2022	Ms. Penny responded that she will provide documentation to show the breakdown of what the process and outcome was building by building	Arlene	Completed
3.	January 21, 2022	Mr. Grant Coffey offered to look into this specific building issue.	TCHC	Open
4.	March 8, 2022	Re: item # 2 above, staff were requested by the Committee to obtain the updated and complete information and bring forward that information to the next meeting of the Committee.	Arlene	Completed
5.	March 8, 2022	Mr. Sherar to come back to the Committee in April with recommendations for a Board report performance scorecard.	Michael	Completed

Item # 6

Attachments to Action Item List

- 1. Seniors Housing Phase 1 Tenants Elections Dataset**
- 2. Seniors Housing Phase 2A Tenants Elections Dataset**
- 3. Seniors Housing Phase 3 By-Elections Dataset**
- 4. Seniors Housing Phase 3 Tenant Elections Dataset**
- 5. TCHC Tenant Engagement Update**

Toronto Seniors Housing Corporation

TENANT ELECTIONS PROGRESS UPDATES – PHASE 1 SENIORS HOUSING

May 4, 2021

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized alphabetically within each region (east, west, central).

EAST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
East	Seniors	EAST YORK ACRES	Building/townhouse committee	0 (No data)	2	2/20/2020	7	5	2	0
East	Seniors	NEILSON HALL APARTMENTS	Building/townhouse committee	67	2	2/21/2020	31	5	2	0
East	Seniors	ST. GEORGES MANOR	Building/townhouse committee	106	2	2/13/2020	35	12	2	0
Total				173	6		73	22	6	0

Toronto Seniors Housing Corporation

WEST REGION

Region	HUB #	DevName	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
West	Seniors	DOUG SAUNDERS APARTMENTS	Building/townhouse committee	59	2	03/11/2020	29	20	2	0
West	Seniors	NORTHACRES APARTMENTS	Community Representative	16	2	02/24/2020	1	0	2	0
West	Seniors	SARANAC APARTMENTS	Building/townhouse committee	86	2		0	10	2	0
Total				161	6		30	30	6	0

Toronto Seniors Housing Corporation

CENTRAL REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
Central	Seniors	BROADVIEW (717)	Building/townhouse committee	16	2	2/18/2020	0	5	0	2
Central	Seniors	FRANCES BEAVIS MANOR	Community Representative	39	2	2/13/2020	12	N/A	2	0
Central	Seniors	GLEN STEWART ACRES	Building/townhouse committee	33	2	2/12/2020	0	8	2	0
Central	Seniors	JANET MAGEE MANOR	Community Representative	28	2	2/7/2020	N/A	N/A	2	0
Central	Seniors	MONTGOMERY PLACE	Building/townhouse committee	62	2	2/6/2020	10	7	2	0
Central	Seniors	SACKVILLE ST (252)	Building/townhouse committee	36	2	2/11/2020	0	N/A	2	0
Central	Seniors	WEST DONLAND DEVELOPMENT	Building/townhouse committee	24	2	2/27/2020	0	6	2	0

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Central	Seniors	WILLIAM DENNISON APARTMENTS	Community Representative	61	2	2/19/2020	0	0	2	0
Central	Seniors	WOODBINE ACRES	Community Representative	11	2	2/4/2020	0	N/A	1	1
Total				310	18		22	26	15	3

TENANT ELECTIONS PROGRESS UPDATES – PHASE 1 BY-ELECTIONS
SENIORS HOUSING

May 4, 2021

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized alphabetically within each region (east, west, central).

CENTRAL REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Total Number of Positions Filled	Number of vacant positions
Central	Seniors	BROADVIEW (717)	Building/townhouse committee	16	2	2/18/2020	0	5	0	2
Central	Seniors	WOODBINE ACRES	Community Representative	11	2	2/4/2020	0	0	1	1
Total				27	4			5	1	3

TENANT ELECTIONS PROGRESS UPDATES – PHASE 2

SENIORS HOUSING

May 4, 2021

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized alphabetically within each region (east, west, central).

EAST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
East	Seniors	BLAIR COURT	Building/townhouse committee	32	2	3	3/4/2021 & 03/05/21	25	15	2
East	Seniors	GLENYAN MANOR	Building/townhouse committee	37	2	5	3/3/2021	9	10	2
East	Seniors	GUS HARRIS PLACE	Community Representative	64	2	2	2/24/2020	0	0	2
East	Seniors	SUNRISE TOWERS	Building/townhouse committee	66	2	8	3/3/2021	21	19	6
East	Seniors	THE OVERLEA	Building/townhouse committee	0	2	6	3/4/2021	5	15	3
East	Seniors	WILLOWDALE MANOR	Community Representative	89	2	15	2/25/2021	2	N/A	2

Toronto Seniors Housing Corporation

Total				288	12	39		62	59	17
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WEST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
West	Seniors	ALBION LODGE (111 KENDLETON DR.)	Building/townhouse committee	23	2	0	2/12/2021	0	0	0
West	Seniors	ARLETA MANOR	Building/townhouse committee	0	2	0	03/06/2020	24	0	0
West	Seniors	BATHURST PLACE	Building/townhouse committee	55	2	12	2/19/2021	3	4	2
West	Seniors	BEECROFT MANOR	Building/townhouse committee	103	2	14	2/18/2021	3	5	2
West	Seniors	BEVERLEY MANOR	Building/townhouse committee	0	2	0	03/10/2020	13	0	0
West	Seniors	EDGELEY APARTMENTS	Building/townhouse committee	41	2	5	2/23/2021	3	5	2
West	Seniors	EDWARDS MANOR	Community Representative	0	4	0	03/03/2020	12	N/A	0
West	Seniors	KENSINGTON MANOR	Community Representative	0	2	0	03/10/2020	17	n/a	0

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West	Seniors	LERETTE MANOR	Community Representative	0	2	0	03/03/2020	18	n/a	0
West	Seniors	LOUISE TOWERS	Community Representative	0	2	0		17	N/A	0
West	Seniors	MARJORY CARTON APARTMENTS	Building/townhouse committee	18	2	31	2/23/2021	0	3	1
West	Seniors	MAY ROBINSON APARTMENTS	Building/townhouse committee	0	2	0	03/05/2020	24	0	0
West	Seniors	MCMURRICH PLACE	Building/townhouse committee	0	2	1	03/11/2020	2	0	0
West	Seniors	OUTLOOK MANOR	Community Representative	0	4	0	02/25/2020	7	n/a	0
West	Seniors	SHEPPARD PLACE	Community Representative	58	4	5	2/16/2021	0	n/a	2
West	Seniors	SILVERTHORN PLACE	Building/townhouse committee	0	2	0	03/04/2020	8	2	0
West	Seniors	THE KEMPFORD	Community Representative	67	2	2	2/18/2021	2	n/a	2
West	Seniors	WEST DON APARTMENTS	Community Representative	36	4	6	2/16/2021	0	N/A	2
Total				401	44	76		153	19	13

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CENTRAL REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Phase 2 Re-Launch: Number of tenants engaged	Tenant Elections info session/open call meetings (date)	Tenant Elections info session/open call meetings (number of participants)	Number of tenants signed up to be committee members (Building/townhouse committee model only)	Number of nomination forms received
Central	Seniors	COATSWORTH CR. (7)	Building/townhouse committee	13	2	48	3/2/2020	5	0	0
Central	Seniors	GERRARD ST. E. (330)	Community Representative	31	2	30	1/8/2021	2	N/A	1
Central	Seniors	MOUNT PLEASANT RD. (384)	Building/townhouse committee	16	2	50	2/6/2020	1	0	0
Central	Seniors	MOUNT PLEASANT RD. (801)	Building/townhouse committee	19	2	15	1/8/2021	3	2	2
Central	Seniors	QUEEN ST. E. (540)	Community Representative	20	2	45	1/27/2021	1	N/A	1
Central	Seniors	RIVER ST. (230)	Community representative	24	2	15	1/8/2021	3	N/A	2
Central	Seniors	STRATHMORE BLVD. (145)	Community Representative	73	4	350	1/8/2021	2	N/A	0
Central	Seniors	YONGE ST. (2567)	Building/townhouse committee	2	2	30	2/10/2021	0	0	0
Total				198	18	583		17	2	6

**TENANT ELECTIONS PROGRESS UPDATES – PHASE 3
SENIORS HOUSING**

May 4, 2021

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized alphabetically within each region (east, west, central).

EAST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)
East	Seniors	BRIMLEY ACRES	Community Representative	27	2
East	Seniors	BYNG TOWERS	Community Representative	3	2
East	Seniors	CLIFFWOOD MANOR	Building/townhouse committee	57	2
East	Seniors	GLENYAN MANOR	Building/townhouse committee	37	2
East	Seniors	JOSEPH BROWN MANOR	Building/townhouse committee	14	2
East	Seniors	SANDERLING PLACE	Community Representative	6	2
East	Seniors	SCARBOROUGH ACRES	Community Representative	0	2
East	Seniors	SENECA TOWERS	Community Representative	52	4

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WEST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)
West	Seniors	ALEXANDRA PARK APARTMENTS	No Model Selected	0	0
West	Seniors	GRIGGS MANOR	Building/townhouse committee	30	2
West	Seniors	GRIGGS MANOR PHASE II	No Model Selected	4	0
West	Seniors	ISLINGTON MANOR	Building/townhouse committee	16	2
West	Seniors	KING HIGH ACRES	No Model Selected	No Model Selected	No Model Selected
West	Seniors	LEONARDO COURT	Building/townhouse committee	0	2
West	Seniors	SHEPPARD PLACE	Community Representative	58	4
West	Seniors	SPRINGHURST MANOR	Building/townhouse committee	0	2
West	Seniors	WOODS MANOR	Building/townhouse committee	0	2

CENTRAL REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)
Central	Seniors	BEACHES LIONS CENTENNIAL APARTMENTS	Community Representative	0	2

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Central	Seniors	BROADVIEW MANOR	Building/townhouse committee	33	2
Central	Seniors	COLLEGE VIEW APARTMENTS	Community Representative	54	4
Central	Seniors	KINSMEN MANOR	No Model Selected	No Model Selected	0
Central	Seniors	MAY BIRCHARD APARTMENTS	Community Representative	9	2
Central	Seniors	WINCHESTER SQUARE	Building/townhouse committee	64	2

TENANT ELECTIONS PROGRESS UPDATES – PHASE 2A SENIORS HOUSING

July 7, 2021

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized by region (east, west, central).

EAST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Number of tenants signed up to be committee members after Contact (Building/townhouse committee model only)	Meeting date	Total Number of Positions Filled	Number of vacant positions
East	Seniors	BLAIR COURT	Building/townhouse committee	32	2	15	3/4/2021 & 03/05/21	1	1
East	Seniors	GLENYAN MANOR	Building/townhouse committee	37	2	52	3-Mar-21	2	0
East	Seniors	SUNRISE TOWERS	Building/townhouse committee	66	2	19	3-Mar-21	2	N/A
East	Seniors	THE OVERLEA	Building/townhouse committee	pending (No data)	2	15	4-Mar-21	2	N/A
Total				135	8	101		7	1

Toronto Seniors Housing Corporation

WEST REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Number of tenants signed up to be committee members after Contact (Building/townhouse committee model only)	Meeting date	Total Number of Positions Filled	Number of vacant positions
West	Seniors	WEST DON APARTMENTS	Community Representative	36	4	0	2/16/2021	2	2
West	Seniors	MARJORY CARTON APARTMENTS	Building/townhouse committee	18	2	3	2/23/2021	1	1
West	Seniors	THE KEMPFORD	Community Representative	67	2	0	2/18/2021	1	1
West	Seniors	SHEPPARD PLACE	Community Representative	58	4	0	2/16/2021	2	2
Total				179	12	3		6	6

Toronto Seniors Housing Corporation

CENTRAL REGION

Region	HUB #	Dev Name	Model Selected	Local Engagement Model Selection (number of participants)	Number of Community Representative positions (new model)	Number of tenants signed up to be committee members after Contact (Building/townhouse committee model only)	Meeting date	Total Number of Positions Filled	Number of vacant positions
Central	Seniors	RIVERDALE ACRES	Community representative	24	2	N/A	1/8/2021/ & 03/01/2021	1	1
Central	Seniors	MOORE PLACE	Building/townhouse committee	19	2	2	1/8/2021	2	0
Central	Seniors	DONVALE MANOR	Community Representative	31	2	N/A	1/8/2021 & 03/01/2021	1	1
Central	Seniors	GEORGE BARKER MANOR	Building/townhouse committee	16	2	2		1	1
Central	Seniors	EDNA DIXON APARTMENTS	Community Representative	20	2	N/A	1/27/2021	1	1
Total				110	10	4		6	4

TENANT ELECTIONS PROGRESS UPDATES – PHASE 3 BY-ELECTIONS SENIORS HOUSING UNITS WITH VACANCIES

February 25, 2022

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized by region (east, west, central).

EAST REGION

Region	Dev ID	Dev Name	Address	Model Selected	Community Rep Position Filled in Phase 3	Number of vacant positions
East	107	BRIMLEY ACRES	2950 Lawrence Ave. E.	Community Representative	1	1
East	146	BYNG TOWERS	3330 Danforth Ave.	Community Representative	1	1
East	103	SCARBOROUGH ACRES	575 Danforth Rd.	Community Representative	0	2
East	148	ST. GEORGES MANOR	17 Brimley Rd.	Building/townhouse committee	0	2

Toronto Seniors Housing Corporation

WEST REGION

Region	Dev ID	Dev Name	Address	Model Selected	Community Rep Position Filled in Phase 3	Number of vacant positions
West	121	Alexandra Park Apartments	91 Augusta Ave.	Pending		
West	131	ARLETA MANOR	7, 11 Arleta Avenue (2)	Building/townhouse committee	0	2
West	153	BEVERLEY MANOR	168 John St.	Building/townhouse committee	0	2
West	132	EDWARDS MANOR	340 Royal York Road	Community Representative	0	2
West	142	Griggs Manor 1	100 Cavell Avenue	Building/townhouse committee	0	0
West	194	Griggs Manor 2	98 Cavell Avenue	Pending		
West	155	Islington Manor	41 Mabelle Avenue	Pending		
West	150	KENSINGTON MANOR	34 Oxford St.	Community Representative	0	2
West	110	KING HIGH ACRES	12 King High Avenue	Pending		
West	850	Lawrence Avenue W. (650)	650 Lawrence Avenue W.	Pending		
West	181	Leonardo Court	72 Clinton St.	Pending		
West	141	LOUISE TOWERS	130 Vaughn Road	Community Representative	1	1
West	163	MARJORY CARTON APARTMENTS	193 Wilson Avenue	Building/townhouse committee	1	1
West	104	MAY ROBINSON APARTMENTS	20 West Lodge Avenue (2)	Building/townhouse committee	0	2

Toronto Seniors Housing Corporation

West	149	MCMURRICH PLACE	18 Davenport Rd.	Building/townhouse committee	0	2
West	147	OUTLOOK MANOR	55 Outlook Avenue	Community Representative	0	2
West	152	SHEPPARD PLACE	4455 Bathurst Street	Community Representative	2	2
West	195	SILVERTHORN PLACE	600 Rogers Road	Building/townhouse committee	0	2
West	189	Springhurst Manor	1447 King Street W.	Pending		
West	169	THE KEMPFORD	5430 Yonge Street	Community Representative	1	1
West	196	THE RANKIN APARTMENTS	55, 77 Rankin Crescent (2)	Community Representative	1	1
West	130	WEST DON APARTMENTS	6250 Bathurst Street	Community Representative	2	2
West	156	Woods Manor	2835 Lakeshore Boulevard W.	Pending		

Toronto Seniors Housing Corporation

CENTRAL REGION

Region	Dev ID	Dev Name	Address	Model Selected	Community Rep Position Filled in Phase 3	Number of vacant positions
Central	118	BEACHES LIONS CENTENNIAL APARTMENTS	50 Norway Ave.	Community Representative	1	1
Central	363	BROADVIEW	717 Broadview Ave.	Building/townhouse committee	0	2
Central	128	COLLEGE VIEW APARTMENTS	423 Yonge St.	Community Representative	0	4
Central	170	DONVALE MANOR	330 Gerrard St. E.	Community Representative	1	1
Central	166	EDNA DIXON APARTMENTS	540 Queen St. E.	Community Representative	1	1
Central	203	GEORGE BARKER MANOR	384 Mount Pleasant Rd.	Building/townhouse committee	1	1
Central	204	HANSON HOUSE	7 Coatsworth Cr.	Building/townhouse committee	0	2
Central	117	KINSMEN MANOR	2287 Gerrard St. E.	Building/townhouse committee	1	1
Central	133	MAY BIRCHARD APARTMENTS	859 Dundas St. E.	Community Representative	0	2
Central	168	THE SHERWOOD	2567 Yonge St.	Building/townhouse committee	0	2

TENANT ELECTIONS PROGRESS UPDATES – PHASE 3 ELECTIONS SENIORS HOUSING UNITS WITH TENANT LEADERSHIPS INPLACE AND VACANCIES

February 25, 2022

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized by region (east, west, central).

EAST REGION

Region	Dev ID	Dev Name	Dev address	Model Selected	Total number of positions available	Number of filled positions	Number of vacant positions	Number of Committee members confirmed
East	107	BRIMLEY ACRES	2950 Lawrence Ave. E.	Community Representative	2	1	1	N/A
East	146	BYNG TOWERS	3330 Danforth Ave.	Community Representative	2	1	1	N/A
East	103	SCARBOROUGH ACRES	575 Danforth Rd.	Community Representative	2	0	2	N/A
East	148	ST. GEORGES MANOR	17 Brimley Rd.	Building/townhouse committee	2	0	2	17
East	167	BLAIR COURT	266 Donlands Ave.	Building/townhouse committee	2	2	0	5
East	107	BRIMLEY ACRES	2950 Lawrence Ave. E.	Community Representative	2	1	1	N/A
East	146	BYNG TOWERS	3330 Danforth Ave.	Community Representative	2	1	1	N/A
East	144	CEDARBRAE MANOR	65 Greencrest Circuit	Community Representative	4	4	0	N/A
East	162	CLIFFWOOD MANOR	4000 Don Mills Rd.	Building/townhouse committee	2	2	0	45
East	109	EAST YORK ACRES	9 Haldon Ave.	Building/townhouse committee	2	2	0	17

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East	190	GLENYAN MANOR	10 Deauville Lane	Building/townhouse committee	2	2	0	56
East	182	GUS HARRIS PLACE	120 Town Haven Place	Community Representative	2	2	0	N/A
East	183	JOSEPH BROWN MANOR	3179 Yonge St.	Community Representative	2	2	0	N/A
East	186	NEILSON HALL APARTMENTS	1315 Neilson Rd.	Building/townhouse committee	2	2	0	21
East	188	SANDERLING PLACE	20 Sanderling Place	Community Representative	2	2	0	N/A
East	156	SENECA TOWERS	1700 Finch Ave. E.	Community Representative	4	4	0	N/A
East	143	SUNRISE TOWERS	1420 Victoria Park Ave.	Building/townhouse committee	2	2	0	7
East	125	WILLOWDALE MANOR	175 Cummer Ave.	Community Representative	2	2	0	N/A
East	139	Tam O'Shanter Towers	3825 Sheppard Ave. E.	Community Representative	4	4	0	N/A
East	140	WISHING WELL MANOR	2008 Pharmacy Ave.	Community Representative	4	4	0	N/A

Toronto Seniors Housing Corporation

WEST REGION

Region	Dev ID	Dev Name	Dev address	Model Selected	Total number of positions available	Number of filled positions	Number of vacant positions	Number of Committee members confirmed
West		ALBION LODGE (111 KENDLETON DR.)	111 Kendleton Drive	Building/townhouse committee	2	0	2	0
West	121	Alexandra Park Apartments	91 Augusta Ave.	Pending				
West	131	ARLETA MANOR	7, 11 Arleta Avenue (2)	Building/townhouse committee	2	0	2	0
West	153	BEVERLEY MANOR	168 John St.	Building/townhouse committee	2	0	2	0
West	132	EDWARDS MANOR	340 Royal York Road	Community Representative	4	0	2	N/A
West	142	Griggs Manor 1	100 Cavell Avenue	Building/townhouse committee	2	0	0	0
West	194	Griggs Manor 2	98 Cavell Avenue	Pending				
West	155	Islington Manor	41 Mabelle Avenue	Pending				
West	150	KENSINGTON MANOR	34 Oxford St.	Community Representative	2	0	2	N/A
West	850	Lawrence Avenue W. (650)	650 Lawrence Avenue W.	Pending				
West	181	Leonardo Court	72 Clinton St.	Pending				
West	141	LOUISE TOWERS	130 Vaughn Road	Community Representative	2	1	1	N/A
West	163	MARJORY CARTON APARTMENTS	193 Wilson Avenue	Building/townhouse committee	2	1	1	3
West	104	MAY ROBINSON APARTMENTS	20 West Lodge Avenue (2)	Building/townhouse committee	2	0	2	0
West	149	MCMURRICH PLACE	18 Davenport Rd.	Building/townhouse committee	2	0	2	0
West	147	OUTLOOK MANOR	55 Outlook Avenue	Community Representative	4	0	2	N/A

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West	152	SHEPPARD PLACE	4455 Bathurst Street	Community Representative	4	2	2	N/A
West	195	SILVERTHORN PLACE	600 Rogers Road	Building/townhouse committee	2	0	2	2
West	189	Springhurst Manor	1447 King Street W.	Pending				
West	169	THE KEMPFORD	5430 Yonge Street	Community Representative	2	1	1	N/A
West	196	THE RANKIN APARTMENTS	55, 77 Rankin Crescent (2)	Community Representative	4	1	1	N/A
West	130	WEST DON APARTMENTS	6250 Bathurst Street	Community Representative	4	2	2	N/A
West	156	Woods Manor	2835 Lakeshore Boulevard W.	Pending				
West	197	BATHURST PLACE	3036 Bathurst Street	Building/townhouse committee	2	2	0	7
West	137	BEECROFT MANOR	35 Park Home Avenue	Building/townhouse committee	2	2	0	6
West	161	DOUG SAUNDERS APARTMENTS	1775 Eglinton Ave West	Building/townhouse committee	2	2	0	8
West	123	EDGELEY APARTMENTS	35 Shoreham Drive	Building/townhouse committee	2	2	0	6
West	202	LERETTE MANOR	250 Twelfth Street	Community Representative	2	2	0	N/A
West	141	LOUISE TOWERS	130 Vaughn Road	Community Representative	2	1	1	N/A
West	163	MARJORY CARTON APARTMENTS	193 Wilson Avenue	Building/townhouse committee	2	1	1	3
West	102	NORTHACRES APARTMENTS	2 Flemington Road (8)	Community Representative	2	2	0	N/A
West	165	SARANAC APARTMENTS	3174 Bathurst Street	Building/townhouse committee	2	2	0	9
West	152	SHEPPARD PLACE	4455 Bathurst Street	Community Representative	4	2	2	N/A
West	169	THE KEMPFORD	5430 Yonge Street	Community Representative	2	1	1	N/A
West	196	THE RANKIN APARTMENTS	55, 77 Rankin Crescent (2)	Community Representative	4	1	1	N/A
West	130	WEST DON APARTMENTS	6250 Bathurst Street	Community Representative	4	2	2	N/A
West	110	KING HIGH ACRES	12 King High Avenue	Pending				

Toronto Seniors Housing Corporation

CENTRAL REGION

Region	Dev ID	Dev Name	Dev address	Model Selected	Total number of positions available	Number of filled positions	Number of vacant positions	Number of Committee members confirmed
Central	118	BEACHES LIONS CENTENNIAL APARTMENTS	50 Norway Ave.	Community Representative	2	1	1	N/A
Central	363	BROADVIEW	717 Broadview Ave.	Building/townhouse committee	2	0	2	0
Central	128	COLLEGE VIEW APARTMENTS	423 Yonge St.	Community Representative	4	0	4	N/A
Central	170	DONVALE MANOR	330 Gerrard St. E.	Community Representative	2	1	1	N/A
Central	166	EDNA DIXON APARTMENTS	540 Queen St. E.	Community Representative	2	1	1	N/A
Central	203	GEORGE BARKER MANOR	384 Mount Pleasant Rd.	Building/townhouse committee	2	1	1	2
Central	204	HANSON HOUSE	7 Coatsworth Cr.	Building/townhouse committee	2	0	2	0
Central	117	KINSMEN MANOR	2287 Gerrard St. E.	Building/townhouse committee	2	1	1	1
Central	133	MAY BIRCHARD APARTMENTS	859 Dundas St. E.	Community Representative	2	0	2	N/A
Central	168	THE SHERWOOD	2567 Yonge St.	Building/townhouse committee	2	0	2	2
Central	921	SACKVILLE ST	252 Sackville St.	Building/townhouse committee	2	2	0	4
Central	118	Beaches Lions Centennial	50 Norway Ave.	Community Representative	2	1	1	N/A
Central	363	BROADVIEW MANOR	80 Danforth Ave.	Building/townhouse committee	2	2	0	2
Central	170	DONVALE MANOR	330 Gerrard St. E.	Community Representative	2	1	1	
Central	166	EDNA DIXON APARTMENTS	540 Queen St. E.	Community Representative	2	1	1	N/A
Central	159	FRANCES BEAVIS MANOR	369 Pape Ave.	Community Representative	2	2	0	N/A
Central	203	GEORGE BARKER MANOR	384 Mount Pleasant Rd.	Building/townhouse committee	2	1	1	2
Central	112	GLEN STEWART ACRES	828 Kingston Rd.	Building/townhouse committee	2	2	0	20
Central	138	GREENWOOD TOWERS	145 Strathmore Blvd.	Community Representative	2	2	0	N/A
Central	157	JANET MAGEE MANOR	71 Merton St.	Community Representative	2	2	0	N/A
Central	117	KINSMEN MANOR	2287 Gerrard St. E.	Building/townhouse committee	2	1	1	1
Central	160	MONTGOMERY PLACE	130 Eglinton Ave. E.	Building/townhouse committee	2	2	0	20

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Central	164	MOORE PLACE	801 Mount Pleasant Rd.	Building/townhouse committee	2	2	0	2
Central	108	RIVERDALE ACRES	230 River St.	Community representative	2	2	0	N/A
Central	851	WEST DONLAND DEVELOPMENT	585 King Street East	Building/townhouse committee	2	2	0	5
Central	158	WILLIAM DENNISON APARTMENTS	310 Dundas St W (2)	Building/townhouse committee	2	2	0	N/A
Central	154	WINCHESTER SQUARE	55 Bleecker St.	Building/townhouse committee	2	2	0	25
Central	105	WOODBINE ACRES	133 Merrill Ave. E.	Community Representative	2	2	0	N/A

Toronto Seniors Housing Corporation (“TSHC”)
Quality and Tenant Engagement Committee
Tenant Facing Policies

Item# 7

April 12, 2022

CONFIDENTIAL

To: Quality and Tenant Engagement Committee

From: Mary Tate, Interim Project Manager

Date: April 12, 2022

PURPOSE: FOR APPROVAL AND RECOMMENDATION TO THE
BOARD

To provide the QTEC with the information to approve and recommend to the Board the approval of the following TSHC policies:

1. Tenant Charter
2. Absence from RGI Unit
3. Eviction Prevention Policy for Non-payment of rent (Arrears)
4. Eviction for Cause
5. Vulnerability Definition Policy
6. Human Rights, Harassment and Fair Access Policy
7. Parking
8. Relocation Policy
9. Visitor and Guest Policy
10. Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups
11. Non-Residential use of Space Policy for Agencies
12. Tenant Engagement and Tenant Representative

RECOMMENDATIONS:

It is recommended that the Committee approve this report and recommend to the Board the approval of the policies appended to this report and listed as follows:

1. Tenant Charter
2. Absence from RGI Unit
3. Eviction Prevention Policy for Non-payment of rent (Arrears)
4. Eviction for Cause
5. Vulnerability Definition Policy
6. Human Rights, Harassment and Fair Access Policy
7. Parking
8. Relocation Policy
9. Visitor and Guest Policy
10. Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups
11. Non-Residential use of Space Policy for Agencies
12. Tenant Engagement and Tenant Representative

REASONS FOR RECOMMENDATIONS:

TSHC has committed to providing seamless service to our tenants. To do so it requires the board to approve the noted policies. The approach approved by the Board was to adapt TCHC policies for the short and/or medium term. These may be revisited as necessary over time to reflect specific policy approaches for TSHC as it works to implement its mandate.

This report includes the policies that are tenant facing, how we do business and what tenants can expect for the lifetime of their tenancy, from staff and the corporation. Policies of TSHC are to be recommended by the Committee and forwarded to the Board for approval based on the TCHC policies. The guidelines and procedures related to these policies will be reviewed and approved by the Transition Leadership Team.

The Policies related to Accessibility will be submitted for review in May 2022.

The following is a high-level outline of each policy:

Tenant Charter

The purpose of the Tenant Charter is to communicate Toronto Seniors Housing Corporation's service commitments and set out accountabilities for all tenants and employees. The Charter was achieved through extensive

consultation by TCHC with tenants and staff. It is built on five pillars; each pillar is divided into the category all employees will and all tenants. These pillars are Community Collaboration, Integrity, Accountability, Respect and Accessibility for Persons with Disabilities. As part of their long-term planning process, TSHC may choose to re-visit the charter once it develops its own values.

The Tenant Charter is posted in the lobby of every building for both tenants and staff to reference.

Absence from Rent Geared to Income (RGI) Unit

This policy applies to households paying rent geared to income. The City of **Toronto's guideline for social housing sets 90 days** as the maximum number of days that all members of the household can be absent or not living in their unit while continuing to receive a rent geared to income subsidy. This rule only applies if all members of the household are absent, and allows for exceptional circumstances due to hospitalization, rehabilitation, or incarceration.

Eviction Prevention Policy for Non-payment of Rent (Arrears)

This policy applies to all tenants who are facing eviction for non-payment of rent. It ensures all procedures regarding tenancies at risk are equitable, tenants can participate in maintaining their own rent, supports are in place to ensure successful tenancies, and that tenants meet their rental responsibilities.

Eviction for Cause

This policy outlines the principles and standards Toronto Seniors Housing Corporation will use to manage the actions and behaviours that result in tenants, occupants or their guests not complying with the terms of their lease agreement, interfere with the rights of other tenants, the landlord or undermining community safety. Evictions for cause are: Substantial interference with the reasonable enjoyment of others, damage to property, illegal acts, and impairment of safety. All Evictions for Cause applications are heard before the Landlord and Tenant Board.

Vulnerability Definition Policy

This policy adopted the City of Toronto's **definition of** vulnerability. It guides Toronto Seniors Housing's approach in responding to vulnerable residents whose tenancy is or may become at risk.

“The City of Toronto- Working group on Vulnerable Individuals defines vulnerability as a result of interaction between the challenges a person faces and the resources that they can access when facing those challenges. A vulnerable resident must be assessed in context- **a person’s vulnerability or resiliency** will depend on their circumstances, environment, and resources in the broadest sense. Vulnerable persons may be isolated, without identified supports, reclusive, have underlying medical problems and/or mental health issues posing a threat of harm to themselves and/or others. Physical harm to self may be due to reduced ability to manage activities of daily living, substance misuse, isolation, poor insight and/or reluctance to accept support services (Toronto Public Health- Vulnerable Adults/Seniors Team, 2012.”

Human Rights, Harassment and Fair Access Policy

This policy applies to all Tenants, Staff and Contractors. It commits to providing an inclusive living environment free of discrimination and harassment consistent with the principles outlined in the *Ontario Human Rights Code* (“Code”), and the *Accessibility for Ontarians with Disabilities Act* (“AODA”).

This policy will not tolerate, ignore, or condone any form of discrimination, harassment or hate activity on TSHC property. Under the Code, everyone has a right to be free from harassment and discrimination and a right to equal treatment. Toronto Seniors Housing Corporation supports delivering service that respects dignity, self-worth, and the human rights of every person.

Parking Policy

This policy applies to all tenants, non-tenants, agencies, contractors, and visitors. Vehicles on the **landlord’s** property must be licensed, roadworthy and display appropriate registration on their windshield. Visitors are required to use the park-and-display tickets machines which are available in on the property.

Relocation Policy

This policy provides the framework to govern the temporary or permanent relocation of households because of revitalization, conversion, sale or substantial rehabilitation of a unit, development, group of developments or area. It also defines compensation levels for expenses of relocated households.

The purpose of the policy is to minimize the adverse effects of relocation on tenants facing displacement from a Toronto Seniors Housing unit, with a

goal of tenants being able to continue their life in a Relocation Unit with minimal disruption.

Visitor and Guest Policy

This policy explains the way Toronto Seniors Housing Corporation manages visitors and guests of all its tenants. The policy supports our commitment to equitable and quality service and meets legislative requirements of a maximum of 30 days in total within a 12-month period for any one individual to stay with the tenant. Exceptions to this rule include visitors from out of country with return tickets that exceed 30 days or an approved live-in caregiver.

Non-Residential Use of Space policy for Tenants and Tenant-Led Groups

This policy governs the use of common space within TSHC building that is not allocated for residential, commercial, or industrial use. This common space allows tenants and tenant-led groups to provide programs and services to other tenants.

Non-Residential Use of Space Policy for Agencies

This policy governs the use of common space within TSHC building that is not allocated for residential, commercial, or industrial use. This common space allows agencies to provide programs and services to tenants. For this policy, the definition of agency is an incorporated not-for-profit, a registered charity with Canada Revenue Agency, a healthcare service provider as defined by the Regulated Health Professions Act, a City of Toronto department or subsidiary.

Tenant Engagement and Tenant Representatives

These guidelines relate to elected/acclaimed Tenant Representative while they perform their duties through tenant engagement initiatives. These guidelines include the Code of Conduct, Distribution and Allocation of Use of Space Funds, Expense Reconciliation procedure and Removal of Tenant Representatives. The process to remove the Tenant Representative exists and is intended to standardize the day-to-day conduct of the tenant rep, ensure abidance of the laws, and polices which govern our business. A Tenant Representative is elected or acclaimed by the community in which they live to represent the interest of all tenants in their building or complex. They function as a liaison between the tenants they represent and TSHC. They participate actively on the Tenant Councils, communicate with their tenants and staff on issues pertaining to the community, are advocates for change, treat all tenants equally, with respect and dignity while facilitating

the tenants in issues that have an impact on their building and community. In meeting these guidelines Toronto Seniors Housing applies its resources to support meaningful engagement, reduce barriers and spark social change.

SIGNATURE:

Mary Tate
Interim Project Manager

STAFF CONTACT:

Mary Tate, Interim Project Manager
mary.tate@torontoseniorshousing.ca

- Attachment 1- Tenant Charter
- Attachment 2- Absence from Rent-Geared-to-Income Unit
- Attachment 3- Eviction Prevention Policy for Non-Payment of Rent (Arrears)
- Attachment 4- Eviction for Cause
- Attachment 5- Vulnerability Definitions Policy
- Attachment 6- Human Rights, Harassment and Fair Access Policy
- Attachment 7- Parking
- Attachment 8- Relocation Policy
- Attachment 9 - Visitor and Guest Policy
- Attachment 10-Non-Residential Use of Space Policy for Tenants and Tenant- Led groups
- Attachment 11-Non-Residential Use of Space Policy for Agencies
- Attachment 12- Tenant Engagement and Tenant Representatives

Item # 7

Attachment # 1 - Tenant Charter

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Tenant Charter

The purpose of the tenant charter is to communicate Toronto Seniors Housing Corporation's service commitments and set out accountabilities for all tenants and employees.

Everyone working at, living in or visiting Toronto Seniors Housing Corporation shares the responsibility of maintaining a culture of respect, safety, equity and inclusiveness.

COMMUNITY COLLABORATION

All employees will:

- Support community engagement by sharing opportunities to participate in activities that help create healthy communities
- Promote and communicate environmentally friendly activities
- Provide access to common spaces in a fair and equitable manner
- Work collaboratively with community partners and provide relevant information to tenants to maintain successful tenancies

All tenants will:

Have the opportunity to vote for position(s) in Toronto Seniors Housing's Tenant Engagement System

- Have the opportunity to participate in meetings and community activities
- Have the opportunity to take a leadership role in organizing local initiatives and represent the needs and wishes of their communities

INTEGRITY

All employees will:

- Work to earn, develop and maintain trust of tenants through honest, accountable, and transparent service
- Provide service in an unbiased and equitable manner
- Support an inclusive environment that promotes dignity and respect
- Show commitment dedication to any task being undertaken

All tenants will:

- Support an inclusive environment that promotes dignity and respect

RESPECT

All employees will:

- Provide respectful, professional and courteous service at all times
- Listen to and acknowledge issues and concerns raised by tenants
- Communicate in a clear and open manner

All tenants will:

- Communicate and interact with all persons who live in and work at TSHC in a polite and courteous manner

ACCOUNTABILITY

All employees will:

- Support our mission to provide clean, safe, well-maintained, affordable homes
- Make information about service standards and processes for addressing service requests or complaints readily available
- Take ownership and update tenants in a timely manner on the status of their request or complaint according to the applicable service standard
- Hold service providers working on TSHC properties accountable
- Take appropriate tenancy management action to address illegal activity and anti-social behaviour on TSHC property
- Provide language interpretation at tenant engagement meetings upon request

All tenants will:

- Be transparent and accountable when they represent other tenants via the Tenant Engagement System
- Maintain their own units, keep common spaces clean and be responsible for their own conduct as well as the conduct of occupants, guests and all pets they bring into the community
- Report safety issues and/or hazardous conditions to staff

ACCESSIBILITY FOR PERSONS WITH DISABILITIES

TSHC is and will continue to be committed to providing accessible service. This includes meeting its duty to accommodate disabilities under the *Human Rights Code*, and the standards set out in the Accessibility for Ontarians with Disabilities Act.

Item # 7

Attachment # 2 - Absences from Rent-Geared-To-Income Units

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Absences from rent-geared-to-income units

For a household paying rent-geared-to-income, the City of Toronto's guideline for social housing sets 90 days as the maximum number of days that all members of the household can be "absent" or not living in their unit while continuing to receive a rent-geared-to-income subsidy. However, there are some exceptions to this rule.

This rule only applies if all members of your household are away at the same time.

Short absences of up to seven days in a row or less are not counted toward the 90-day limit within a 12-month period.

If all members of a household are away for more than 90 days in a row or more than 90 days within a 12-month period, and have not informed Toronto Seniors Housing Corporation, they could lose their rent-geared-to-income (RGI) subsidy. Informing Toronto Seniors Housing Corporation of any absence longer than 90 days will also help us to address safety and repair needs while a tenant is away.

Please tell us if you are in hospital, in rehabilitation, awaiting trial or have documentation to support another valid reason for being away from your unit longer than 90 days.

Learn more by reviewing the City of Toronto Absence from Unit from City Guideline 2013-9 <https://www.toronto.ca/community-people/community-partners/social-housingproviders/rent-geared-to-income-administration/>

1. Who does the guideline apply to?

The guideline applies to tenants who live in a rent-geared-to-income (RGI) unit.

2. What is the guideline?

The guideline 2013-9 Local Eligibility Rule - Absence from Unit states the maximum number of days that all members of a household can be "absent" or not living in their unit and continue to receive a rent-geared-to-income (RGI) subsidy is 90 days. It also outlines the exceptions to this rule.

The maximum number of days that a household can be away from their unit is 90 days in a row or 90 days within a 12-month period.

- This rule only applies if all members of your household are away at the same time. If at least one member of your household will be living in your unit during your absence, this rule does not apply. A member of your household is anyone listed on your Lease Agreement with Toronto Seniors Housing Corporation.
- Short absences of up to seven days in a row or less are not counted toward the 90-day limit within a 12-month period.

3. Will I be eligible for RGI assistance if I am away for more than 90 days?

You will not be eligible for RGI assistance if you are away for more than 90 days unless you have given notice to Toronto Seniors Housing Corporation in writing of the

reason you are away AND the reason meets one of the exceptions as stated in the City's guideline.

If you plan to be away for more than 90 days, call the Tenant Support Centre at 416-945-0800, email: support@torontoseniorshousing.ca) or visit your Regional office.

4. What happens if I lose my subsidy?

If you lose your subsidy, you will not lose your unit, but you will have to pay market rent.

5. What if I am the only member of my household and I have a medical condition that requires me to stay in hospital or be away from my unit?

If you are the only member of your household and have a medical condition that makes it necessary for you to be away from your unit for 90 days in a row or longer to receive treatment, call the Tenant Support Centre at 416-945-0800, email support@torontoseniorshousing.ca or visit your Regional office so we can help you keep your subsidy.

6. What happens if another member of my household { anyone listed on the Lease Agreement with Toronto Seniors Housing Corporation) has a medical condition and I have to be away from my unit to take care of them?

If all members of your household will be away due to this reason, call the Tenant Support Centre at 416-945-0800, email support@torontohousing.ca or visit your Regional office so we can help you keep your subsidy.

7. Will I be able to keep my subsidy if I am being held in jail while awaiting trial?

Yes. If a household has one member, and the member is

absent because they are being held in jail while awaiting trial, they will not be considered absent from the unit. Paperwork/proof of the reason for absence must be provided to your Tenant Services Administrator. However, rent must also be paid while you are away.

8. What if the condition of my bail does not allow me to live in my unit for 90 days or longer?

If a household has one member, and a bail condition of release prevents the member from living in the unit, the household will not be considered absent from the unit. Paperwork/proof of the reason for absence must be provided to the Tenant Services Administrator. However, rent must be paid while you are away.

9. Will I lose my unit if I am convicted of a crime and serving a sentence?

If a household has one member, and the member has been convicted of criminal offence, the household will be considered absent from the unit for more than 90 days if the jail time served is greater than 90 days.

Note: Being convicted of a criminal offence does not make someone ineligible for RGI subsidy, unless the conviction is for RGI fraud or misrepresentation.

Someone who is convicted and serves a sentence leading to an absence of 90 days or more will lose their subsidy but not their unit and will have to pay market rent.

10. What are my options if I lose my RGI subsidy?
You can request a review of your eligibility for RGI subsidy by completing a Request for Review Form:

- in person at your Regional office
- by email to support@torontoseniorshousing.ca
- by phone with a Tenant Services Administrator

- by mail or fax

Note: Requests for review must be made within 30 calendar days (plus five mailing days, if the request is mailed by the tenant) after the notice of decision has been given to the household by Toronto Seniors Housing Corporation. When you have completed your form, submit it to:

Toronto Seniors Housing Corporation
Attention: Review Body 423 Yonge St., 2nd Floor Toronto, ON
M5B 1T2

COVID-19

Get your first, second or third COVID-19 vaccine. Find information about vaccines, staying safe and changes to City services at [toronto.ca/covid19](https://www.toronto.ca/covid19) (<https://www.toronto.ca/home/covid-19>).

City Guideline 2013-9: Local Eligibility Rule – Absence from Unit

Date Issued

September 6, 2013

Effective Date

Immediately

Applicability to Social Housing Programs

The policies and procedures in this City Guideline are to be implemented under the following programs.

Applicability Program

- | | |
|---|--|
| X | Housing Services Act, Part VII Housing Projects, Market and Rent-Geared-to-Income , Section 78 Housing Providers (formerly 110) |
| X | Housing Services Act, Part VII Housing Projects, 100% Rent-Geared-to-Income , Section 78 Housing Providers (formerly 110) |
| | Federal Non-Profit Housing, Section 26/27 |
| | Federal Non-Profit Housing, Section 95 |
| X | Rent Supplement Programs for Sections 26, 27, 95 and New Affordable Housing Providers |
| X | Toronto Community Housing Corporation |

Please note: If your program is not checked, this City Guideline does not apply to your project.

Background

The local rules can specify either or both the maximum number of consecutive days and/or the maximum number of days in a year that a household can be absent from their unit.

City Guideline 2002-3 (revised June 1, 2004) has been revoked and replaced with City Guideline 2013-9. This Guideline directs housing providers to comply with the Local Rule -Absence from Unit as published in Chapter 3 of the RGI Guide. The revised Local Rule is effective for all new absences.

The full text of the Local Rule – Absence from Unit is included below:

1. A household is no longer eligible for RGI assistance if:
 - a. **all** members of the household have been absent from their unit for **more than 90 consecutive days**; or
 - b. **all** members of the household have been absent from their unit for **more than 90 days in total** in a 12 month period.

Exceptions:

Short Absence

- i. An absence of seven consecutive days or less will not be counted in condition 1.(b) above.

Medical Condition of a Member of the Household

- ii. If a household has only one member and that member has a medical condition that makes it necessary to temporarily leave the unit, the household will not be considered absent from the unit.
- iii. If a household includes one or more members who have a medical condition that makes it necessary to temporarily leave the unit, and as a result other household members are also absent because they are accompanying them, the household will not be considered absent from the unit.

Note: This exemption applies **only if a member of the household has a medical condition**. It does not apply when the person with a medical condition is not a member of the household.

Housing Provider Policy on Medical Conditions Required

iv. Housing providers must develop a fair policy for deciding what a reason is and what supporting documents they will accept. This policy must be applied consistently. An example of a valid medical reason for absence may be a long stay in a hospital, rehabilitation, or treatment facility. This must be supported by documentation from a medical professional that details the condition and the reasons for the absence.

Absences Due to Criminal Charge/Conviction

v. If a household has one member, and the member is absent because they are being held in jail while awaiting trial, the household will not be considered absent from the unit.

vi. If a household has one member, and a bail condition of release prevents the member from living in the unit, the household will not be considered absent from the unit.

vii. If a household has one member, and the member has been convicted of an offence, the household will be considered absent from the unit for more than 90 days if the jail time to be served is greater than 90 days.

Note: Being convicted of a criminal offence does not make someone ineligible for RGI subsidy (unless the conviction is for RGI fraud or misrepresentation).

However, someone who is convicted of a crime may serve a sentence that makes them absent from their unit for more than 90 days. In this case this Local Rule – Absence from Unit applies.

2. Housing providers may extend the time a household may be absent from a unit in extenuating circumstances. This applies if a housing provider has reviewed appropriate documentation from the household and has decided that there is a legitimate reason for an extension.

3. Housing providers must include the requirement to comply with the Local Rule - Absence from Unit in the Consent and Declaration section of their household income and assets review form. See the sample Household Income and Assets Review form in the RGI Guide, Chapter 10 (<https://www.toronto.ca/community-people/community-partners/social-housing-providers/rent-geared-to-income-administration/>), Appendix 1, page 11.

Action Required

1. Housing providers must enforce the Local Rule-Absence from Unit the RGI Guide, Chapter 3 (<https://www.toronto.ca/community-people/community-partners/social-housing-providers/rent-g geared-to-income-administration/>).
2. Housing providers must inform their residents about the Local Rule – Absence from Unit.

Helpful Hints:

The following are methods by which housing providers could inform their residents about the Local Rule – Absence from Unit:

- update documents and forms to include references to the rules
- discuss the rules with households at the initial lease interview
- include the rules in a tenant/member handbook

Questions

If you have any questions, please contact your Housing Consultant or HSS:

Housing Stability Services

Shelter, Support & Housing Administration

City of Toronto

Metro Hall, 55 John Street, 6th floor

Toronto, ON M5V 3C6

Telephone: 416-392-4126

Email: HSS@toronto.ca (<mailto:HSS@toronto.ca>)

Website: www.toronto.ca/socialhousing (<https://www.toronto.ca/community-people/community-partners/social-housing-providers/>)

Related Information

Ontario's Long-Term Affordable Housing Strategy Update, March 2016 [↗](#)

(<http://www.mah.gov.on.ca/AssetFactory.aspx?did=13683>)

Residential Tenancies Act [↗](#) (<https://www.ontario.ca/laws/statute/06r17>)

Item # 7

Attachment # 3 - Eviction Prevention Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC) Eviction Prevention Policy for Non-payment of Rent (Arrears)

Policy Owner:

Approval:

First Approved:

Effective Date:

Policy Summary

This is a policy on eviction prevention related to the non-payment of rent. Tenants are responsible for paying their full rent on the first of every month and reporting changes in income or household composition so that their rent is calculated properly.

Toronto Seniors Housing Corporation is committed to working with tenants so that they meet these responsibilities and, wherever possible, prevent tenants from losing their housing.

Policy Statement

Toronto Seniors Housing Corporation is committed to keeping evictions for not paying rent to a minimum.

Toronto Seniors Housing Corporation will work with tenants and external supports or service agencies where possible, to keep tenants housed and to ensure that rent is paid and eviction is the very last resort.

The policy is established within the context of the Shareholder Direction from the City of Toronto, the Housing Services Act, 2012 and the Residential Tenancies Act 2006.

Purpose

The purpose of the policy is to ensure rent is collected as required and to evict as few tenants as possible for not paying their rent.

Scope

This policy applies to:

- the non-payment of rent. Tenants can be evicted for other reasons. These will be described in a separate policy.
- all residential tenants, including rent-geared-to-income (RGI) and market tenants, and tenants living in contract-managed buildings.

Values

Toronto Seniors Housing Corporation is committed to supporting successful tenancies and ensuring that tenants meet their rental responsibilities. We will:

- Recognize tenants as responsible and able participants in maintaining their own tenancy and paying their rent;
- Work with tenants to try to identify solutions, recognizing that tenants sometimes face barriers to maintaining their tenancy through lack of support or access to services;
- Ensure all procedures regarding tenancies at risk are fair, open and equitable (procedural fairness);
- Recognize the right of each individual to be treated fairly, with respect and without discrimination;
- Collect rent on time, because lost revenue means there is less money for building maintenances and other services for all tenants.

Standards

1. Tenants must pay their rent each month. Eviction prevention cannot be an incentive not to pay rent on time and in full.
2. Staff are required to make a minimum of three (3) documented attempts to make personal contact with the tenant before filing

an Application to Evict a Tenant for Non-payment of Rent and to Collect Rent the Tenant Owes (L1) at the Landlord and Tenant Board (LTB);

3. At least one reasonable and accessible opportunity for a face-to-face meeting must be given to the tenant during the eviction process
4. Efforts and results of communications with tenants during the eviction process will be documented
5. Clear information on how rent is calculated and rental account status will be made available to tenants
6. A fair and transparent process will be available to tenants for review of RGI decisions and calculations, by a person or a panel independent from the original decision maker
7. Notices to evict will include information on the supports available to tenants to help them pay their rent, including information about local legal clinics.
8. Tenants will be given access to the Eviction Prevention Policy
9. Tenants will be informed of the services offered at the Landlord and Tenant Board including mediation, duty counsel and interpretation services if applicable
10. Tenants who are evicted by the Sheriff will be informed of services offered by external organizations to assist them in finding other accommodation and support

Policy Details

Many people living in Toronto Seniors Housing Corporation have nowhere else to go for secure, permanent housing. At times, some tenants will have trouble paying rent. Toronto Seniors Housing Corporation recognizes this and tries to prevent tenants from losing their housing because of unpaid rent.

The primary strategy for eviction prevention is effective rent collection. Efforts to collect rent and to support tenants facing eviction will continue after an order to evict has been issued by the

Landlord and Tenant Board and up to the point where the unit is being re-rented.

Eviction Prevention Strategies

Managers and staff will have the flexibility and discretion to choose appropriate strategies for different situations.

Rent Collection

- Focus on collecting the rent on time
- Provide a range of flexible rent payment options
- Inform tenants about steps to take if they are unable to pay rent, and offer to help tenants develop plans for staying housed
- Negotiate reasonable repayment agreements that best fits the **tenant's circumstances**
- Explain that tenants are required to indicate changes in income and household composition promptly so that rent calculation is based on the most up to date information

Education

- Educate tenants about their rights and responsibilities and about the Eviction Prevention Policy at lease signing, at regular intervals, and when they are having trouble paying their rent
- Train staff in eviction prevention strategies when they are hired and at regular intervals

Communication

- Communicate directly with tenants at key stages *before* issues escalate, and document all attempts to communicate
- Communicate in a timely fashion and in plain, clear, respectful language
- Ensure documents related to eviction prevention adhere to our standards of translation and interpretation

- Make staff available to talk to tenants in confidence about their situation

Early Intervention

- Identify households that appear to be vulnerable or at a higher risk of eviction, during our interactions with tenants (e.g. unit inspections, annual rent review process).
- Monitor households that appear to be vulnerable or at a higher risk of eviction and respond accordingly
- Intervene early when rent payment is late to help prevent tenants from falling further into arrears

Partnerships and Referrals

- Develop partnerships with organizations that can provide supports to tenants
- Inform tenants about, and connect them to, external organizations and community agencies that can help them maintain a successful tenancy

Compliance and Monitoring

To ensure compliance:

- Toronto Seniors Housing Corporation will verify compliance on every file that proceeds to the Landlord and Tenant Board and will conduct random audits.
- Operational performance related to the range of eviction prevention strategies and rent collection practices will be monitored and gaps will be identified for further action
- Eviction prevention performance reports will be submitted to the Board quarterly

Governing and Applicable Legislation

- Residential Tenancies Act

- Housing Services Act, 2012
- Municipal Freedom of Information and Protection of Privacy Act
- Ontario Human Rights Code

Related Policies and Procedures

- Human Rights, Harassment & Fair Access Policy

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:			
Revision # 1			
Revision # 2			
Last review:			

Next Scheduled Review Date:

Item # 7

Attachment # 4 - Eviction for Cause Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC) Evictions for Cause Policy

Policy Owner:

Approval:

Approval Date:

First Approved:

Effective Date:

Policy Summary

Toronto Seniors Housing Corporation is committed to promoting successful tenancies while making sure that tenants can live together in strong, safe, and healthy communities.

The Eviction for Cause Policy outlines Toronto Seniors Housing Corporation's **approach and guides decision**-making when individual behaviours impact others in Toronto Seniors Housing Corporation communities and are grounds for eviction for cause under the *Residential Tenancies Act, 2006* (the RTA).

In implementing this Policy, Toronto Seniors Housing Corporation is committed to making sure that individual rights under the *Ontario Human Rights Code* **(the "Code") are upheld, and that all tenants can** live together in strong, safe, and healthy communities.

Policy Statement

Toronto Seniors Housing Corporation will manage all tenancies in accordance with:

- The *RTA*;
- The *Ontario Human Rights Code*;

- **Terms of the tenancy agreement (the “Lease”);** and
- Toronto Seniors Housing Corporation policies, procedures, standards and protocols including but not limited to:
 - Human Rights, Harassment and Fair Access Policy;
 - The established tenant complaint process.

While Toronto Seniors Housing Corporation recognizes the gravity and impact of eviction, it is prepared to pursue eviction when the legal grounds for eviction exist and the problem cannot be resolved in the interest of the community without pursuing eviction.

Purpose

The goal of the Policy is to promote successful tenancies while maintaining safe and harmonious communities.

As a landlord, Toronto Seniors Housing Corporation is responsible for the maintenance and repair of its buildings and ensuring that it does not interfere with the rights of tenants as defined by the RTA.

The policy outlines principles and standards Toronto Seniors Housing Corporation will use to deal with actions and behaviours that result in tenants not complying with their responsibilities, interfere with the rights of other tenants or the landlord, or undermine community safety.

Scope

This Policy applies to all residential tenants directly managed by Toronto Seniors Housing Corporation, including rent-geared-to-income (RGI) and market tenants. It also applies to occupants, visitors, and guests insofar as tenants are responsible for the conduct of all occupants, guests, and visitors who they invite onto the residential complex¹.

The Policy is concerned with behaviours that could lead to eviction under the RTA and applies to the following stipulated causes for eviction:

- Substantial interference with reasonable enjoyment or with other rights, interests or privileges;
- Damage to property;
- Illegal acts; and,
- Impairment of safety.

This Policy does not apply to the following:

- Fraud and misrepresentation of income;
- Arrears;
- Illegal sublet unauthorized occupancy;
- Ceasing to qualify for social housing; or,
- Ending the tenancy and/or relocation for demolition, conversion, repairs or sale of the property.

Values

Toronto Seniors Housing Corporation, its staff and tenants are committed to promoting successful tenancies while maintaining harmonious, safe, healthy and livable communities.

In making decisions about evictions for cause, we will:

- recognize the right of each individual to be treated fairly, with respect and without discrimination. Toronto Seniors Housing Corporation will not accept harassment or discrimination towards any tenant, or employee;
- recognize tenants as responsible and able participants in maintaining their own successful tenancy and healthy communities;

¹ The tenant is also responsible for the conduct of any visitor or guest that an occupant of their unit has invited onto the residential complex

- recognize that some tenants may face barriers in maintaining a successful tenancy as the result of vulnerabilities, including but not limited to mental health issues, or disabilities. We will abide by our duty to accommodate under the *Ontario Human Rights Code*;
- make decisions based on what we believe to be reliable information. full and fair consideration of complaints; objective assessment of the facts, and, judgment of what will best solve the issue for the community.

Standards

Toronto Seniors Housing Corporation will:

- 1) use sufficient, relevant and objective facts to support decisions in the eviction process;
- 2) discuss the situation with the tenant prior to making an application to evict with the Landlord and Tenant Board. Sometimes it is not reasonably possible or appropriate to meet with the tenant. In these cases, clear documentation of the circumstances is required;
- 3) issue only the appropriate notices of termination, which clearly describe for the tenant the conduct and legal grounds that justify the notice;
- 4) Inform tenants of the services offered through legal aid clinics as well as the need for translation services upon Toronto Seniors Housing Corporation issuing a Notice to Terminate a Tenancy; and,
- 5) Ensure that, where an order to terminate a tenancy has been issued by the Landlord and Tenant Board, tenants are sent information on supports that may be available to them including information about shelters.

Toronto Seniors Housing Corporation will not pursue evictions for complaints or incidents that occurred more than three (3) years earlier unless there are extremely compelling reasons to do so such as:

- The incident is part of a pattern of behaviour that continues to impact the community;
- Similar or related incidents have occurred since the original incident;
- Toronto Seniors Housing Corporation was not aware of the incident and it has the potential to seriously impact the community; or,
- Other reasons set out in the procedures.

Definitions

Visitors: Persons who visit a tenant and do not require temporary accommodation with the tenant (visitors do not sleep in the tenant's unit). Visitors are not part of the tenant's household. Visitors maintain a home address outside the tenant's unit.

Guests: Persons who require temporary accommodation with a tenant (guests do sleep in the tenant's unit but only for a maximum of 30 days within any 12-month period unless they are a "Special Case" as defined by the Visitor and Guest Policy). Guests are not part of the tenant's household. Guests maintain a home address outside the tenant's unit.

Occupants: For Rent-Geared-to-Income (RGI) tenancies, an occupant is a person who is a declared member of an RGI household, who has been added to the household with Toronto Seniors Housing Corporation's consent, but who has not signed a lease with Toronto Seniors Housing Corporation.

For market rent tenancies, an occupant is a person who has been added to a market household, with Toronto Seniors Housing Corporation's consent, but has not signed the lease, or an undeclared person who is living in a market rent unit together with the tenant.

Occupants have no right to live in the tenant's unit once the tenant moves out.

Tenants: Persons who have signed a lease and have all tenant rights and responsibilities related to the tenancy.²

Policy Details

Toronto Seniors Housing Corporation handles incidents that could lead to eviction in a balanced manner, taking into consideration the specific **fact situation; a tenant's individual circumstances; Toronto Seniors Housing Corporation's responsibilities to all tenants and staff; and, Toronto Seniors Housing Corporation's responsibility to respect human rights, procedural fairness and transparency.**

A Balanced Approach

Apply a balanced approach to maintaining harmonious healthy communities as well as individual tenancies – the key consideration is what will best solve the problem for the community

Use a problem-solving approach, including alternative resolution methods, giving the tenant an opportunity to correct the problem and negotiating agreements where appropriate

Facilitate separate third party support services when a tenant faces barriers or difficulties maintaining their own successful tenancy and healthy communities.

² In certain circumstances as defined by the *Residential Tenancies Act* the spouse of a tenant may become a tenant when the tenant dies or vacates the unit. This provision does not apply to **some or all of Toronto Seniors Housing Corporation's rental units.** Anyone faced with this situation must speak with their Operating Unit Manager.

Fair Review and Resolution

Toronto Seniors Housing Corporation will ensure that complaints are addressed and investigated in a consistent, fair and timely manner to reduce escalation.

When a tenant does not abide by the terms of the lease, and/or the RTA, Toronto Seniors Housing Corporation will provide and communicate clear, enforceable and progressive consequences that reflect the severity and persistence of the behaviour.

Circumstances Warranting Eviction

While Toronto Seniors Housing Corporation recognizes the seriousness of eviction and the impact it can have on some tenants for whom Toronto Seniors Housing Corporation is the only source of secure permanent housing, we will pursue eviction when:

- despite all efforts to resolve the problem, the actions of a tenant, household, pet, guest or occupant continue to negatively impact tenants, staff or the community, and the circumstances constitute grounds for eviction under the RTA;
- eviction may be pursued immediately in very serious situations, generally involving serious impairment of safety or serious criminal activity.

Compliance and Monitoring

Toronto Seniors Housing Corporation will:

- develop and maintain procedures to assist staff in interpreting and applying this policy;
- ensure clear documentation practices are in place;
- monitor the effectiveness of this Policy in responding to and reducing incidents and behaviours that negatively impact the health of communities; and,

- provide quarterly reports to the Board on eviction rates.

Governing and Applicable Legislation

- *Residential Tenancies Act, 2006*
- *Housing Services Act, 2012*
- *Municipal Freedom of Information and Protection of Privacy Act*
- *Ontario Human Rights Code*

Related Policies and Procedures

- Evictions for Cause Procedures
- Guidelines for Documentation
- Human Rights Harassment and Fair Access Policy
- Tenant Complaint Process
- Visitor and Guest Policy

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:			
Revision # 1			

Next Scheduled Review Date:

Item # 7

Attachment # 5- Vulnerability Definition Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC) Vulnerability Definition Policy and Vulnerability Operational Guideline

Policy Owner	
Approval	
First Approved	
Effective Date	

Policy Statement:

For the purposes of this policy, Toronto Seniors Housing Corporation **adopts the City of Toronto’s definition of vulnerability and its related commentary**, as set out below:

“The City of Toronto – Working Group on Vulnerable Individuals defines vulnerability as the result of interaction between the challenges a person faces and the resources that they can access when facing those challenges. A vulnerable resident¹ must be assessed in context - a person's vulnerability or resiliency will depend on their circumstances, environment, and resources in the broadest sense. Vulnerable persons may be isolated, without identified supports, reclusive, have underlying medical problems and/or mental health issues posing a threat of harm to themselves and/or others. Physical harm to the self may be due to reduced ability to manage activities of daily living, substance misuse, isolation, poor insight and/or reluctance to accept support services (*Toronto Public Health – Vulnerable Adults/Seniors Team, 2012*).

¹ For clarity, in the City of Toronto definition of vulnerability, “resident” refers to a resident of the City of Toronto.

Commentary: The following factors are essential to understanding vulnerability:

- Poverty: A lack of income limits the resources that a person can draw upon in times of crisis.
- Structural Inequalities: Challenges can be exacerbated by discrimination based on gender, sexual orientation, and ethnicity.
- Social networks/Social support: The ability to draw up on social supports in times of crisis can help a person cope with challenges.
- Personal limitations: Physical and mental illnesses/impairments may inhibit a person's ability to respond to challenges.
- Physical location: Some areas have greater access to resources and supports than others and this may impact a person's ability to get **help.**"

Purpose:

Responsive to the City of Toronto's approach to vulnerability, and consistent with Toronto Seniors Housing Corporation's **mandate and statutory and legislative obligations**, this *Vulnerability Definition Policy* guides Toronto Seniors Housing Corporation's **approach in responding to vulnerable** residents whose tenancy with Toronto Seniors Housing Corporation is or may become at risk.

Scope:

This *Policy* applies broadly to all Toronto Seniors Housing Corporation interactions with its residents through its employees, contractors, volunteers, agents and other third parties. This *Policy* shall inform the development of policies, strategies and initiatives that will have an impact on Toronto Seniors Housing Corporation residents.

Principles:

As a social housing landlord, Toronto Seniors Housing Corporation has

an obligation to support vulnerable residents in preserving their tenancies, subject to the availability of resources and within the context of its statutory and legislative obligations. For example, in applying this *Policy*, Toronto Seniors Housing Corporation must consider its obligations under the *Housing Services Act, 2011* including its obligation to ensure that its residents are able to live independently. Equally, Toronto Seniors Housing Corporation must consider its obligation to support the enjoyment of all of its residents to their leaseholds and to a safe environment and community consistent with its obligations under the *Residential Tenancies Act, 2006*. Further, in applying this *Policy*, Toronto Seniors Housing Corporation must ensure that it is compliant with the Ontario *Human Rights Code*.

To support its successful application, Toronto Seniors Housing Corporation will ensure that this *Policy* and its related procedures and processes are appropriately communicated to its residents and other stakeholders, and that appropriate training is provided to its employees, contractors, volunteers, agents and other third parties.

Policy Details

Toronto Seniors Housing Corporation Vulnerability Operational Guideline:

In applying the City of Toronto's definition of vulnerability to the context of Toronto Seniors Housing Corporation's mandate and operations, in the first year of this Policy, the following Toronto Seniors Housing Corporation *Vulnerability Operational Guideline* is adopted:

"Vulnerability is defined as the interaction between the challenges that a Toronto Seniors Housing Corporation resident² faces in fulfilling their obligations as a residential tenant and the resources that they can access while facing those challenges. Vulnerable residents can be reasonably expected to enjoy a successful tenancy when steps are taken by Toronto Seniors Housing Corporation, working together with other service system partners, to connect vulnerable residents to appropriate and available resources (e.g., family and health, social services, and community

supports).

Vulnerability may affect the ability of a Toronto Seniors Housing Corporation resident to live independently as required by the *Housing Services Act, 2011*. In such cases, the resident may require more intensive supports than are available within the social housing context. In these cases, Toronto Seniors Housing Corporation will make reasonable efforts to ensure that the **resident's needs are assessed and that the resident is connected** with appropriate and available housing, shelter or support options before their tenancy with Toronto Seniors Housing Corporation is **terminated.**"

Compliance and Monitoring:

This policy and the *Vulnerability Operational Guideline* will be reviewed and evaluated annually, and amended, if required.

Governing and Applicable Legislation:

- Ontario Housing Services Act, 2011
- Ontario Residential Tenancies Act, 2006
- Ontario Human Rights Code, 1990
- Accessibility for Ontarians with Disabilities Act, 2005
- Ontario Municipal Freedom of Information and Protection of Privacy Act, 1990

Related Procedures and Processes:

In order to operationalize this policy, the owners of this policy, in consultation with **Toronto Seniors Housing Corporation's Legal Services** Department, and others as appropriate, shall develop and implement related procedures and processes.

Approval and Review:

Revision	Date	Description of changes	Approvals
First approval:			
Revision #1			

Next Revision Date:

For clarity, for the purposes of this *Policy* and the *Vulnerability Operational Guideline*, a “resident” of Toronto Seniors Housing Corporation means a “tenant” as defined in the *Residential Tenancies Act, 2006*

Item # 7

Attachment # 6 - Human Rights Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC) Human Rights, Harassment and Fair Access Policy - Tenants

Policy Owner:

Approval:

First Approved:

Current Approval:

Effective Date:

Policy Statement

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

Toronto Seniors Housing Corporation will not tolerate, ignore or condone any form of discrimination, harassment or hate activity on Toronto Seniors Housing Corporation property. Under the Code, everyone has a right to be free from harassment and discrimination and a right to equal treatment and Toronto Seniors Housing Corporation supports delivering service that respects dignity, self-worth and the human rights of every person.

Scope

The purpose of this policy is to set out:

- (a) The protections given to applicants and tenants related to discrimination in accommodation, contracts, services, or facilities;
- (b) The protections given to applicants and tenants related to harassment based on a protected ground; and

- (c) The expectations of Toronto Seniors Housing Corporation related to hate activity on Toronto Seniors Housing Corporation property.

Definitions

Accommodation: An individualized process to improve equality and remove barriers experienced by a person or groups related to a prohibited ground, to the point of undue hardship¹. The accommodation process is a shared responsibility. Everyone involved including the person asking for an accommodation, should work together, exchange information, and look for accommodation solutions together. For more information, please see the *Request for Accommodation* section of this policy.

Applicant – An Applicant who has applied to live in a unit that is owned or operated by or on behalf of Toronto Seniors Housing Corporation.

Disability: A disability is defined in the Code as:

- a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device,
- b) a condition of mental impairment or a developmental disability,
- c) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,

¹ The Code prescribes only three considerations when assessing whether an accommodation would cause undue hardship: cost, outside sources of funding, if any and health and safety requirements, if any.

- d) a mental disorder, or
- e) an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*.

Discrimination: A practice or behaviour that treats people unequally or creates a distinction based on a prohibited ground under the Code resulting in an obligation, burden, barrier by perpetuating prejudice or stereotyping. Discrimination may result from the effect of applying general rules to everyone, because it has a discriminatory or unequal effect on a particular person or group based on a prohibited ground (see Prohibited Grounds definition). Systemic Discrimination a specific type of discrimination characterized by patterns of behaviour, policies or practices structure or culture of the organization.

Harassment: A course of unwanted comment(s) or conduct related to a prohibited ground that is known or ought reasonably to be known to be unwelcome. Harassment may result from one incident or a series of incidents.

Hate Activity: Acts committed to deliberately intimidate, harm, harass, use physical force against, or threaten a person on the sole basis that they belong to a group identified by a prohibited ground. Hate activity can be a form of discrimination and a criminal offence under the *Criminal Code of Canada*.

Prohibited Grounds: The Code forbids discrimination or harassment based on the following personal characteristics in occupancy of accommodation, contracts, and services: age, ancestry, citizenship, colour, creed, disability, ethnic origin, family status, gender identity, gender expression, marital status, place of origin, race, sex (including pregnancy and breast-feeding), receipt of public assistance, and sexual orientation.

Social areas: The Code ensures that every person can enjoy freedom from harassment and discrimination in five areas, called *social areas*. The three that apply to this policy are: Occupancy of Accommodation, Contracts and Services and Facilities.

Tenant: For the purpose of this policy, the term “tenant” includes all individuals living lawfully in a Toronto Seniors Housing Corporation household.

Both Tenants and Occupants are defined by Toronto Seniors Housing Corporation’s **Addition to Household** Composition Directive and Visitor and Guest Policy.

Policy Details

Toronto Seniors Housing Corporation is committed to fostering an environment that respects human rights and will advance this standard. The types of prohibited grounds can vary based on the social areas.

Housing or Occupancy

All tenants have a right to equal treatment with respect to occupancy of accommodation (housing) without discrimination by Toronto Seniors Housing Corporation, because of the following prohibited grounds or any combination of these grounds.

- race
- ancestry
- place of origin
- citizenship
- creed or religion
- gender identity
- gender expression
- receipt of public assistance
- age²
- disability
- colour
- ethnic origin
- sexual orientation
- sex (including pregnancy and breastfeeding)
- marital status
- family status
- association with anyone who has protections under this policy
- any other prohibited ground(s) that may be amended under the Code

Services and Facilities

All tenants have a right to equal treatment with respect to Toronto Seniors Housing Corporation services, and the use of Toronto Seniors Housing Corporation's **facilities, without discrimination or harassment**, on any of the following prohibited grounds.

- race
- ancestry
- place of origin
- citizenship
- creed or religion
- gender identity
- gender expression
- colour
- ethnic origin
- sexual orientation
- sex (including pregnancy and breastfeeding)
- marital status
- family status
- age
- disability
- level of literacy*
- association with anyone who has protections under this policy
- any other prohibited ground(s) that may be amended under the Code

*While level of literacy is not a prohibited ground under the Code, in the interests of promoting inclusivity Toronto Seniors Housing Corporation will, wherever possible, communicate with tenants in a manner which is accessible to them.

² Accommodation of person under eighteen – Every sixteen- or seventeen-year-old person who has withdrawn from parental control has a right to equal treatment with respect to occupancy of and contracting for accommodation without discrimination because the person is less than eighteen years old.

Contracts

Every person having legal capacity has a right to contract on equal terms without discrimination or harassment because of the following prohibited grounds or any combination of these grounds.

- race
- ancestry
- place of origin
- citizenship
- creed or religion
- gender identity
- gender expression
- age
- disability
- colour
- ethnic origin
- sexual orientation
- sex (including pregnancy and breastfeeding)
- marital status
- family status
- association with anyone who has protections under this policy
- any other prohibited ground(s) that may be amended under the Code

Hate Activity

Toronto Seniors Housing Corporation does not tolerate hate activity on Toronto Seniors Housing Corporation property and such behavior is grounds for a complaint under this policy.

Tenants are expected not to engage in hate activity and are expected not to promote, condone, or otherwise encourage hate activity by their guests or visitors on Toronto Seniors Housing Corporation property. Hate Activity can include but is not limited to acts of violence, verbal slurs accompanied by a threat, vandalism of the **person's property**, and/or messaging designed to spread hate activity.

Filing a Complaint

Toronto Seniors Housing Corporation will respond to any complaints under the policy, providing the complaint is made within 12 months of the alleged discrimination or harassment incident. Complaints may be accepted after 12 months after the incident, at the discretion of Toronto Seniors Housing Corporation.

Please refer to the *Human Rights, Harassment, and Fair Access Procedure for Tenant Complaints ("Procedure")* for further detail about Toronto Seniors Housing Corporation's complaints process.

Reprisal

Toronto Seniors Housing Corporation forbids taking action against a person who has made a complaint of discrimination or harassment in good faith under this policy or is participating in an investigation under this policy. Reprisal includes harassment, discrimination, intimidation or imposition of another penalty, or any other action which harms their living conditions. Reprisal includes a threat to take action or knowingly advising another person to engage in reprisal.

Responsibilities

Toronto Seniors Housing Corporation will:

- Develop and maintain procedures and/or guidelines for investigating and addressing any complaints that may arise under this policy.
- Provide education to employees on this policy to make sure they are aware of the conduct which is prohibited under this policy.
- Create awareness where needed to make sure that all tenants have knowledge about their rights and responsibilities under this policy.
- Promptly respond to and take appropriate actions when a complaint is made under this policy in accordance with the Procedure.

- Address tenant complaints according to the Procedure.
- Provide support to staff to address tenant complaints according to the Procedure.
- Collaborate with staff from Human Resources on human rights and diversity initiatives and provide additional resources or support when needed.
- Provide awareness and education to tenants.
- Facilitate requests by tenants for accommodations as needed.
- Monitor the effectiveness of this policy through regular reporting on equity, diversity and human rights initiatives to the City of Toronto

The Human Resources will:

- Address or investigate complaints made against employees according to the applicable procedure, with the support a where needed.
- Make sure employees comply with any obligations they may have under this policy or the Code.

Compliance and Monitoring

Toronto Seniors Housing Corporation employees may not engage in discrimination, harassment or hate activity under this policy. Violation of this policy can lead to discipline up to and including termination for cause.

Vendors or contractors, are responsible for following any provision of their contract related to discrimination or harassment on Toronto Seniors Housing Corporation property. Violation of this policy can lead to termination of their contract or any other consequence set out in their contract with Toronto Seniors Housing Corporation.

Tenants are also expected to follow this policy, which includes refraining from harassment, discrimination, or hate activity against other tenants, Toronto Seniors Housing Corporation employees, vendors or contractors on Toronto Seniors Housing Corporation property. Tenants are also responsible for making sure that their

guests or visitors follow this policy while on Toronto Seniors Housing Corporation property. Violation of this policy can lead to legal or other action by Toronto Seniors Housing Corporation.

Governing and Applicable Legislation

- Ontario Human Rights Code
- Accessibility for Ontarians with Disabilities Act
- Criminal Code of Canada
- Occupational Health and Safety Act
- Residential Tenancies Act

Related Policies and Procedures

- Human Rights, Harassment and Fair Access Procedure for Tenant Complaints
- Human Rights, Harassment, and Fair Access Complaint Procedure (Staff)
- Accessibility Policy
- Employee Code of Conduct
- Tenant Representative Code of Conduct
- Tenant Charter

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:			
[Revision #1]			
Last review:			

Next Scheduled Review Date:

Item # 7

Attachment 7 - Parking Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC) Parking Policy Statements For Tenants / Non-Tenants / Agencies and Contractors

1. Toronto Seniors Housing Corporation will only register and permit roadworthy vehicles that are properly licensed – has current license plates and validated by Ministry of Transportation, not including tractor trailers, boats, buses, cube vans, etc. or where the Vehicle Weight or Reg. Gross Weight exceeds 3000 kg.
2. Currently Toronto Seniors Housing Corporation does not have the facilities to accommodate the charging of hybrid vehicles. Until such a time as technological advances make this possible, Toronto Seniors Housing Corporation will be unable to provide power sources for these vehicles.
3. All Tenants, Non-Tenants, and Commercial Tenants will be **“assigned” a parking space(s) in underground garages, where applicable.**
4. Tenants are permitted to register personal vehicle(s) which they drive for personal use.
5. Non-Tenant Parker can request to register multiple vehicles, up to a maximum of 2 vehicles, to share the use of one parking space. This option is only available in underground parking facilities and **through TCH’s Commercial Business Unit.**
6. All Toronto Seniors Housing Corporation **affiliated organizations’** vehicles, that are marked and identified with a logo are permitted to park on Toronto Seniors Housing Corporation property(ies) 24 hours a day, 7 days a week.
7. **“Vehicle On Duty” Signs** are available for rent for placement on **Agencies’ & Contractors’ vehicles dashboards that attend multiple** Toronto Seniors Housing Corporation sites and have regular frequent business activities on Toronto Seniors Housing

Corporation property.

8. Other Agencies, Contractors, or individuals that do not have regular business activities or agreement with Toronto Seniors Housing Corporation are to be treated as visitors, and are to follow the Visitor Parking Procedure.
9. All persons who park in a visitor parking space at a Pay & Display parking location need to purchase Pay & Display ticket and adhere to the display instructions, including already registered **contractors', agencies' and employees'** vehicles.
10. Visitor Parking Permits must be used by all persons who park in a visitor parking space at a non-Pay & Display location, and must be completed and displayed as per the conditions listed on the back of the permit. Permits can be obtained from the Regional office or Superintendent (as applicable), free of charge for up to a maximum of 9 permits per unit per month, or as set by Toronto Seniors Housing Corporation.
11. **Commercial Tenants that request to have "designated" parking are** required to pay the Non-Tenant Parking monthly rate plus cover the expense of required signage and installation fee as set by Toronto Seniors Housing Corporation. The number of fobs or access cards to be given will be equal to the number of parking spaces paid for. Toronto Seniors Housing Corporation does not enforce any **"designated" parking** spaces.
12. Lost or stolen or non-returned Permits are subject to a replacement fee, set by Toronto Seniors Housing Corporation, based on Parking Permit type.
13. Toronto Community Housing Corporation on behalf of Toronto Seniors Housing Corporation has the authority to tag and tow vehicles parked on Toronto Seniors Housing Corporation property which are not authorized to do so at the owner's expense.
14. Tenants or Non-Tenants who are in arrears in excess of one month

rent will not be registered for any new Tenant or Non-Tenant parking permit until their outstanding account is addressed through payment or repayment agreement.

Item # 7

Attachment # 8- Relocation Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Relocation Policy

Policy Owner	
Approval	
First Approved	
Effective Date	

Policy Statement

Toronto Seniors Housing Corporation is committed to promoting healthy communities and quality of life for tenants. Toronto Seniors Housing Corporation recognizes that relocation may cause hardships for those directly affected and the community.

The purpose of the policy is to minimize the adverse effects of relocation on tenants facing displacement from a Toronto Seniors Housing Corporation unit, with a goal of tenants being able to continue their life in a Relocation Unit with minimal disruption. This policy provides the framework to govern the relocation of households.

Scope

This policy applies to all residential tenants directly managed by Toronto Seniors Housing Corporation and tenants living in contract-managed buildings, including rent-geared-to-income, affordable and market tenants that are required to move out of their units because Toronto Seniors Housing Corporation needs possession of their unit for any of the following reasons:

- revitalization;
- renovation;

- permanent unit closures;
- emergency situations;
- accessibility upgrades; and
- any other reason that Toronto Seniors Housing Corporation requires a household to transfer from one Toronto Seniors Housing Corporation unit to another.

Definitions

Accessibility Upgrades: Where a tenant's unit is undergoing planned accessibility upgrades to accommodate their accessibility needs and it is not possible for them to remain in the unit while the work is taking place.

Emergency Situations: Where an emergency takes place in a unit or building (such as flood, emergency roof repairs, etc.) and **occupying the unit would pose an immediate risk to tenants' health or life safety**, and major unplanned rehabilitation is required in the unit or building.

Large-Scale Renovation: Major planned repairs to a unit or **building where a household's unit must be vacant in order for the work to take place.**

Permanent Relocation: Where a tenant is required to relocate from their unit and will not return to the same unit.

Permanent Unit Closure: Where units or buildings have deteriorated into a critical state of repair and must be closed because they are no longer safe for tenants to live in, where a building is repurposed for another use, or any other reason that requires a unit be closed.

Relocation Agreement: A written contract between tenants and Toronto Seniors Housing Corporation, which outlines the rights and obligations of both parties during the relocation process.

Relocation Unit: The unit a household is moved to when they must be relocated from their current unit.

Revitalization: The large-scale demolition and rebuild of

multiple Toronto Seniors Housing Corporation buildings in one community to elevate the housing conditions and circumstances for tenants.

Temporary Relocation: A temporary move between Toronto Seniors Housing Corporation units initiated by Toronto Seniors Housing Corporation where the household must return to their original unit.

Temporary Shelter Agreement: A written agreement between a household and Toronto Seniors Housing Corporation that outlines the rights and obligations of both parties during a temporary relocation. This only applies to relocation due to accessibility upgrades.

Tenancy in Good Standing: A household is in good standing if:

- none of the members of the household owe money to Toronto Seniors Housing Corporation in relation to a current or former tenancy or if any member of the household does owe money, they have entered into a repayment agreement with Toronto Seniors Housing Corporation and are in compliance with that agreement;
- Toronto Seniors Housing Corporation is not currently taking legal action against the household for any reason; and
- the Landlord and Tenant Board has not ordered termination of the tenancy.

Tenant Relocation Assistance Implementation Plan (TRAIP): A document that sets out the steps that Toronto Seniors Housing Corporation will take to support tenants to relocate units and what tenants can expect from Toronto Seniors Housing Corporation during the moving process such as notice periods, any financial assistance, and other supports to assist with moving.

Standards

Standards Applied to All Relocations

Toronto Seniors Housing Corporation may initiate the relocation of a household for any of the reasons listed above. In all instances, the following standards apply:

- Households may only relocate to a unit for which they are eligible under the *Housing Services Act*, **the City of Toronto's Occupancy Standards**, and any other applicable rules and regulations.
- Toronto Seniors Housing Corporation may choose not to relocate a household if its tenancy is not in good standing.
- Toronto Seniors Housing Corporation will make reasonable efforts to assist each household to address any outstanding tenancy issues and ensure their tenancy is in good standing before relocation.
- Toronto Seniors Housing Corporation will work with community partners and will assist in connecting tenants with community partners and services, where needed.
- The relocation process cannot be used to split rent-geared-to-income tenancies. The rent-geared-to-income household is entitled to relocate to one unit in accordance with the **City of Toronto's Occupancy Standards**.
- Toronto Seniors Housing Corporation staff will work with tenants on the selection of a relocation unit for which the household is eligible.
- Toronto Seniors Housing Corporation will provide moving assistance subject to the requirements in any applicable agreements (ex. a Tenant Relocation Assistance Implementation Plan) and the household qualifying for moving assistance.
- For rent-geared-to-income tenants, rent will continue to be based on income. For all other tenants, rents may change as a

result of relocation both in the relocation unit and the unit to which tenants return after the relocation.

- The relocation process will follow the rules in the *Residential Tenancies Act* and any other applicable rules and regulations.
- Households may waive the right to return, if applicable, and remain in their relocation unit, except in instances of relocation due to accessibility upgrades.

Note: If a unit or building is sold, the household may or may not be required to relocate. The decision to relocate a household will be based on the terms in the Agreement of Purchase and Sale that Toronto Seniors Housing Corporation signs with the new owners.

Standards Applied to Relocations due to Permanent Unit Closures or Revitalization

In instances of permanent unit closures or revitalization, the following standards apply:

- An official notice will be issued to each household in writing by Toronto Seniors Housing Corporation prior to relocation. Notification will be provided according to the timelines set out in any governing agreements and legislation.
- Toronto Seniors Housing Corporation may be required to develop a Tenant Relocation Assistance Implementation Plan for specific buildings or communities as part of the City of **Toronto's approval process. Where** these plans are in place, they will take precedent over the standards in this policy.
- The order in which households will be offered a relocation unit will be established through a random selection draw.
- If a household does not choose a relocation unit by the deadline provided by Toronto Seniors Housing Corporation, Toronto Seniors Housing Corporation may begin the process

for terminating the household's tenancy.

- Once an offer is accepted for a relocation unit, the household must sign a new lease for the relocation unit and an Agreement to Terminate the Tenancy for their existing unit.
- Tenants who are moved due to revitalization have the right to return to a new unit in a revitalized community, subject to eligibility rules in the Relocation Agreement it signs with Toronto Seniors Housing Corporation.
- A household will only receive one offer of a revitalization unit. Once the household has exercised its right to return to a revitalization unit, it is not entitled to transfer to a different **revitalization unit, even if the household's family composition** has changed after moving.
- Households may defer their right to return for a later opportunity, if allowed by the applicable Tenant Relocation Assistance Implementation Plan, and any other applicable agreements or plans.
- If a household terminates its tenancy with Toronto Seniors Housing Corporation at any point during the relocation process, it may no longer be eligible to return to the revitalized community subject to the terms of its Relocation Agreement.

Standards Applied to Relocations due to Large-Scale Renovations

In instances of large-scale renovations, the following standards apply:

- Once an offer is accepted for a relocation unit, the household will sign a new lease for that unit and an Agreement to Terminate the Tenancy for its existing unit.
- After the renovation is completed, the household has right of first refusal to return to the renovated unit as long as it gives Toronto Seniors Housing Corporation written notice it will be exercising that right before relocating and complies with any other conditions in the relocation agreement it signs with

Toronto Seniors Housing Corporation.

- If a rent-geared to income household will be over-housed in the renovated unit at the time when it exercises its right of first refusal and returns to the unit, the household will not be eligible for moving assistance for the move from its relocation unit to the renovated unit.

Standards Applied to Relocations due to Emergency Situations

In instances of emergency situations, the following standards apply:

- Once an offer is accepted for a relocation unit, the household will sign a new lease for that unit and an Agreement to Terminate the Tenancy for their existing unit.
- After the repairs are completed, the household has right of first refusal to return to its previous unit as long as it gives Toronto Seniors Housing Corporation written notice it will be exercising that right before relocating.

Note: Where there is a fire in a unit, refer to the Resident Relocation – Fire Response Procedure.

Standards Applied to Relocations due to Accessibility Upgrades

In instances of accessibility upgrades, the following standards apply:

- Households who are relocated must sign a Temporary Shelter Agreement for their relocation unit.
- Households must return to their original unit after accessibility upgrades are complete.
- Rent-geared-to-income households that temporarily relocate outside of Toronto Seniors Housing Corporation while accessibility upgrades take place in their unit will

not lose their rent-geared-to-income subsidy, provided they return to their unit once the work is complete. Where a household can stay with family or friends outside of Toronto Seniors Housing Corporation, this option will be pursued first.

Policy Details

The Relocation Policy will cover all situations where Toronto Seniors Housing Corporation initiates relocating a current Toronto Seniors Housing Corporation household to a different Toronto Seniors Housing Corporation unit, except in instances of a fire in a unit or building. Reasons for relocation will be limited to the categories defined within the Relocation Policy and in compliance with relevant legislation.

Tenant-initiated requests for transfer are addressed in Toronto Seniors Housing Corporation's **Tenant Transfer Policy**.

Compliance and Monitoring

The Seniors Housing Manager in each Region is responsible for having a process in place to monitor staff compliance with this procedure.

Governing and Applicable Legislation

- *Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11*
- City of Toronto Occupancy Standards
- City of Toronto Property Standards Bylaw
- *Housing Services Act, 2011, S.O. 2011, c. 6, Sched. 1*
- Ontario Human Rights Code, R.S.O. 1990, c. H.19
- *Residential Tenancies Act, 2006, S.O. 2006, c. 17*

Related Policies and Procedures

- Accessibility Policy
- Evictions for Cause Policy
- Eviction Prevention Policy for Non-payment of Rent (Arrears)
- Human Rights, Harassment and Fair Access Policy – Tenants
- Relocation Procedure (in development)
- Tenant Complaints Process
- Tenant Charter
- Tenant Transfer Policy
- Translation and Interpretation Policy
- Emergency Response Plan

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:			
Last review:			

Next Scheduled Review Date:

Item # 7

Attachment 9

Visitor and Guest Policy

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Visitor and Guest Policy

Policy Owner:

Approval:

First Approved:

Effective Date:

Policy Statement

This policy explains the way Toronto Seniors Housing Corporation will manage visitors and guests of all Toronto Seniors Housing Corporation tenants.

Tenants may have visitors or guests in their homes. Toronto Seniors Housing Corporation and other social housing providers know that from time to time tenants may have guests who stay with them in their homes for a number of days at a time. These might include out-of-town guests, or persons who tenants have personal relationships with and are not part of their households.

A tenant may have a guest in their home for a maximum of 30 days, in total, within a 12-month period. The 30 days may be consecutive or non-consecutive days and applies to any one individual that stays in **the tenant's unit. In special cases, as defined below, guests may stay** in a unit longer than 30 days.

Tenants are responsible for the actions and behaviours of anyone that they invite onto the residential complex including their visitors and guests.

This policy defines Toronto Seniors Housing Corporation's **practice for** dealing with visitors and guests. It supports Toronto Seniors Housing Corporation's **commitment to equitable and quality service and meets** legislative requirements.

Purpose

The purpose of this policy is to make sure that all tenants understand their responsibilities related to visitors and guests, and for Toronto Seniors Housing Corporation to meet the following objectives:

- explain when a person is considered a visitor or a guest;
- explain when a market rent household is required to inform Toronto Seniors Housing Corporation of changes to their household composition as required by this policy
- explain when a rent-geared-to-income household is required to inform Toronto Seniors Housing Corporation of changes to their household composition as required by this policy
- establish the maximum length of time tenants can have guests;
- establish exceptions to the maximum permitted time for guests;
- **balance the tenant's right to use their home and Toronto Seniors Housing Corporation's requirement to assess household eligibility** for housing;
- make sure that subsidies are based on the true household income, including anyone who moves into the unit;
- help to make sure that subsidies are available to households that qualify; and
- ensure that residential units are not improperly transferred or sublet.

Scope

This policy applies residents in Toronto Seniors Housing Corporation households.

Live-in caregivers are not covered by the scope of this policy. If a member of a household requires a live-in caregiver, the tenant must

make the request in writing to have the live-in caregiver stay in their unit through their Regional office.

Standards

Toronto Seniors Housing Corporation staff are responsible for:

- investigating cases where tenants appear to have guests staying with them for more than 30 days.

Tenants are responsible for:

- the actions and behaviours of their occupants, visitors and guests;
- telling their guests and visitors that they may be asked to prove that they have a home address outside of the unit they are visiting;
- reporting a person that they wish to add to their household composition as outlined in the Addition to Household Composition Directive; and
- complying with this policy.

Definitions

Guests: Persons who require temporary accommodation with a tenant **(guests do sleep in the tenant's unit, but only for a maximum of 30 days within any 12- month period unless they are a special case as defined below)**. **Guests are not part of the tenant's household. Guests maintain a home address outside the tenant's unit.**

Live-in caregivers: Persons who provide support services needed **because of a household member's disability or medical condition**. They are not considered tenants, visitors or guests.

Occupants: For rent-geared-to-income tenancies, an occupant is a person who is a declared member of a rent-geared-to-income household, who has been added to the household with Toronto Seniors

Housing Corporation's consent, but who has not signed a lease with Toronto Seniors Housing Corporation. For market rent tenancies, an occupant is a person who has been added to a market household, with Toronto Seniors Housing Corporation's consent, but has not signed the lease, or an undeclared person who is living in a market rent unit together with the tenant.

Occupants have no right to live in the tenant's unit once the tenant moves out.

Tenants: Persons who have signed a lease and have all tenant rights and responsibilities related to the tenancy¹.

Toronto Seniors Housing Corporation staff: This includes, but is not limited to, all Toronto Seniors Housing Staff.

Unauthorized occupants: Any person who is not a tenant, occupant, visitor, guest, or live-in caregiver as defined by this policy. An unauthorized occupant has no lawful authority to be at a Toronto Seniors Housing Corporation residential complex and has no rights to the rental unit in question.

Visitors: Persons who visit a tenant and do not require temporary accommodation with the tenant (visitors do not sleep in the tenant's unit). Visitors are not part of the tenant's household. Visitors maintain a home address outside the tenant's unit.

¹ In certain circumstances, as defined by the *Residential Tenancies Act*, the spouse of a tenant may become a tenant when the tenant dies or vacates the unit. This provision does not apply to some or all of Toronto Seniors Housing Corporation's rental units. Anyone faces with this situation must speak with their Regional Manager.

Policy Details

Visitors

Visitors may come to the unit as often as the tenant invites them. Frequent visitors may be asked to prove that they have a home

address outside of the unit they are visiting. Tenants are responsible for telling all visitors about this rule.

Guests

Tenants may have a guest stay in their unit for a maximum of 30 days in total, within a 12-month period and are encouraged to report to Toronto Seniors Housing Corporation all persons staying in the unit for safety and emergency purposes.

Guest who stays longer than 30 days – special cases

If Toronto Seniors Housing Corporation staff receive information that **a person has been staying in a tenant's unit longer than 30 days**, Toronto Seniors Housing Corporation staff will investigate and request documentation from the tenant explaining the reason for the stay and information about how long the person is staying to ensure that the person qualifies as a special case guest.

Special cases where a guest may stay longer than 30 days might include, but are not limited to:

- an accommodation-related issue as defined in Toronto Seniors Housing Corporation's **Human Rights, Harassment and Fair Access Policy** and the Ontario *Human Rights Code*, such as the need for someone to provide short-term supportive care to a person with a disability as prescribed by a qualified licensed healthcare professional; or
- the guest lives outside the country and has travel documents to prove their planned return date and leaves on that date.

Additional detail about special cases is provided in the Visitor and Guest Policy Guideline.

Limitations to stays longer than 30 days

In all cases other than the special cases outline above, Toronto Seniors Housing Corporation will decline to allow the person to stay with the tenant.

Toronto Seniors Housing Corporation staff may determine a situation is not a special case and a guest is not allowed to stay longer than 30 days for the following reasons including, but not limited to:

- the tenant does not provide appropriate documentation as outlined in the Visitor and Guest Policy Guideline to explain why the guest needs to stay longer than 30 days;
- the guest does not intend to leave at the end of the agreed-to term;
- **staff or tenants have complained about the guest's behaviour, and** Toronto Seniors Housing Corporation is satisfied the complaints are well founded; and
- **the guest(s)' stay would result in non-compliance with Occupancy Standards under the Toronto Municipal Code Property Standard².**

Any person located in a residential unit who is not a tenant, occupant, visitor, guest, or live-in caregiver as defined by this policy is an unauthorized occupant and has no lawful right to be on the premises.

² CHAPTER 629-25, Occupancy Standards, Toronto Municipal Code Property Standard:

"The maximum number of persons living in a habitable room shall not exceed one person for each nine square metres (96.8 sq. ft.) of habitable room floor area."

"The minimum floor area of a room used by two or more persons for sleeping shall be four square metres (43 sq. ft.) for each person using the room."

http://www.toronto.ca/legdocs/municode/1184_629.pdf

Unreported stay

If a person remains longer than 30 days in breach of this policy, Toronto Seniors Housing Corporation may pursue any legal rights

available to it including, but not limited to:

- possible termination of subsidy if it is a rent-geared-to-income household due to failure to notify the landlord of changes in household composition as required by the *Housing Services Act, 2011*;
- enforcement of any rights available to Toronto Seniors Housing Corporation under the *Trespass to Property Act* against the unauthorized occupant; and
- any action against the tenancy available to Toronto Seniors Housing Corporation.

If a rent-geared-to-income household loses their subsidy, they will have to pay the market rent for the unit and will no longer qualify for a rent-geared-to-income subsidy. The tenant has the right to request a review of decisions related to their continued eligibility for rental subsidy.

Rights to unit

If the tenant moves out of the unit, all other persons in the unit must also leave. Any occupant, guest, visitor, live-in caregiver, unauthorized occupant, or anyone else found in the unit after the tenant moves out will be:

- **ineligible for receipt of the household's rent-geared-to-income subsidy;** and
- identified as trespassing.

Toronto Seniors Housing Corporation will reclaim the unit.

Market rent households

A market rent tenant:

- may allow a guest to stay in their rental unit. The market rent

tenant may not, however, assign or sublet all or any part of the unit³;

- is required by their lease to report any changes in household composition within 30 days of the change;
- may request to add another tenant to their unit and sign a new lease⁴;
- should report all persons living in the unit even if the tenant does not wish to add the proposed person to their lease as a tenant. It is essential for safety and emergency purposes that Toronto Seniors Housing Corporation knows who lives in its units. Occupants do not have any legal rights or entitlements **to a tenant's** unit.

Compliance and Monitoring

The Seniors Housing Manager, or designate, will monitor compliance with the policy on an ongoing basis by reviewing a random sampling of tenant files.

Frequency of incidents involving unauthorized occupants will be **monitored via reports to the 'Do What's Right' fraud hotline and complaints entered into the EasyTrac system.**

³ Toronto Seniors Housing Corporation reserves the right to take any legal action available against a tenant who has illegally sublet or assigned their tenancy, and reserves the right to take legal action in relation to unauthorized occupancy of a rental unit.

⁴ Toronto Seniors Housing Corporation reserves the right to refuse to enter into any tenancy in accordance with its normal leasing practices.

Governing and Applicable Legislation

- *Housing Services Act, 2011*
- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
- City of Toronto Occupancy Standards
- *Ontario Human Rights Code*
- *Residential Tenancies Act, 2006*
- *Trespass to Property Act, 1990*

Related Policies and Procedures

- Addition to Household Composition Directive
- Human Rights, Harassment and Fair Access Policy
- Policy on Evictions for Cause
- Tenant Charter

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:			
Revision #1			

Next Scheduled Review Date:

Item # 7

Attachment # 10 Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups

TORONTO SENIORS HOUSING CORPORATION (TSHC) Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups

Policy Owner:

Approval:

First Approved:

Effective Date:

Policy Statement

Eligible tenants and tenant-led groups may use Toronto Seniors **Housing Corporation's non-residential** spaces for community and programming activities. The objective of this policy is to govern the use of non-residential space by tenants and tenant-led groups that are providing programs and services to tenants. The proper allocation and use of these non-residential spaces helps Toronto Seniors Housing Corporation meet the needs of the community.

The purpose of this *Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups* ("**Policy**") is to **set out the terms, conditions** and objectives of tenants and tenant-led groups using non-residential space.

This Policy:

- Establishes eligibility criteria, conditions and restrictions applicable to use of non-residential space;
- Ensures that use of non-residential space serves the needs of tenants and supports Toronto Seniors Housing **Corporation's strategic objectives**; and
- Promotes accessibility, equity, transparency, inclusivity, respect and accountability for Toronto Seniors Housing

Corporation, tenants and tenant-led groups.

This Policy should be read together with the related procedures.

Scope

This Policy applies to:

- Tenants and tenant-led groups;
- Toronto Seniors Housing Corporation employees;
- Service providers under contract with Toronto Seniors Housing Corporation and
- Non-residential space owned or operated by Toronto Seniors Housing Corporation.

This Policy does not apply to:

- Agencies (For more information please refer to the Non- Residential Use of Space Policy for Agencies); and
- Residential space.

Values

Tenant and tenant-**led groups' use of non-residential** space is guided by the following values:

1. Access – Toronto Seniors Housing Corporation will seek to make community space reasonably available and easy to access.
2. Equity and Inclusivity – Toronto Seniors Housing Corporation will be fair and equitable in the allocation and oversight of the use of non-residential space and, as much as possible, ensure programming offered by tenants and tenant-led groups is available to all tenants and does not unreasonably exclude any group or individual.
3. Transparency – Toronto Seniors Housing Corporation will

make and communicate decisions about use of non-residential space clearly and fairly.

4. Respect – Toronto Seniors Housing Corporation expects that tenants and tenant-led groups will demonstrate respect for other tenants, staff and community members while using non-residential space. Tenants and tenant-led groups must comply with the Tenant Charter, all applicable policies **including Toronto Seniors Housing Corporation’s Human Rights, Harassment and Fair Access Policy**, and all applicable legislation including the Ontario *Human Rights Code*, RSO 1990, c H19 (the “Code”) and *Accessibility for Ontarians with Disabilities Act, 2005*, SO 2005, c 11 (the “AODA”) as amended from time to time.
5. Accountability – Tenants and tenant-led groups are responsible for following the terms and conditions and delivering the programming outlined in their Use of Space Agreements.

Definitions

Agency: In this Policy, an agency is an incorporated not-for-profit organization, a registered charity with the Canada Revenue Agency, a healthcare service provider as defined by the *Regulated Health Professions Act, 1991*, SO 1991, c 18, a City of Toronto department or subsidiary.

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

Community Event: A one-time event:

- that is open to all tenants;
- that is free or charges a nominal fee; and
- where the activities and purpose of the event are to provide

tenant support and/or engagement.

Community Space: Common space within a Toronto Seniors Housing Corporation building that is not designated for commercial, retail or industrial use. Community space is always the main (usually the largest) or only common space in a Toronto Seniors Housing Corporation building.

Exclusive Use of Space: Use of commercial or recreational space by an agency where it is the sole occupant for a defined period of time to provide programs, services, and activities that benefit **tenants and which support Toronto Seniors Housing Corporation's strategic priorities as outlined in our Strategic Plan.**

Nominal Fee: A small amount of money charged for participation in a program or service which is used to recover costs associated with providing the program or service.

Non-Exclusive Use of Space: Shared use of by tenants, tenant-led groups, and agencies at various times of the day or week on a recurring basis to provide programs, services, and activities that benefit tenants and which support **Toronto Seniors Housing Corporation's strategic priorities as outlined in our Strategic Plan.**

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

- community space;
- recreational space; or
- commercial space.

One-Time Use of Space: Use of non-residential space by a tenant or tenant-led groups for a defined, nonrecurring, time period for a:

- private event; or
- community event.

Private Event: A one-time event that is not open to all tenants or the public such as a birthday party or a wedding. Only tenants or

tenant-led groups are permitted to use non-residential space for private events.

Recreational Space: Space within a Toronto Seniors Housing Corporation building that is not designated for commercial, retail or industrial purposes. Recreational space is supplementary to community space, and is not the main or only common space in a Toronto Seniors Housing Corporation building.

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

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

Tenant-Led Group: A formal or informal group of tenants who gather to advocate on behalf of tenants and/or organize activities to support and/or engage tenants within the community.

Vulnerable Tenants: Tenants who are vulnerable due to the interaction between the challenges that the tenant faces in fulfilling their obligations as a residential tenant and the resources that they can access while facing those challenges.

Vulnerability may affect the ability of a Toronto Seniors Housing Corporation tenant to live independently (see Toronto Seniors **Housing Corporation's** *Vulnerability Definition Policy*).

Policy Details

Equity Impact Statement

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

Use of non-residential space must not conflict with Toronto Seniors **Housing Corporation's** policies, including but not limited to Toronto

Seniors Housing Corporation's *Human Rights, Harassment and Fair Access Policy* or with applicable legislation including but not limited to the *Code* and *AODA*.

Eligibility Criteria for Use of Space

Tenants and tenant-led groups must satisfy all eligibility criteria in order to be considered for use of non-residential space.

Community Events and Non-Exclusive Use of Space

In order to be eligible for community events and non-exclusive use of space, tenants and tenant-led groups must:

1. primarily serve and benefit tenants by meeting a community need or priority; and
2. have a mandate and conduct activities that do not conflict **with Toronto Seniors Housing Corporation's mission or policies**, or with applicable legislation including but not limited to the *Code*, *AODA* and the *RTA*.

Private Events

In order to be eligible for private events, tenants and tenant-led groups must conduct activities that do not conflict with **Toronto Seniors Housing Corporation's mission or policies, or with applicable legislation** including but not limited to the *Code*, *AODA* and the *RTA*.

Allocation and Decision-Making

Toronto Seniors Housing Corporation is responsible for allocation and decision-making for use of non-residential space. Community Engagement Staff, in consultation with Regional Office, Fire Life Safety & Risk Management Department and Commercial Business Unit, are tasked with assessment and approval of use of space agreements.

Fees and Rental Charges

The following outlines fees, rental charges and costs for use of non-residential space:

Private Events

As determined by Toronto Seniors Housing Corporation, tenants and tenant-led groups holding a private event will be charged a fee for use of the non-residential space, as per the fee schedule included in the *Non-Residential Use of Space Procedures – Private Events*.

Community Events

Tenants and tenant-led groups holding a community event will not be charged a fee for use of the non-residential space.

Non-Exclusive Use of Space

Tenants and tenant-led groups entering into non-exclusive use of space agreements will not be subject to cost-recovery or rent charges to occupy the agreed upon non-residential space for the prescribed programs and/or services.

Vulnerable Sector Screening Requirements

When providing programs and services to vulnerable tenants, all tenants and tenant-led groups must complete a Toronto Police **Service Vulnerable Sector Screening (“VSS”)** for each individual providing such programs and services.

Toronto Seniors Housing Corporation, at any time and in its sole discretion, shall be entitled to inspect all documentation and records relating to any tenant or tenant- **led group’s completion of VSS’s and to verify that all VSS’s have been completed.**

Insurance Requirements

All tenants and tenant-led groups using community or recreational space must obtain valid and appropriate insurance as required by Toronto Seniors Housing Corporation and provide proof of coverage for the duration of the term of the use of space agreement. Tenants and tenant-led groups are required to have insurance coverage

before entering into a use of space agreement.

Eligibility for Toronto Seniors Housing Corporation's Insurance Coverage

Tenants and tenant-led groups entering into use of space agreements may be eligible for coverage under Toronto Seniors Housing Corporation's insurance policy.

To be considered for eligibility, the tenant or tenant-led group must submit a completed application to use non-residential space to Toronto Seniors Housing Corporation's Fire Life Safety & Risk Management Department for review and consideration at least 30 days prior to the event or first date of a recurring event or as otherwise advised by Toronto Seniors Housing Corporation.

Ineligibility for Toronto Seniors Housing Corporation's Insurance Coverage

Private events are not eligible for coverage under Toronto Seniors Housing Corporation's Insurance Coverage. **If the tenant or tenant-led group is ineligible for coverage under Toronto Seniors Housing Corporation's insurance policy, the tenant or tenant-led group is required to obtain the appropriate insurance and provide proof of insurance coverage before entering into a use of space agreement.**

Monitoring and Evaluation

All use of space agreements are subject to check-in meetings with Toronto Seniors Housing Corporation staff to ensure that the programs or services offered by tenants and tenant-led groups meet the objectives of this Policy.

Tenants and tenant-led groups will have at least one check-in meeting during the term of the use of space agreement.

Tenants and tenant-led groups are required to track and report on specific metrics as outlined in the use of space agreement.

Compliance

Community Engagement Staff is tasked with assessment, review and monitoring of this Policy.

Community Engagement Staff, in consultation with the Regional Office and Fire Life Safety & Risk Management Department is responsible for monitoring staff activity to ensure compliance with this Policy and related procedures.

Governing and Applicable Legislation

Includes, but is not limited to:

- *Accessibility for Ontarians with Disabilities Act, 2005, SO 2005, c 11*
- *Human Rights Code, RSO 1990, c H19; and*
- *Residential Tenancies Act, 2006, SO 2006, c 17.*

Related Policies and Procedures

- Elections Policy
- Human Rights, Harassment and Fair Access Policy
- Non-Residential Use of Space Policy for Agencies
- Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups
- Use of Distribution and Allocation of the Use of Space Funds Policy
- Vulnerability Definition Policy
- Vulnerability Operational Guideline

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:			
Revision #1			

Next Scheduled Review Date:

Item # 7

**Attachment # 11
Non-Residential Use of Space Policy for
Agencies**

TORONTO SENIORS HOUSING CORPORATION (TSHC) Non-Residential Use of Space Policy for Agencies

Policy Owner:	Human Resources
Approval By:	Board of Directors
First approved:	
Effective Date:	

Policy Statement

Eligible agencies may use Toronto Seniors Housing Corporation's non-residential spaces for community and programming activities. The objective of this policy is to govern the use of non-residential space by agencies who are providing programs and services to tenants. The proper allocation and use of these non-residential spaces helps Toronto Seniors Housing Corporation the community's needs.

The purpose of this Non-Residential Use of Space Policy for Agencies is to set out the terms, conditions and objectives of agencies using non-residential space.

This Policy:

- Establishes eligibility criteria, conditions and restrictions applicable to use of non-residential space;
- Balances the need for equitable allocation of non-residential space with the need to maximize its revenue-generating potential, at no increased financial cost to Toronto Seniors Housing Corporation;
- Ensures that use of non-residential space serves the needs of tenants and supports Toronto Seniors Housing Corporation and
- Promotes good tenant/customer service-focus, accountability, equity, inclusivity, transparency, community empowerment, community improvement and sustainability for Toronto Seniors Housing Corporation.

This Policy should be read together with the related procedures.

Scope

This Policy applies to:

- Agencies;
- Toronto Seniors Housing Corporation employees;
- Service providers under contract with Toronto Seniors Housing Corporation
- Non-residential space owned or operated by Toronto Seniors Housing Corporation.

This Policy does not apply to:

- Tenants and tenant led-groups (For more information please refer to the *Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups*);
- Request for Expressions of Interest (REOI); and
- Residential space.

Values

Agencies' use of non-residential space is guided by the following values:

1. **Tenant/Customer Service-Focused** – Tenants are at the heart of everything that Toronto Seniors Housing Corporation does. Non-residential space must be used in a way that is inclusive and improves the lives of tenants, by helping to connect tenants to programs, supports and services and/or generating revenue to help maintain buildings.
2. **Accountability** – Agencies are responsible for following the terms and conditions and delivering the programming outlined in their use of space agreements.
3. **Equity and Inclusivity** – Toronto Seniors Housing Corporation will be fair and equitable in the allocation and oversight of the use of non-residential space and, as much as possible, ensure programming offered by agencies is available to all tenants and does not unreasonably exclude any group or individual.
4. **Respect** – Toronto Seniors Housing Corporation expects that agencies will demonstrate respect for tenants, staff and community members while using non-residential space. Agencies must comply with all applicable policies including Toronto Seniors Housing Corporation's *Human Rights, Harassment and Fair Access Policy*, and all applicable legislation including the Ontario *Human Rights Code*, RSO 1990, c H19 (the "Code") and *Accessibility for Ontarians with Disabilities Act, 2005*, SO 2005, c 11 (the "AODA").
5. **Transparency** – Toronto Seniors Housing Corporation will make and communicate decisions about use of non-residential space clearly and fairly.
6. **Tenant Involvement** – Agencies are responsible for maximizing tenant involvement in programs and services.
7. **Community Improvement** – Toronto Seniors Housing Corporation will use the funds

acquired through the rental of non-residential space for private events for community building and engagement purposes or as otherwise specified by Toronto Seniors Housing Corporation's *Use of Distribution and Allocation of the Use of Space Funds Policy*.

8. **Sustainability** – Toronto Seniors Housing Corporation will strive to maximize the value of its non-residential space when licensing or leasing non-residential space to agencies by taking into account, among other things, financial considerations and value to tenants provided via programming or other contributions.

Definitions

Agency: In this Policy, an agency is an incorporated not-for-profit organization, a registered charity with the Canada Revenue Agency, a healthcare service provider as defined by the *Regulated Health Professions Act*, 1991, SO 1991, c 18, a City of Toronto department or subsidiary.

Community Event: A one-time event:

- that is open to all tenants;
- that is free or charges a nominal fee; and
- where the activities and purpose of the event are to provide tenant support and/or engagement.

Community Space: Common space within a Toronto Seniors Housing Corporation building that is not designated for commercial, retail, or industrial use.

Community Space is always the main (usually the largest) or only common space in a Toronto Seniors Housing Corporation building.

Exclusive Use of Space: Use of commercial or recreational space by an agency where it is the sole occupant for a defined period of time to provide programs, services, and activities that benefit tenants and which support Toronto Seniors Housing Corporation's strategic priorities as outlined in our Strategic Plan.

Nominal Fee: A small amount of money charged for participation in a program or service which is used to recover costs associated with providing the program or service.

Non-Exclusive Use of Space: Shared use of non-residential space by tenants, tenant-led groups, and agencies at various times of the day or week on a recurring basis to provide programs, services, and activities that benefit tenants and which support Toronto Seniors Housing Corporation's strategic priorities as outlined in our Strategic Plan.

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

- community space;
- recreational space; or
- commercial space.

One-Time Use of Space: Use of non-residential space by an agency for a defined, nonrecurring time period for a community event.

Private Event: A one-time event that is not open to all tenants or the public such as a birthday party or a wedding. Agencies are not permitted to hold private events.

Recreational Space: Space within a Toronto Seniors Housing Corporation building that is not designated for commercial, retail or industrial purposes. Recreational space is supplementary to community space, and is not the main or only common space in a Toronto Seniors Housing Corporation building.

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

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

Vulnerable Tenants: Tenants who are vulnerable due to the interaction between the challenges that the tenant faces in fulfilling their obligations as a residential tenant and the resources that they can access while facing those challenges.

Vulnerability may affect the ability of a Toronto Seniors Housing Corporation tenant to live independently (see Toronto Seniors Housing Corporation’s *Vulnerability Definition Policy*).

Policy Details

Equity Impact Statement

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

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

Eligibility Criteria for Use of Space

Agencies must satisfy all eligibility criteria in order to be considered for use of non-residential space.

Community Events, Non-Exclusive and Exclusive Use of Space

In order to be eligible for community events, non-exclusive and exclusive use of space, agencies must:

1. primarily serve and benefit tenants by meeting a community need or priority; and
2. have a mandate and conduct activities that do not conflict with Toronto Seniors Housing Corporation's mission or policies, or with applicable legislation including but not limited to the *Code*, *AODA* and the *RTA*.

Allocation and Decision-Making

Toronto Seniors Housing Corporation is responsible for allocation and decision-making for use of non-residential space. Community Engagement Staff, in consultation with Regional Offices, Fire Life Safety & Risk Management Department and Commercial Business Unit, are tasked with assessment and approval of use of space agreements.

Fees and Rental Charges

The following outlines fees, rental charges and costs for use of non-residential space:

Community Events and Non-Exclusive Use of Space

An agency holding a community event or entering into a non-exclusive use of space agreement will not be charged a fee for use of the non-residential space.

Exclusive Use of Space

An agency entering into an exclusive use of space agreement will be charged a rental fee of:

1. Full cost-recovery of all operating costs, including utilities and realty taxes ("operating costs");
2. Below-market rent and operating costs; or
3. Market rent and operating costs.

Toronto Seniors Housing Corporation reserves the right to determine the applicable rental fee based on an assessment of the value of the programs and services being provided to tenants by the agency.

Vulnerable Sector Screening Requirements

When providing programs and services to vulnerable tenants, all agencies must at

their own expense, complete a Toronto Police Service Vulnerable Sector Screening (“VSS”) for each individual providing such programs and services.

Toronto Seniors Housing Corporation, at any time and in its sole discretion, shall be entitled to inspect all documentation and records relating to any agency’s completion of VSS’s and to verify that all VSS’s have been completed.

Insurance Requirements

All agencies using non-residential space must obtain the appropriate insurance and provide proof of insurance coverage.

Monitoring and Evaluation

All use of space agreements are subject to check-in meetings with Toronto Seniors Housing Corporation staff to ensure that the programs or services being offered by agencies meets the objectives of this Policy.

Agencies will have at least one check-in meeting during the term of the use of space agreement.

Agencies are required to track and report on specific metrics as outlined in the use of space agreement.

Compliance

Community Engagement Staff is tasked with assessment, review and monitoring of this Policy.

Community Engagement Staff, in consultation with the Regional Office, Fire Life Safety & Risk Management Department and Commercial Business Unit is responsible for monitoring staff activity to ensure compliance with this Policy and related procedures.

Governing and Applicable Legislation

Includes, but is not limited to:

- *Accessibility for Ontarians with Disabilities Act, 2005, SO 2005, c 11;*
- *Commercial Tenancies Act, RSO 1990, c L7;*
- *Human Rights Code, RSO 1990, c H19; and*
- *Residential Tenancies Act, 2006, SO 2006, c 17.*

Related Policies and Procedures

- Elections Policy

- Human Rights, Harassment and Fair Access Policy
- Non-Residential Use of Space Policy for Agencies
- Non-Residential Use of Space Policy for Tenants and Tenant-Led Groups
- Use of Distribution and Allocation of the Use of Space Funds Policy
- Vulnerability Definition Policy
- Vulnerability Operational Guideline

Commencement and Review

Revision	Date	Description of changes	Approval
First approval:			
Revision #1			

Next Scheduled Review Date:

Item # 7

Attachment 12a

Tenant Representative Code of Conduct

TORONTO SENIORS HOUSING CORPORATION (TSHC) Tenant Representative Code of Conduct

Policy Owner:

Date Approved:

Type: Guidelines

Approved By:

Last Reviewed:

Guidelines Summary

These guidelines provide a framework within which Toronto Seniors Housing Corporation can meet the following objectives:

- Outline and standardize the code of conduct of Tenant Representatives
- Support activities that will enable Tenant Representatives and Tenant Councils to become more involved in governance and decision-making in their communities

Guidelines Statement

Through tenant engagement initiatives, Toronto Seniors Housing Corporation facilitates the participation of tenants in issues that have an impact on their buildings and their communities. In meeting its mission, Toronto Seniors Housing Corporation applies its resources to support meaningful engagement, reduce barriers and spark social change.

Tenant representatives have a special role in creating healthy communities; in advocating for the interests of tenants; and providing inputs to management and staff in the local decision-making process. Tenant Representatives are not, however, responsible for decisions

made by Toronto Seniors Housing Corporation and are not agents of the organization.

This Code of Conduct is intended to standardize the day-to-day conduct of Tenant Representatives. Toronto Seniors Housing Corporation abides by a number of laws and policies, which are appended for reference.

Tenant Representatives have a responsibility to act in good faith when representing their communities.

Purpose

The purpose of these guidelines is to outline and standardize the code of conduct of Tenant Representatives while maintaining high ethical standard, good judgment, accountability and conduct for Tenant Representatives.

Scope

These guidelines apply to all Tenants Representatives of Toronto Seniors Housing Corporation who act on behalf of, or represent other tenants within Toronto Seniors Housing Corporation bodies, workgroups, issues-based groups, committees, or other forums.

A Tenant Representative is any individual, residing in a Toronto Seniors Housing Corporation unit who is formally elected/acclaimed through the Tenant Engagement System. The Tenant Representative acts as a liaison between Toronto Seniors Housing Corporation and the individuals and communities they represent.

Values

Maintain high ethical standard, good judgment, accountability and conduct for Tenant Representatives.

Standards

Health Promotion Officer/Youth Engagement Coordinator are responsible for supporting Tenant Representatives to adhere to this code of conduct.

Guidelines Details

Respecting the Different Roles of Tenant Representatives and Staff

- Tenant Representatives and staff will respect their mutual roles and responsibilities
- Toronto Seniors Housing Corporation will not give tenant representatives any special benefit or consideration because of their position
- Tenant Representatives do not have authority over staff or other tenants
- Staff are accountable for meeting their commitments to tenant representatives in the context of joint activities
- All interactions between Tenant Representatives and staff will be governed by principles of respect and the understanding that Tenant Representatives and staff have different roles in the organization
- Arising conflicts or concerns should be processed using established channels. (i.e. Community Standards, Human Rights and Equity)

Conflict of Interest

A Conflict of Interest occurs when personal or business interests affect **a Tenant Representative's ability to fairly and objectively represent the best interests of all tenants**. The interest may benefit family, friends or a business enterprise with which the Tenant Representative is associated. *(For example, participation on a hiring panel when a relative, friend or business associate is applying for a job or a contract with Toronto Seniors Housing Corporation or any of its subsidiaries).*

Tenant Representatives:

- Must not use their position for personal gain. (*For example, they will not use their position to market/promote any business opportunities without prior approval from Toronto Seniors Housing Corporation*)
- Must not use confidential information that they have access to because of their position. (*For example, they will not share confidential information about a contract or potential vendor or supplier*)
- Must not use Toronto Seniors Housing Corporation materials or facilities for personal gain. (*For example, they will not rent out Toronto Seniors Housing Corporation office space or equipment, or use Toronto Seniors Housing Corporation office space for their own business or commercial activities*)
- Must not be a full-time staff member of Toronto Seniors Housing Corporation or its subsidiaries
- Personal gain also means gains for a family member or friend of the Tenant Representative

Declaration of Conflict of Interest All Tenant Representatives must identify to Toronto Community Housing and/or other Tenant Representatives when they are in a possible conflict of interest and must abstain themselves from any discussion or decision on matters in which they have or may have a conflict of interest.

Diligence in Carrying out Responsibilities

Tenant Representatives who are acting on behalf of other tenants are in a position of trust.

Tenant Representatives:

- May seek reimbursement only for legitimate, agreed upon expenses incurred in the performance of the position. (*For example, travel expenses*)
- Must, when money is involved :

- Take reasonable care in management and accounting of funds by submitting receipts to the Health Promotion Officer/Youth Engagement Coordinator within 14 days of an event (*For example: if you spend \$100.00 on a community barbeque, you must submit \$100.00 of receipts to the Health Promotion Officer/Youth Engagement Coordinator no more than 14 days after the event*) *See, Expense Reconciliation Procedures for Toronto Seniors Housing Corporation Tenant*
- Report back on the event to the Neighborhood Council with details of expenditures. *See, Expense Reconciliation Procedures for Toronto Seniors Housing Corporation Tenant*
- Take reasonable care and precautions where property and materials or facilities are made available for use

If you fail to strictly adhere to these guidelines, you are considered in breach of the Code of Conduct (breaches involving Toronto Seniors Housing Corporation funds are considered severe) and subject to removal from the office of Tenant Representative.

Harassment

Harassment means improper comment or conduct that a person knows or ought to know would be unwelcome, offensive, embarrassing or hurtful or any violation of the Human Rights, Harassment and Fair Access Policy.

Tenant Representatives:

- Must not exert or attempt to exert undue or inappropriate influence on tenants or staff or behave in a manner that may reasonably be perceived as intimidating or threatening
- Must not try to influence outcomes (such as how a tenant might vote) with threats, bribes or undue pressure
- Must not behave in an abusive way towards other tenants or staff, including but not limited to the following:

- Initiating or spreading hurtful rumors
- Swearing at someone (includes using obscene language, name calling etc.)
- Using insulting behaviour (includes words and gestures)
- Electronic or physical display of pornography
- Making physical threats
- Assaulting someone physically or sexually
- Creating unwanted sexual advances
- Making threatening gestures or remarks
- Or any other violation of the Human Rights, Harassment and Fair Access Policy

If you fail to strictly adhere to this responsibility, you are considered in breach of the Code of Conduct (breaches involving harassment are considered severe) and subject to removal from the office of Tenant Representative.

Discrimination

Discrimination is any practice or behaviour, whether intentional or not, which has a negative effect on an individual or group based on prohibited grounds including but not limited to: disability, gender, race, receipt of **public assistance, sexual orientation) unrelated to the person's abilities** or objective considerations relating to the decision that is to be made.

Discrimination can arise as a result of direct or indirect unequal treatment of another or the affects of unequal treatment of others.

In order to avoid acts of discrimination treat all tenants equally.

Tenant Representatives:

- Must respect the dignity and rights of all tenants and staff.

- Must conduct their business as Tenant Representative in a way that is inclusive of all tenants.

If you fail to strictly adhere to this responsibility, you are considered in breach of the Code of Conduct (breaches involving discrimination are considered severe) and subject to removal from office within the Tenant Engagement System.

Breach of the Code of Conduct The Code of Conduct for Tenant Representatives was developed as a reference to guide tenant representatives in fulfilling their defined roles and responsibilities.

Reporting Violations of the Code of Conduct

It is the shared responsibility of staff and Tenant Representatives to ensure that the Community Standards are implemented and maintained. Remedies must be sought when the Community Standards are violated using established channels, including but not limited to the Toronto Seniors Housing Corporation Tenant Complaint Process and the Human Rights and Equity Unit.

Implementation of the Code of Conduct

- The Code of Conduct for Tenant Representatives will be communicated to all tenants as part of the Tenant Engagement System, in the languages identified for tenant communication.
- It is the Tenant Representative's responsibility to review and understand the contents of the Tenant Representative Code of Conduct Guidelines and seek whatever clarification from the appropriate staff.

Compliance

- The Code of Conduct for Tenant Representatives will be communicated to all tenants as part of the Tenant Engagement System, in the languages identified for tenant communication.
- **It is the Tenant Representative's responsibility to review and understand the contents of the Tenant Representative Code of Conduct Guidelines and seek whatever clarification from the appropriate staff.**
- Action will be taken against Tenant Representatives who do not follow these guidelines, including removal.
- In certain circumstances, Tenant Representatives in breach of the Code of Conduct may also be violators of legislation which could result in other sanctions as dictated by law (*For example: violation of the Ontario Human Rights Code*).

Governing and Applicable Legislation

- Housing Services Act
- Ontario Human Rights Code
- Ontario Tenant Protection Act
- Municipal Freedom of Information & Protection of Privacy Act

Related Policies and Procedures

- Community Standards
- Roles and Responsibilities for Tenant Representatives
- Human Rights, Harassment and Fair Access Policy
- Accessibility for Tenants
- Tenant Complaint Process
- Eviction Prevention Policy
- Distribution and Allocation of Use of Space Funds Policy
- Distribution of Tenant Council Funds Policy
- Translation and Interpretation Policy
- Community Management Plan
- Board Deputation Process

- Tenant Transfer Policy
- Pest Control Strategy
- Close Captured TV Policy
- **Shareholder's** Agreement
- Mental Health Framework
- Toronto Seniors Housing Corporation Staff Code of Conduct
- Race Relations & Multicultural Policy
- Anti-Ableism Policy
- Expense Reconciliation Procedures for Toronto Seniors Housing Corporation Tenants Guidelines

Commencement and Review

- Commencement
These guidelines take effect on _____
- Next Review Date :

Item # 7

Attachment # 12b Roles and Responsibilities for Tenant Representatives

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Roles and Responsibilities for Tenant Representatives

Policy Owner:
Date Approved:
Approved By:
Last Reviewed:

Guidelines Summary

These guidelines provide a framework within which Toronto Seniors Housing Corporation can meet the following objectives:

- Outline the roles and responsibilities of Tenant Representatives
- Maintain high ethical standards, good judgement, and accountability, as well as commitments of Tenant Representatives
- Support activities that will enable Tenant Representatives and Tenant Councils to become more involved in governance and decision-making in their communities

Guidelines Statement

Through tenant engagement initiatives, Toronto Seniors Housing Corporation facilitates the participation of tenants in issues that have an impact on their buildings and their communities. In meeting its mission, Toronto Seniors Housing Corporation applies its resources to support meaningful engagement, reduce barriers and spark social change.

Tenant Representatives represent the interests of all the tenants in their building or complex. Tenant Representatives must treat all tenants equally, with respect and dignity, this includes but not limited to: race ancestry, place of origin, colour, ethnic origin, citizenship, creed or religion, sex, sexual orientation, same-sex partnership status, gender identity, age, marital status, family status, receipt of public assistance, political affiliation or disability.

Purpose

The purpose of these guidelines is to outline the roles and responsibility of Tenant Representatives.

Scope

These guidelines apply to all elected Tenant Representatives when carrying out their duties as a Tenant Representative.

Commitment

Maintain high ethical standard, good judgment, accountability and conduct for Tenant Representatives.

Standards

Community Service Coordinators are responsible for supporting Tenant Representatives to carry out their roles and responsibilities.

Guidelines Details

Get To Know What Issues Are Important To the Community

It is the Tenant Representative's role to:

- Encourage tenants to talk about what is important to them by organizing meetings and community events in partnership with staff and tenant groups
- Keep an open and ongoing dialogue with tenants and staff in their building or complex regarding community issues
- Get to know the local community agencies and partners through your Community Service Coordinator
- Represent tenants on different issues that affect the community and neighbourhood

Tenant Representatives are responsible for:

- Regularly attending Council meetings
- Participating actively and sharing ideas with other Tenant Representatives
- Addressing the needs and concerns of all the tenants in the community at Council meetings
- Helping to develop community plans for Councils
- Being prepared and on time for Council meetings. (e.g. read previously provided material before the meeting, review agenda, arrive before meetings begins etc.)
- Not missing more than three Council meetings per calendar year

Keep Tenants Informed

Tenant Representatives are responsible for:

- Providing regular updates to communities on Toronto Seniors Housing Corporation initiatives
- Actively participating at building meetings throughout year
- Promoting the availability of Use of Space Funds and Tenant Council Funds for their community

Building Meetings

- Tenant Representatives will participate in meetings with their local staff on numerous issues regarding their community

Make Connections

It is the role of the Tenant Representative to:

- Network, connect, and liaise with other Tenant Representatives
- Link with other tenant groups

- Develop links with community organizations and other partners or issue-based groups

Advocate for Change

Advocacy is an important part of the Tenant Representative role. Tenant Representatives should:

- Advocate for tenant rights on topics of interest to their constituents
- Invite staff and community partners to attend meetings
- Advocate on behalf of tenants regarding systemic issues
- Encourage healthy communities by building on the strengths of tenants and encouraging others to become more active members of their community
- Host community meetings on tenant identified issues like:
 - Pest control
 - Safety concerns
 - Environmental concerns
 - Recycling Initiatives

Resources and Supports

Tenant Representatives need to make sure they know what resources and supports are available to them.

Accordingly, Tenant Representatives should:

- Become familiar with Toronto Seniors Housing Corporation policies
- Familiarize themselves with the orientation for Tenant Representatives, Toronto Seniors Housing Corporation structure, budget, staff roles, Unit structure and Tenant Engagement Structure (eg. Neighbourhood Council, issue-based groups, and work groups)
- Utilize the Tenant Council Funds to improve their leadership skills and for community development initiatives

Set Some Limits

Remember you are a volunteer and no one is expecting you to work full time. This is not a paid position and you should enjoy this opportunity.

Compliance

Action will be taken against Tenant Representatives who do not follow these guidelines, up to removal from the Tenant Representative position.

Governing and Applicable Legislation

- Housing Services Act
- Ontario Human Rights Code
- Ontario Tenant Protection Act
- Municipal Freedom of Information & Protection of Privacy Act

Related Policies and Procedures

- Community Standards
- Tenant Representatives Code of Conduct
- Human Rights, Harassment and Fair Access Policy
- Accessibility for Tenants
- Tenant Complaint Process
- Eviction Prevention Policy
- Distribution of Tenant Funds Policy
- Mental Health Strategy
- Toronto Seniors Housing Corporation Staff Code of Conduct

Commencement and Review

- Commencement
These guidelines take effect on _____
- Next Review Date : _____

Item # 7

Attachment # 12c Removal of a Tenant Representative

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Removal of a Tenant Representative

Policy Owner:	Date Approved:
Type: Guidelines	Approved By:
	Last Reviewed:

Guidelines Summary

These guidelines provide a framework within which Toronto Seniors Housing Corporation can meet the following objectives:

- Outline consistent procedures for removal of a Tenant Representatives across the organization
- Maintain high ethical standard, good judgment, and accountability for Tenant Representatives
- Support activities that will enable Tenant Representatives and Tenant Council to become more involved in governance and decision-making in their communities

Guidelines Statement

Through tenant engagement initiatives, Toronto Seniors Housing Corporation facilitates the participation of tenants in issues that have an impact on their buildings and their communities. In meeting its mission, Toronto Seniors Housing Corporation applies its resources to support meaningful engagement, reduce barriers and spark social change.

The Tenant Representative position is a volunteer position, not a compensated position. Tenant Representatives have a responsibility to act in good faith when representing their communities.

There may be times when Tenant Representatives are unable to fulfill these roles or meet their responsibilities and removal is required.

Purpose

The purpose of these guidelines is to outline consistent procedures for removal of a Tenant Representatives across the unit.

Scope

These guidelines apply to all Tenant Representatives.

Values

Maintain high ethical standard, good judgment, accountability and conduct for Tenant Representatives.

Standards

Manager, Access and Support is responsible for the process of determining if the Code of Conduct has been breached.

Manager, Access and Support is responsible for determining the severity of the breach.

Manager Access and Support is responsible for creating resolution plans when applicable and or removal when applicable.

Guidelines Details

Process for Determining a Breach of the Tenant Representative Code of Conduct

This process is guided by the principles set out in Toronto Seniors **Housing Corporation's Community Standards.**

The Community Standards are guidelines by which tenants, staff, community partners and contractors agree to live and work in Toronto Seniors Housing Corporation communities.

The complete process from receipt of an alleged breach of the Tenant Representative Code of Conduct to the resolution of the matter shall not exceed 60 days. Reasonable exceptions can apply upon review by staff.

Staff should make reasonable efforts to communicate to all individuals involved and it should be done in an accessible manner. *For Example:* preferred languages, large print, Braille etc.

Procedure for Reviewing a Reported Tenant Representative Code of Conduct Breach

A breach of the Tenant Representative Code of Conduct must be reported to the local staff or through the Tenant Support Centre when staff are not available. The staff must document the complaint and respond within three business days to all individuals involved. The response should notify all individuals involved that an alleged breach of the Code of Conduct has been reported.

1. After notifying all involved individuals in writing, staff must assess and clarify the issue(s) with all parties.
2. The recipient staff must try to resolve the issue at the local level.
3. If the alleged breach of the Code of Conduct cannot be appropriately resolved at the local level, it will be escalated to the Manager, Access and Support (or their delegated staff).
4. The Manager, Access and Support will :
 - confirm the individuals involved in the complaint
 - meet with all individuals involved (separately)
 - assess and clarify the issue(s)
 - give all individuals involved opportunity to present their position in writing
 - give all individuals involved an opportunity to be accompanied by support persons
 - document each meeting in Easy Trac
 - escalate the matter to their Assistant General Manager if there is a conflict of interest.
5. Upon completion of the meetings the Manager, Access and Support will :
 - Document the outcomes using the standard template and update

- the EasyTrac file
- Provide copies of the findings (see Appendix 1) to all individuals involved
- Give all individuals involved an additional opportunity to respond to the findings in writing within 14 business days
- Make a determination as to whether a breach of the Code of Conduct has occurred

Breach of the Tenant Representative Code of Conduct

If there is a determined breach of the Code of Conduct based on the outcomes of the process listed above, the Manager, Access and Support will:

- Create a *Resolution Plan* with the Tenant Representative when a breach is of low or intermediate severity
- Prepare and send a removal Letter to the Tenant Representative when a breach is of high severity
- Make sure that the impacted Tenant Representative has been given an additional opportunity to respond to the findings in writing within 14 business days of the decision

Determining Severity of the Breach of the Tenant Representative Code of Conduct

Toronto Seniors Housing Corporation's Community Standards describe different levels of severity for unacceptable behaviors. The Manager, Access and Support will use these descriptions as a guide to determine the applicable level of severity of the breach of the Tenant Representative Code of Conduct.

The following are a few examples:

Low Severity and Intermediate severity: *exerting undue or inappropriate influence on tenants and staff, unintentional conflict of interest, unintentional discrimination, unintentionally violating privacy rights.*

High Severity: *intentional conflict of interest, intentionally behaving in a manner that is intimidating or threatening, intentional discrimination/ harassment, or intentionally violating privacy rights.*

Creating a Resolution Plan for Intermediate and Low Severity Breaches of the Tenant Representative Code of Conduct

When a breach in the Code of Conduct is not severe, a *Resolution Plan* is required to provide the Tenant Representative an opportunity to change their actions. The Resolution Plan will be created together with the Tenant Representative (and their supports) and the Manager, Access and Support (or their delegated staff).

The *Resolution Plan* will:

- Explain the breach
- Notify the Tenant Representative that they have a right to bring a support person who is not involved
- State the agreed upon outcomes
- Determine what other support(s) the Tenant Representative may need to agree achieve agreed upon outcomes
- Identify reasons why support is critical to success
- List the goals
- Set reasonable timeline for completion- no more than 30 days
- Communicate that failure to complete or follow the Resolution Plan will result in removal from the office of Tenant Representative

If the Tenant Representative does not accept the terms of the Resolution Plan, they will be issued a letter of removal.

Removal for High Severity Breaches of the Tenant Representative Code of Conduct

When a breach of the Code of Conduct is determined to be of high severity, the Tenant Representative will be issued a Removal Letter which will be attached in EasyTrac. This letter will notify the Tenant Representative of the following:

- The Tenant Representative has been removed from their position
- The reason for removal
- The Tenant Representative is not eligible to participate in the by-election for the vacant position
- The Tenant Representative is not eligible to participate in the The election for the next full term (3 year term) of office
- The removal of the Tenant Representative is immediate

upon receipt of the Removal achieve agreed upon outcomes

- The Tenant Representative will reconcile any outstanding Council funds within three business days

When the Tenant Representative is removed, the Manager, Access and Support:

- Communicate to the community that the Tenant Representative has been removed using a standard sign to be posted on bulletin boards
- Create a community health plan to address the impacted individuals and the community as a whole

Fictitious or Unsubstantiated Alleged Breaches of the Tenant Representative Code of Conduct

If the report of a breach is determined to be fictitious or unsubstantiated, then the Manager, Access and Support will notify all individuals involved in writing that the process is considered completed without cause and will:

- create a community health plan to address the impact on individuals and the community as a whole

If the report is determined to be fictitious, the reporting individual could be penalized subject to Ontario Human Rights Code; and the **Toronto Seniors Housing Corporation's Community Standards**; the Tenant Representative Code of Conduct; the Staff Code of Conduct; or the Human Rights; Harassment and Fair Access Policy or any other applicable policies or legislations.

Ineligibility after Removal

A Tenant Representative is ineligible to participate in any by-election for the vacated position whether caused by their removal or resignation. Any person who has been removed from the position of Tenant Representative or has resigned from a Tenant Representative position is ineligible to become a Tenant Representative for the remainder of the current term and the immediate next term, in their or any other Toronto Seniors Housing Corporation community.

Removal can impact the Tenant Representative's participation in other facets of the Tenant Engagement System. The Manager, Toronto Seniors Housing Corporation will review and discuss eligibility with the Tenant Representative in other facets of the Tenant Engagement System.

The Manager, Toronto Seniors Housing Corporation will review and prepare a written response to findings if there is a conflict of interest with the staff managing the process.

Compliance

Action will be taken against Tenant Representative who breach the Tenant Representative Code of Conduct including removal from the position of Tenant Representative and may also be accountable to the Ontario Human Rights Code. All Code of Conduct breaches are determined by an equitable and fair process.

Fictitious complaints of breaches of the code of conduct will be penalized subject to Ontario Human Rights Code; and the Toronto Seniors Housing **Corporation's Community Standards; the**

Tenant Representative Code of Conduct; the Staff Code of Conduct; or the Human Rights; Harassment and Fair Access Policy or any other applicable policies or legislations.

Definitions

Staff includes Engagement Community Service Coordinators or any other designated employees of Toronto Seniors Housing Corporation.

Governing and Applicable Legislation

- Municipal Freedom of Information & Protection of Privacy Act
- Housing Services Act
- Ontario Human Rights Code
- Ontario Tenant Protection Act

Related Policies and Procedures

- Community Standards
- Roles and Responsibilities for Tenant Representatives
- Tenant Representative Code of Conduct

- Human Rights, Harassment and Fair Access Policy
- Accessibility for Tenants
- Tenant Complaint Process
- Eviction Prevention Policy
- Distribution and Allocation of Use of Space Funds Policy
- Distribution of Tenant Council Funds Policy
- Translation and Interpretation Policy
- Board Deputation Process
- Tenant Transfer Policy
- Close Captured TV Policy
- **Shareholder's** Agreement
- Mental Health Strategy
- Toronto Seniors Housing Corporation Staff Code of Conduct

Commencement and Review

- Commencement
These guidelines take effect on _____
- Next Review Date : _____
-

Item # 7

Attachment # 12d

Distribution of Tenant Council Funds

TORONTO SENIORS HOUSING CORPORATION (TSHC)

Distribution of Tenant Council Funds

Policy Owner:	Date Approved:
Type:	Approved By:
	Last Reviewed:

Policy Summary

This policy provides a framework within which Toronto Seniors Housing Corporation can meet the following objectives:

- Support activities that will enable Tenant Representatives and Tenant Councils to become more involved in governance and decision-making in their communities
- Ensure that funds allocated for Tenant Councils use are equitably distributed to each Operating Unit for further distribution to the Tenant Councils within the Operating Unit

Policy Statement

Through tenant engagement initiatives, Toronto Seniors Housing Corporation facilitates the participation of tenants in issues that have an impact on their buildings and their communities. In meeting its mission, Toronto Seniors Housing Corporation applies its resources to support meaningful engagement, reduce barriers and spark social change.

Tenant Council Funds are an annual grant to the Operating Unit Tenant Council which is focused on building tenant leadership. Toronto Seniors Housing Corporation tenants are eligible to apply for the Tenant Council Funds through the local Tenant Council for community building and engagement purposes.

Purpose

The purpose of this policy is to ensure an equitable process in allocating Tenant Councils funds locally.

Scope

This policy applies to staff, Tenant Representatives and tenant leaders who apply for Tenant Council Funds through their local Tenant Councils to enhance capacity in representing constituencies and engaging neighbours and communities.

Values

As in all financial transactions at Toronto Seniors Housing Corporation, high ethical standards, good judgment, and accountability, as well as a commitment to due diligence and transparency.

Standards

Community Services Coordinators are responsible for supporting Tenant Councils in allocating funds and reconciling expenditures.

Policy Details

Distribution of Tenant Council Funds

Every January, each Operating Unit Tenant Council will receive a budget amount. The amount is based on the number of tenants living in their Operating Unit on the last day of November of the previous year.

The distribution formula:

Available Funds X OU % of Tenant Population = OU Tenant Council Fund

Allocation of Tenant Council Funds

Funds must be allocated to activities that assist Tenant Councils, individual council members, and tenant leaders to enhance their

capacity in representing their constituencies. Use of Tenant Council funds cannot personally benefit an applicant through the form of pay, a stipend, honorarium, wage, or purchase of goods/services or any other items that are deemed to be or can be perceived to be a conflict of interest.

Each Tenant Council is responsible for determining priorities and for approving funding requests. Tenant Councils will establish clear parameters for decision making for their current term. Tenant Council funds can only be used for these expenditures:

- Training (leadership workshops, advocacy training)
- Memberships (join tenant, social justice and community organizations)
- Conferences (to pay fees and associated expenses as outlined in the Tenant Expense Guidelines for Tenant Representatives and tenants - with reasonable limitations)
- Advocacy (support to organize a rally, support for tenants to participate in issue-based advocacy groups)
- Volunteer recognition for non- applicants (awards, plaques, certificates, annual appreciation event for community volunteers)
- Consultations (resources for developing a funding application, training modules)
- Administrative expenditures (for Tenant Council expenses not covered in Operating Unit budgets, for example ink or paper for Tenant Representative outreach or a community newsletter, food for tenant council meeting – see Tenant Expense Guidelines)

Compliance

Tenant Representatives and Tenant Councils

- Tenant Representatives and Tenant Councils are jointly responsible to promote the availability of the fund and how to apply for funding in their community.
- Tenant Representatives and Tenant Councils are jointly responsible to update their communities on activities being funded by posting monthly minutes.

- Tenant Councils must administer funds by following this policy, ensuring transparency and fairness in distribution.
- Actions will be taken against tenants and staff who do not follow these guidelines, including seeking reimbursements.

Reconciliation of Funds

- All applicants (when applying for funding or upon receiving funding) must follow the requirements and procedures set out in the Expense Reconciliation Procedures for Toronto Seniors Housing Corporation Tenant Guidelines.
- All funded applicant must reconcile allocated funds within 14 days of the completion of the event with their Community Services Coordinator. Failure to do so is a breach of the Tenant Representative Code of Conduct (if you are a Tenant Representative).
- Community Services Coordinator must submit the expense report with official receipts and unused cash, if any, to finance department within 30 days of the event.
- All funded applicants must reconcile allocated funds by submitting an expense report and original itemized sales receipts to their Community Services Coordinator.
- All funded applicants must reconcile allocated funds before seeking further funding from Toronto Seniors Housing Corporation. Outstanding unreconciled funds may preclude the funded applicant from further participation in other facets of the Tenant Engagement System.
- All funded applicants must spend funds according to the approved description issued by their local Tenant Council. Failure to do so is a misappropriation of funds and will be treated as unreconciled funds.
- Actions will be taken against tenants who do not follow these guidelines, including seeking reimbursements and or removal from participation in other facets of the Tenant Engagement System, if applicable. Reasonable exceptions can apply upon review from the Community Services Coordinator.

Related Policies and Procedures

- Roles and Responsibilities for Tenant Representatives
- Tenant Representative Code of Conduct
- Removal of a Tenant Representative
- Distribution and Allocation of the Use of Space Funds
- Expense Reconciliation Procedures for Toronto Seniors Housing Corporation Tenants

Commencement and Review

- Commencement
This policy takes effect on _____.
- Next Review Date :

Toronto Seniors Housing Corporation
Quality & Tenant Engagement Board Committee Meeting
2021 ISM Annual Report
Item #8
April 12, 2022

Report: BD: 2022-04-12

To: Quality & Tenant Engagement Committee

From: Michael Sherar

Date: April 12, 2022

PURPOSE: FOR INFORMATION

RECOMMENDATION:

It is recommended that the Quality & Tenant Engagement Committee receive the 2021 Integrate Services Model (ISM) Annual Report for information and share this report with the Board of Directors for their information.

REASON FOR RECOMMENDATION:

ISM is a key differentiator for Toronto Seniors Housing Corporation. The 2021 Annual Report speaks to the progress of this program and lays the foundation for helping tenants to age in place with dignity. It recaps the work done in 2021 and will inform the work that TSHC will continue to do under the ISM.

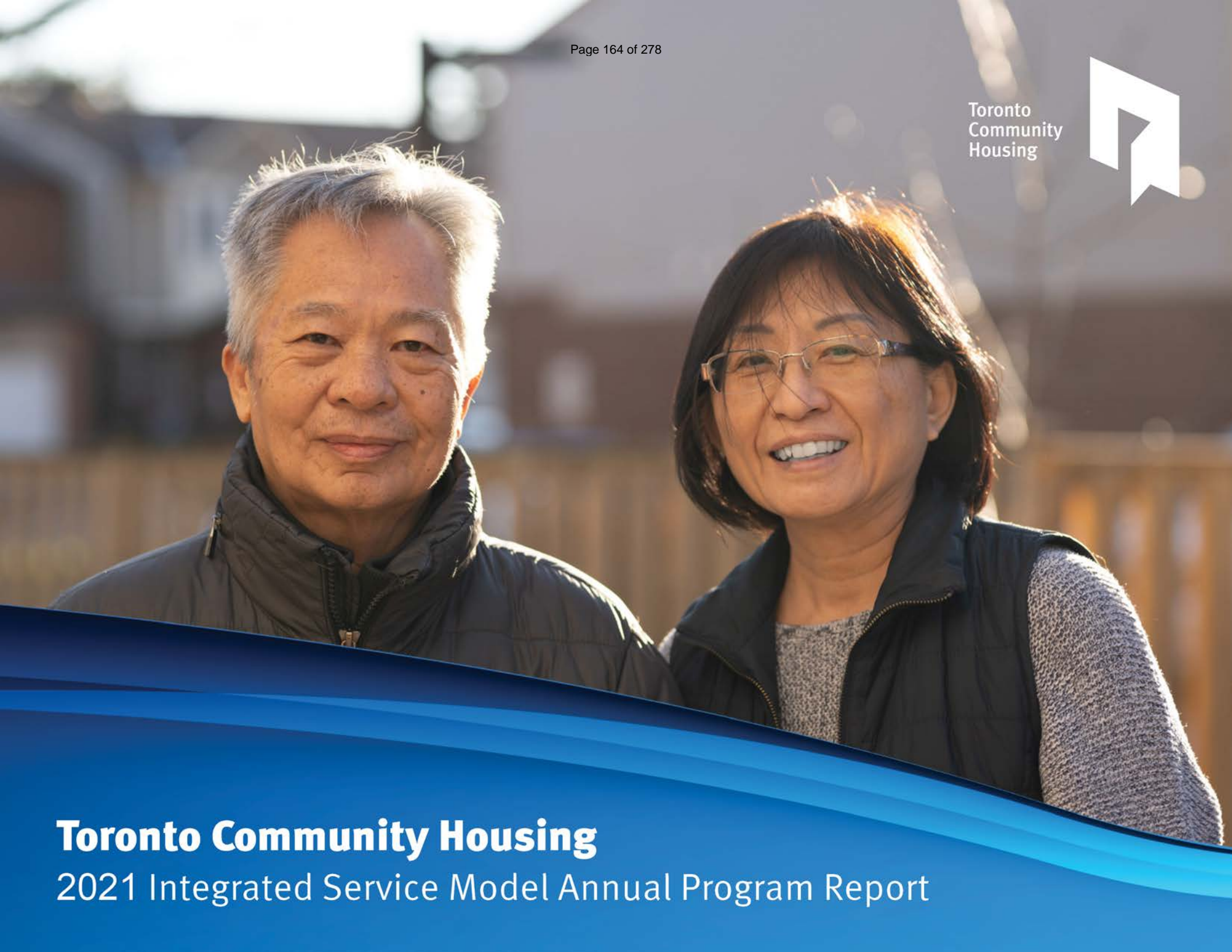
Michael Sherar
Interim Transitional Lead and Chief Corporate Officer

Attachment:

1. 2021 ISM Annual Report

Item # 8

Attachment 1 2021 ISM Annual Report



Toronto Community Housing

2021 Integrated Service Model Annual Program Report



Integrated Service Model Annual Program Report

Seniors Housing Unit

Toronto Community Housing Corporation

February 2022

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Executive Summary

The Integrated Service Model (ISM) was developed as part of the City of Toronto's Tenants First project in response to challenges faced by older tenants in Toronto Community Housing's (TCHC) seniors-designated buildings. This model brings about new ways of interacting with and supporting senior tenants, with the ultimate goal of making sure tenants can access necessary supports to age in place with dignity and in comfort.

The Seniors Housing Unit (SHU) at TCHC launched Phase 1 of the ISM implementation in December 2020, while also supporting tenants through the global COVID-19 pandemic. The SHU team provided critical onsite supports such as door-to-door wellness checks, mask distribution, and planning and coordination of onsite flu and COVID-19 vaccination clinics with health partners for all SHU buildings. Food security support was also provided where possible.

The Seniors Housing Unit conducted a [Tenant Experience Survey \(PDF\)](#) in November 2020, prior to implementation of the Integrated Service Model, to act as a baseline for measuring the impact of the model. While generally satisfied (82 per cent) with the services they received from the Seniors Housing Unit, tenants identified staff availability and their understanding and appreciation of the unique needs of senior tenants as areas that could be improved. Satisfaction rates for all sections of the survey were significantly lower for tenants with a disability. Tenant input is a key factor for the successful design and implementation of the model and the results of this survey are being used to guide the priorities of and changes to the model, including specific activities around accessibility.



To achieve its goals, the ISM implementation focuses on four key innovations:

- 1) **Staffing and Training** - An enhanced staffing and training model focused on increased¹ staff-to-tenant ratios, more tenant support and advanced training on seniors issues for housing staff.
 - The ISM roles of Seniors Services Coordinator (SSC) and Tenant Services Administrator (TSA) are now fully implemented in 52 out of 83 SHU buildings providing enhanced, in-building tenant access to referral services and staff supports.
 - Four regional Tenant Engagement and Services Supervisors (TESS), a new Assistant General Manager, and two additional regional managers were hired in 2021 to complete the management team for the four SHU regions.
 - A net total of 47 staff across various positions, including those mentioned above, were hired between the launch of the Integrated Service Model in December 2020 and the end of 2021, increasing staff-to-tenant ratios.
 - Two seniors-specific staff training modules, Mental Health Education and Understanding Dementia, were launched in 2021. A third module, Suicide Prevention, is planned for 2022.
 - A new Complex Tenancies team is being established to support the entire SHU portfolio by mid-2022.

- 2) **Policies and Procedures** - Revised seniors-specific policies and procedures to better respond to the unique challenges faced by seniors.
 - A total of 13 seniors-specific procedures have been or are in the process of being updated, drafted or tested. These were prioritized by what best supports the successful tenancies of

¹In the [Accountability Framework for the Integrated Service Model \(PDF\)](#) it says reduced staff-to-tenant ratios in some places instead of increased or improved.

seniors as identified in the [Tenant Experience Survey \(PDF\)](#) and in the ISM [Accountability Framework for the Integrated Service Model \(PDF\)](#), which is the guiding document for the implementation and evaluation of the Integrated Service Model.

- On June 1, 2022, the Seniors Housing Unit will move to the new Toronto Seniors Housing Corporation (TSHC) which is expected to provide additional opportunities to focus on policies and procedures from a seniors lens.

3) **Seniors Health and Wellness Hubs*** - Establishing Seniors Health and Wellness Hubs in select seniors buildings to offer a range of health, social and wellness services to tenants and the community (*currently on pause pending review):

- Between the winter of 2020 and summer of 2021, the TCHC Seniors Housing Unit (SHU) worked with internal and external stakeholders to identify a suitable SHU building to establish the first Seniors Health and Wellness Hub. Broad tenant engagement was conducted, including focus groups and a survey of tenants within the selected building.
- In May 2021, based on tenant concerns, the implementation of Seniors Health and Wellness Hubs was put on hold pending further engagement with tenants and other stakeholders on key issues including use of space in buildings for hubs, access to programming, and safety.
- This engagement is being led by the Seniors Services and Long-Term Care (SSLTC) Division at the City of Toronto through a non-profit partner. Tenant engagement is expected to take place between February and April 2022, and the non-profit partner must receive tenant input on the design of the engagement process.
- The Seniors Housing Unit and the Toronto Seniors Housing Corporation will also be involved with this engagement.
- A final report and recommendations are expected June 2022 and future direction planning will occur after that together with the City and Toronto Seniors Housing Corporation.

4) **Designated Care Coordinators and Health System Partnerships** - Strengthening relationships with community and health partners, including identifying designated Home and Community Care Support Services (HCCSS) Care Coordinators for each building to streamline tenant access to the health and community support services they need:

- The Seniors Housing Unit along with Ontario Health Teams (OHT) and HCCSS have jointly worked to align HCCSS Care Coordinators to SHU buildings.
- As of the end of 2021, designated Care Coordinators were aligned to 47 of the 83 seniors-designated buildings and full alignment for all SHU buildings is expected by the second half of 2022. This alignment allows for easier referrals and coordination of care within the provincial health care system and its partners for tenants within SHU buildings.
- The Seniors Housing Unit, in conjunction with SSLTC and Ontario Health Toronto, also established two working tables, one focused on strategic SHU-wide ISM initiatives and the second on operational regional ISM implementation matters.
- Health and social support providers were engaged in the SHU's COVID-19 response, including supporting vaccination clinics and providing food baskets, digital literacy programs and outdoor social recreation programming as permitted under COVID-19 guidelines.
- Work was initiated to develop a baseline inventory of SHU programs and partnerships in conjunction with TCHC's Programs and Partnerships team and the Tenant Resolution Office. This work supports the partnership renewal process and allows the Seniors Housing Unit to identify service gaps to be addressed through future partnership development.



Tenant Engagement and Communication

The Senior Tenants Advisory Committee (STAC) was created with the introduction of the model. The first STAC meeting took place in December 2020 and a total of 10 official meetings were held by the end of 2021. Members were consulted and provided input on various aspects of the model, such as seniors-specific procedures, Seniors Health and Wellness Hubs, and new staffing roles, while also providing insight on how to best work with and support senior tenants. Members also participated in tenant focus groups held by Toronto Seniors Housing Corporation to get input around the upcoming transition to the new corporation. The City took on the leadership role for the committee in late December 2021, with the Seniors Housing Unit providing support as requested.

Tenant engagement and communication are critical to the success of the Integrated Service Model. The Seniors Housing Unit engaged and communicated with tenants through the following additional initiatives:

- Quarterly Seniors Housing Unit newsletter for tenants, Seniors Speak, with eight issues published to date (summer 2019 to winter 2021 inclusive).
- Online tenant information sessions on the Integrated Service Model, with three held since December 2020 and a minimum of four sessions, one per region, planned for 2022.
- The ISM webpage on the TCHC website (torontohousing.ca/ISM), regularly updated and promoted in posters and newsletters.
- Posters in buildings, translated into the top 10 languages found in SHU buildings, to provide information and update tenants about upcoming initiatives.
- The [Tenant Experience Survey \(PDF\)](#), including pilot testing of survey with tenants.
- Surveys and focus groups on the Seniors Health and Wellness Hubs; further tenant engagement, led by the City, will be conducted in the first half of 2022.

- Regular consultations with the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee, a tenant-led group focused on tenant accessibility.

Key Performance Indicators

Since the initial implementation of the Integrated Service Model in December 2020, key performance indicators (KPIs) identified in the [Accountability Framework for the Integrated Service Model \(PDF\)](#) were reported on a regular basis to SSLTC. Most of the data trends align with the expected benefits of the ISM; however, it is early in the ISM implementation and numerous external factors must be considered when analyzing the data. In 2020 and 2021, there were temporary and permanent changes to social housing legislation, the implementation of new vacancy and tenant management systems at the City and TCHC, and a global pandemic.

Transition to the Toronto Seniors Housing Corporation

As of June 1, 2022, the Toronto Seniors Housing Corporation (TSHC) will also start to operate as its own independent corporation, responsible for managing TCHC's 83 seniors-designated buildings. This transition to the new corporation is expected to provide additional opportunities to enhance the model to better support senior tenants. Transition work is underway, informed by tenant input.

As part of the transition, the relationship between TSHC and TCHC will be confirmed and a number of shared services will continue to be offered while the new corporation looks to build capabilities. A third-party vendor has been procured by the City of Toronto to review and recommend shared services, and both TSHC and TCHC have established a joint transition work plan to assess and establish a Service Delivery Agreement between the corporations to support transition on June 1, 2022.

Conclusion

The Integrated Service Model is being implemented across the four SHU regions using a phased approach:

- Phase 1 was launched in December 2020 in 18 buildings in the South East Region
- Phase 2 was launched in September 2021 in the North West Region and included an expansion of the South East Region, resulting in the model being implemented in 52 out of 83 buildings.
- Phase 3 will be rolled out in the North East and South West regions in the first half of 2022 to bring the remaining 31 buildings into the model.

At this time, the Seniors Housing Unit continues to plan for full ISM implementation while working to improve the service model based on feedback and lessons learned from the first two phases of ISM implementation.

The COVID-19 pandemic has provided unprecedented scenarios over the last two years, and it will require more time to fully realize and assess ISM outcomes. The Seniors Housing Unit continues to work with internal and external stakeholders and partners to make sure the implementation of the model remains on schedule, even during a global pandemic, and achieves its goal of ensuring senior tenants can age in place with dignity and in comfort.

Seniors Housing Unit – Integrated Service Model

Background

The City of Toronto in partnership with Toronto Community Housing (TCHC) and Home and Community Care Support Services (HCCSS) – Toronto Central (formerly known as the Toronto Central Local Health Integration Network) jointly developed the Integrated Service Model (ISM) for the Seniors Housing Unit to improve living conditions and services for senior tenants at TCHC, specifically those who live in the current Seniors Housing Unit. The model will address inconsistent delivery of housing services to seniors and lack of integration between housing and health services that negatively impacted housing stability among older tenants, with the ultimate goal of ensuring tenants can age in place with dignity and in comfort.

TCHC's Seniors Housing Unit is accountable to the City's Seniors Services and Long-Term Care Division for implementing the Integrated Service Model, guided by the Council-approved [Accountability Framework for the Integrated Service Model \(PDF\)](#).

The Integrated Service Model has three objectives:

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

To support the three objectives, the model is guided by four key innovations:

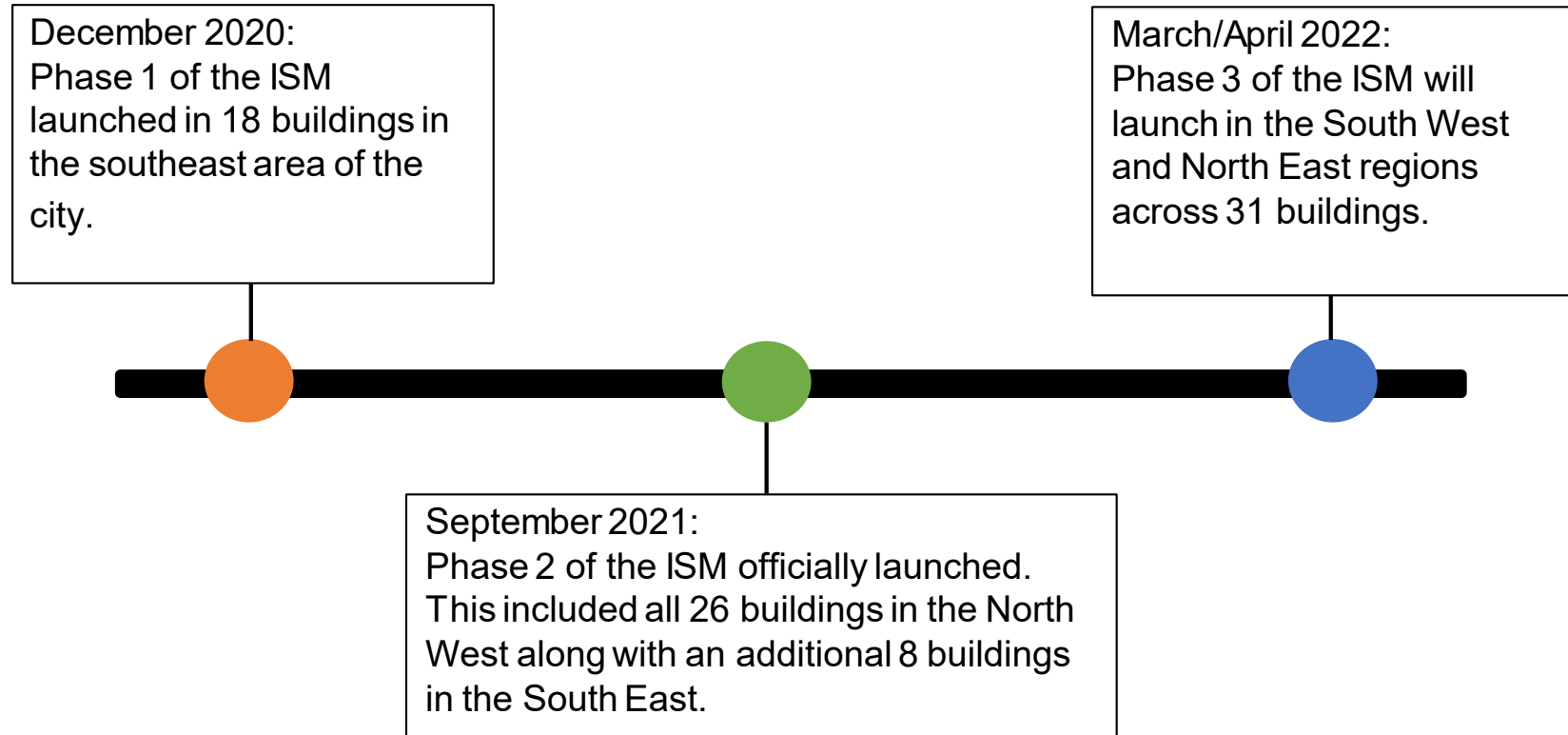
- 1) An enhanced staffing model focused on increased² staff-to-tenant ratios and more tenant support.
- 2) Revised seniors-specific policies to better respond to the unique challenges faced by seniors.
- 3) Locating Seniors Health and Wellness Hubs in select TCHC seniors buildings to offer a range of health, social and wellness services to tenants and the community
- 4) Strengthening relationships with community and health partners, including identifying designated Home and Community Care Support Services (HCCSS) Care Coordinators to each building to help connect tenants to the health and community support services they need.



The Integrated Service Model is being implemented over three phases and four regions (see timeline on the next page). Given the timeline and phased approach, this report will focus largely on the 18 buildings from Phase 1 of the ISM implementation; however, other activities will be highlighted where applicable.

² In the [Accountability Framework for the Integrated Service Model \(PDF\)](#) it says reduced staff-to-tenant ratios in some places instead of increased or improved.

Implementation timeline for the Integrated Service Model:



Seniors Housing Unit – Integrated Service Model: Four Innovations Implementation Status

1. New staffing and training model

In developing the Integrated Service Model (ISM), senior tenants identified four priority areas where additional action was required:

1. Tenants should feel safe in their homes and communities.
2. Tenants should have increased access to health services and social supports in their buildings and communities.
3. Tenants should receive frequent, proactive, and respectful communication from staff.
4. Buildings should be clean and repairs should be completed in a timely manner.

As part of addressing these priorities a new staffing and training model was developed for the Integrated Service Model, including a new on-site tenant-support role, increased staff-to-tenant ratios, and advanced training on seniors issues for housing staff.

2021 Accomplishments

ISM Phase 1 and Phase 2 successfully launched over the last year with the Seniors Services Coordinator (SSC) and Tenant Services Administrator (TSA) roles now fully implemented in 52 out of 83 SHU buildings providing enhanced, in-building tenant access to referral services and staff support.

One of the goals of the Integrated Service Model is to improve staff-to-tenant ratios.

Table 1: Pre-ISM - 52 buildings included in ISM Phase 1 and 2

Role	Staff-to-Tenant Ratio	Staff-to-Unit Ratio
Tenant Services Coordinator	1:425	1:404
Community Services Coordinator, Access and Support	1:2,266	1:2,154

Table 2: ISM - 52 buildings included in ISM Phase 1 and 2

Role	Staff-to-Tenant Ratio	Staff-to-Unit Ratio
Seniors Services Coordinator	1:378	1:359
Tenant Services Administrator	1:755*	1:718

*An additional Tenant Service Administrator will be hired for each region in 2022, so this staff-to-tenant ratio is expected to improve.

Under the Integrated Service Model, the new role of Seniors Services Coordinator (SSC) takes on the tenant-facing side of tenancy management, including an access and support function. The new role of Tenant Services Administrator (TSA) takes on the administrative tenancy management for all tenants in their area. The new SSC and TSA job descriptions were defined in alignment with the definitions within the [Accountability Framework for the Integrated Service Model \(PDF\)](#).

- The SSC is the main person to contact for all tenant-facing concerns in the building, including access and support, engagement, and tenancy management. The SSC helps with referrals to health and community agencies. SSCs have weekly office hours posted in their building(s). The Senior Tenants Advisory Committee provided feedback on the early implementation of the SSC role in the first half of 2021.
- The TSA works in the appropriate regional office and performs administrative tenancy management functions, including preparing communications with tenants such as rent notices, completing rent assessments, collecting arrears, analyzing data, and preparing reports.
- SSCs and TSAs were hired and trained for all 52 Phase 1 and Phase 2 ISM buildings and SSCs have posted weekly office hours in their assigned building(s) providing direct access to support for tenants.
- SSCs continue to engage with tenants in all SHU buildings through supporting COVID-19 and flu vaccination efforts. These vaccination clinics also provide an opportunity to build strong relationships between tenants, SHU staff, and health and community partners.
- Four Tenant Engagement and Services Supervisors (TESS) (one per region), were recruited to oversee SSC and TSA staff. The TESS role was referred to as the Services and Engagement Supervisor in the [Accountability Framework for the Integrated Service Model \(PDF\)](#).
- A full management team is in place, including a new Assistant General Manager and four regional managers.
- Regional office locations have been identified for all four regions.
- The ISM Phase 3 staffing plan is in progress with the following recruitment started in fall of 2021:
 - SSC and TSA roles for ISM Phase 3
 - Four SSCs who will be part of the Complex Tenancies team



Table 3: Net total ISM hiring

Role	Description	Net new staff for ISM Phase 1 and 2 – to end of 2021	Net new staff planned for 2022
Seniors Services and Tenant Services, Administration, Strategy and Communication (Local 79)	Facilitating, coordinating, and providing support to tenants. Tenant-facing and administrative tenancy management.	11 Includes the addition of 18 new SSCs and 9 TSAs; deletion of 16 positions not in ISM model.	6 Includes the addition of 17 new SSCs and 12 TSAs; deletion of 23 positions not in ISM model.
Custodial, Building Maintenance and Cleaning (Local 416)	Repairs, cleaning, fire life safety inspections, annual unit inspections, supervising contractors on site, managing site crew team, and some administrative duties.	24 Primarily custodial maintenance staff. Implemented in buildings across all four regions.*	9
Business Support	Developing and supporting initiatives, and manages projects that further Toronto Community Housing/SHU strategic goals.	4 Includes business planner, business analyst and admin/clerks.	

Role	Description	Net new staff for ISM Phase 1 and 2 – to end of 2021	Net new staff planned for 2022
Managers	<p>Oversee general operations of buildings and staff.</p> <p>Oversee tenant engagement, access and support.</p>	<p>3</p> <p>Includes regional managers and Assistant General Manager</p>	
Supervisors	<p>Supervising and managing building staff (Local 416).</p> <p>Supervise and managing tenant services staff (Local 79).</p>	<p>5</p>	
Complex Tenancies team	<p>Identify and assist senior tenants experiencing complex tenancy challenges due to declining health, mobility as well as mental health and addiction issues.</p>		<p>10</p> <p>Includes four SSCs, four building maintenance roles, one supervisor and one clerk.</p>

Role	Description	Net new staff for ISM Phase 1 and 2 – to end of 2021	Net new staff planned for 2022
Senior Communications Consultant	Provides senior-level communications consulting services and counsel to support corporate and internal communications.		1
Total		47	26

* Staff resources specific to COVID requirements were not added, however staff schedules were adjusted to address enhanced cleaning protocols and contract cleaning was used to supplement.

The Seniors Housing Unit works closely with TCHC Human Resources and other internal and external stakeholders to make sure staffing for the model remains on schedule.

Staff training

- Two new seniors-specific staff training modules were developed and launched online in 2021 to provide staff with knowledge, resources and tools to support senior tenants, especially those that may have more complex requirements. A third module is currently in development and additional topics/modules are being planned. These training modules are mandatory for all SHU staff, including management, maintenance, and tenant support staff (see Appendix C for module training goals):
 - Mental Health Education, launched in April 2021

- Understanding Dementia, launched end of August 2021
- Suicide Prevention is in development and expected to launch in early 2022
- These training modules were developed and adapted to the SHU context using course materials shared by Seniors Services and Long-Term Care (SSLTC), along with case studies developed with front-line staff and design support from TCHC's Learning and Organizational Development unit.
- Joint training between Provincial Home and Community Care Support Services (HCCSS) Care Coordinators and Seniors Services Coordinators occurred in the South East and North West regions to strengthen the relationship between the two roles and organizations (TCHC and HCCSS) and promote a smooth referral process for tenants.

Planned for 2022

Implementation of Phase 3 of the model is expected to launch in March/April 2022.

- Full SSC and TSA staffing in all 83 SHU buildings is expected by the end of April 2022. All tenants will then have direct access to support from an SSC assigned to their building.
- To identify and provide assistance to tenants with complex needs, the Seniors Housing Unit is establishing a Complex Tenancies team, expected to be in place to support the entire SHU portfolio by mid-2022. The goals of the Complex Tenancies team are to:
 - Identify seniors experiencing complex tenancy challenges due to declining health, mobility issues as well as mental health and addiction issues.
 - Offer intensive onsite support and remediation of corresponding unit condition issues.
 - Collaborate with regional health and social services and regional SHU teams to support tenants to successfully address their complex challenges.

- COVID-19 and flu vaccination clinics are anticipated to continue into the first half of 2022, with support from SSCs and health and community partners.
- The third seniors-specific training module, Suicide Prevention, will be rolled out in early 2022. The new training module has been developed with input from various stakeholders including TCHC, City of Toronto, and experts in the field of suicide prevention to create a comprehensive training that is seniors-specific. The training module will be assigned to all SHU staff for completion. This training is part of a comprehensive SHU-staff training plan for 2022 informed by priorities identified in the [Accountability Framework for the Integrated Service Model \(PDF\)](#), the [Tenant Experience Survey \(PDF\)](#) and through feedback from SHU staff and SSLTC.



The Seniors Housing Unit will continue to review progress of the new staffing model and its impacts on tenants to determine successes, challenges, and improvement opportunities.

2.Seniors-Specific Policies and Procedures

2021 Accomplishments

Policies are broad guiding principles, standards or objectives of an organization while procedures identify step-by-step actions to accomplish a task related to a policy. As the Seniors Housing Unit is part of TCHC, it must follow TCHC policies. To address seniors-specific requirements there has been a focus on updating, amending or drafting procedures.

The Seniors Housing Unit has prioritized modifying or developing procedures anticipated to help seniors the most, as identified in the [Accountability Framework for the Integrated Service Model \(PDF\)](#) and through the [Tenant Experience Survey \(PDF\)](#). For example, senior tenants may require referrals to seniors-serving agencies. In the Tenant Experience Survey, only 66 per cent of tenants accessed health and support services when needed and only 56 per cent were aware of who to ask for help if they needed access to these services. The Seniors Housing Unit developed a Tenant Needs Assessment procedure along with clear and consistent referral procedures to make sure senior tenants can access the services they need as quickly as possible.

Procedures were drafted or updated in collaboration with staff at various levels, as well as with tenants from the Seniors Tenant Advisory Committee.

- A total of 13 procedures have been or are in the process of being updated, drafted and/or tested. (See Appendix D for additional information on procedures)
- Nine procedures were tested and implemented in at least one ISM region, with data and feedback collected from tenants and staff involved in the testing phase used to inform improvements:

- Tenant Needs Assessment (new)
- Referring Tenants to Health and Social Supports
- Tenant Referral to Specialized Program (Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability – [SPIDER](#), and Furthering Our Community by Uniting Services – [FOCUS](#))
- Referral File Management System
- Internal Integrated Team Meeting (new)
- Primary and Community Care (PCC) Response Team and other regional integrated care teams (new)
- Tenant On-boarding
- Arrears Collection and Evictions Prevention for Seniors and Vulnerable Tenants
- Soft Landing for Eviction
- Four procedures are being updated or drafted:
 - Complex Tenancy Management (new)
 - Rent Review and Notice of Decision
 - Turning 65 (new)
 - Annual Unit Inspections (AUI)

Several procedures are currently limited by the availability of technology to support further enhancements. For example, new senior-friendly communications and building level reports on tenant needs assessments cannot be automated until a later stage of implementation of TCHC's new tenant management system application HoMES. The Seniors Housing Unit is working to design interim tools to assist with these procedures where possible.

The Seniors Housing Unit has continued to advance procedures despite the COVID-19 pandemic and other challenges experienced over the last year. The procedures prioritized in the first year of the ISM

implementation address the unique and specific needs of seniors and enhance communications and relationships between tenants, staff, and community partners. The Seniors Housing Unit will continue to engage tenants to make sure the procedures are working for them.

Planned for 2022

On June 1, 2022, the Seniors Housing Unit will move to the new Toronto Seniors Housing Corporation. The new corporation will look to adopt their own policies, focusing on the perspectives and needs of senior tenants. This will provide additional opportunities to apply a seniors-specific approach to housing services to the benefit of tenants. Additionally, by mid-2022, all ISM staffing will be in place to implement policies and procedures across the entire portfolio.

- In the first half of 2022, the Seniors Housing Unit will prioritize the implementation of procedures that affect housing retention like the Rent Review and Notice of Decision procedure, and the new Turning 65 procedure, which will provide early support and education to tenants who are turning 65 to successfully transition to income supports for seniors.
- The Seniors Housing Unit will continue to monitor the results of the procedures currently undergoing testing. Procedures will be evaluated, adapted as necessary and implemented fully across all ISM buildings.
- Implementation of the 13 procedures currently in testing or development is expected in all regions by the second half of 2022.



- Procedures related to partnerships and complex tenancies will be supported by the Complex Tenancies team as well as Engagement Community Services Coordinators (CSCs). Engagement CSCs exclusively assigned to the Seniors Housing Unit are expected to be in place in the first half of 2022 and the Complex Tenancies Team is currently in recruitment with the full staffing complement expected by mid-2022.
- The Seniors Housing Unit will work with TCHC and TSHC to identify technology that can best support the smooth implementation of these procedures, as well as enhance reporting and accountability measures in the future.

3. Seniors Health and Wellness Hubs (currently paused and under review)

2021 Accomplishments

One of the four innovations of the ISM is to establish Seniors Health and Wellness Hubs in conjunction with regional community health and social support partners to offer tenants social, recreation, and health programming. Seniors Health and Wellness Hubs are seen as an opportunity to address gaps and challenges for senior tenants in areas such as access to recreation and physical activity programs, social connections, food security, health promotion, and more.

Between winter 2020 and summer 2021, the TCHC Seniors Housing Unit partnered with a community support service agency, with support of a research group from Ryerson University, to identify a suitable building to establish the first Seniors Health and Wellness Hub. The City (SSLTC) also participated in these discussions. An initial proposed location at 145 Strathmore Boulevard (Greenwood Towers) was considered. The building was recommended due to its centralized location in relation to other TCHC buildings, the large number of tenants within the building and high seniors population in the neighbourhood, accessibility to transportation, appropriate building amenities and identified service gaps in the area that could be addressed through a Seniors Health and Wellness Hub.

The Seniors Housing Unit conducted tenant engagement to assess the feasibility of and interest in locating a Seniors Health and Wellness Hub at 145 Strathmore Blvd. These activities included:

- Meeting with Senior Tenants Advisory Committee (STAC)
- Tenant survey at proposed site including door-to-door outreach (141 tenants responded)

- Virtual/phone tenant focus groups conducted with 16 tenants residing in the South-East Region across six buildings

Through these engagements, tenants indicated a shortage of programming and increased social isolation, and provided programming ideas that could be supported through a hub. However, several SHU tenants also voiced concerns including the ability to access their common room for tenant use if it was mainly being used for agency purposes, safety and security concerns with potential non-tenant participants, and a need for broader tenant engagement on the hub model and how hubs would be considered in buildings. With this under consideration and further to City Council direction, 145 Strathmore Blvd. was removed from consideration as a hub pending the review of the Seniors Health and Wellness model. The implementation of any Seniors Health and Wellness Hubs is currently paused until more in-depth consultation with tenants and other key stakeholders is completed.

Programming will still be available in buildings (as permitted under COVID-19 health and safety protocols) while the stakeholder engagement is underway, however, this programming is separate from the Seniors Health and Wellness Hub model.

Planned for 2022

- For a broader understanding of tenant perspectives on Seniors Health and Wellness Hubs, stakeholder engagement (focused on SHU tenants) will be led by the City's Seniors Services and Long-Term Care Division (SSLTC) moving forward. SSLTC will engage a non-profit partner with expertise in tenant engagement and community development work to lead this review and engagement.
- As part of the requirements, the non-profit partner must receive tenant input on the design of the engagement process. The partner is expected to conduct tenant engagement between February and April 2022, and report back with findings and recommendations by June 30, 2022.
- Next steps and timelines will be determined by SSLTC and the new Toronto Seniors Housing Corporation after the results and recommendations have been received from the partner.



4. Designated Care Coordinators and Health System Partnerships

2021 Accomplishments

One of the goals of the Integrated Service Model is to increase tenant access to health and community support services through enhanced integration of community agencies and programming in the buildings. This requires strong partnerships with health and community partners.

Designated Care Coordinators

Establishing strong health partnerships and ensuring tenants are connected with necessary supports is a foundational piece for the ISM. Home and Community Care Support Services (HCCSS - formerly the Local Health Integration Network, LHIN) was an important partner in the development of the Integrated Service Model. Work continues in aligning Provincial HCCSS Care Coordinators to each of the ISM buildings. HCCSS Care Coordinators are Provincial staff that develop, co-ordinate, and monitor comprehensive service plans, and act as the contact between clients and various community agencies and providers. Provincial Care Coordinators are identified for each building to provide a more direct connection for our tenants to healthcare services. SSCs will support tenants in contacting their designated Care Coordinator. It should be noted that Care Coordinators do not reside within SHU buildings and the Care Coordinators serve households in their regional/geographic catchment areas beyond SHU-specific needs.

- The Seniors Housing Unit along with Ontario Health Teams (OHT) and HCCSS have jointly worked to align Care Coordinators to SHU buildings.
- As of the end of 2021, 47 SHU buildings (57 per cent) had designated Care Coordinators and work is underway to align the remaining buildings, expected to be completed by mid-2022.
- This alignment allows for easier referrals and coordination of care within the provincial health care system and its partners for tenants within SHU buildings.
- In conjunction with SSLTC and Ontario Health Toronto, the Seniors Housing Unit established two working tables. One table focused on strategic SHU-wide initiatives and the second table focused on regional ISM implementation and operations matters.
 - The ISM Strategy Table focused on aligning Care Coordinator support to ISM buildings, supporting the SHU's COVID-19 response, and reflecting on the ISM implementation. Eight meetings were held, beginning in March 2021.
 - The Operations Table focused on how TCHC support staff and Care Coordinators would work together, including planning for joint regional orientation sessions. Four meetings were held in 2021.
 - These working tables are expected to focus on program innovation, regional partnership alignment, and better health and social systems integration across the Seniors Housing Unit in 2022.
- Joint training and information sharing orientations with SSCs and Care Coordinators involved in Phase 1 and Phase 2 implementation were completed in the South East and North West Regions



to make sure housing staff and HCCSS Care Coordinators were working together effectively to meet the care needs of senior tenants.

- Care Coordinators implemented protocols to support sharing of information between housing staff and external health and social service partners, ensuring privacy and consent were maintained.
- Seniors Services Coordinators and Care Coordinators are aligned to four Primary and Community Care (PCC) Response Teams in the East Toronto Region. The teams represent stakeholders from Community Health Centres, Family Health Teams, and regional health and social service partners that work together to address the needs of seniors, including TCHC SHU tenants facing complex health, support and wellbeing issues. SSCs from the South-East Region attend PCC Response Team meetings weekly.
- Care Coordinators continue partnering with the Seniors Housing Unit in the ongoing COVID-19 response, such as the flu and COVID-19 booster vaccination and implementing other population health initiatives across the Seniors Housing Unit.

Partnership Agreements

The Seniors Housing Unit works with numerous community and health partners to bring programs and services, such as foot clinics or yoga classes, directly into SHU buildings. These partners must enter into a formal agreement with TCHC to use any of the building spaces or amenities. (For more information on agreements see Appendix E). The Seniors Housing Unit is working to make sure partnerships agreements are prioritized by the needs and wants of tenants within the building and are evaluated on an ongoing basis.

- The Seniors Housing Unit hired a business planner in the fall of 2021 to focus on partnership compliance and development as a key part of their responsibilities.

- In tandem with other TCHC divisions, the Seniors Housing Unit indexed and reviewed existing partnership agreements related to SHU buildings to develop a baseline inventory of SHU programs and partnerships, update agreements and make sure all agreements meet the needs of tenants.

Table 4: Number of unique partners by agreement type

Agreement Type	Number of unique partners*
Referral	13
Head Lease	9
Exclusive Use of Space**	11
Non-Exclusive Use of Space	33

*Multiple agreements can be in place for each partner agency. These numbers represent verified partners with existing or paused (due to COVID-19) agreements; this number is anticipated to be higher once the review of all agreements is completed.

**Exclusive Use of Space agreements are for office-type spaces, not tenant recreation/community rooms.

- The Seniors Housing Unit is also reconnecting with partners whose agreements expired during the pandemic and is establishing new agreements where appropriate. Shorter terms are being used for partnership agreements in preparation for the transition to the new Toronto Seniors Housing Corporation.

- Use of Space agreements were gradually updated as partner-led community programs were being re-initiated across SHU buildings after COVID-related pauses; these updates will continue in 2022. The Senior Tenants Advisory Committee provided feedback on Use of Space agreements, both for partners and for tenants, and their recommendations are informing updates on these procedures.

COVID-19 Partnerships

While social recreation and tenant programs being on hold and common rooms were closed due to COVID-19 restrictions, the Seniors Housing Unit was able to build stronger relationships with health and social support providers across all four regions through the COVID-19 response.

- The Seniors Housing Unit has provided critical onsite supports to senior tenants over the course of the COVID-19 outbreak. The supports include wellness checks (14,000+ including phone calls and door knocks), mask distribution (48,000+) and food security support (including 4,500 meals through Maple Leaf Sports & Entertainment and 4,139 free produce boxes through FoodShare's Good Food Box program).
- Technology and digital literacy initiatives emerged as critical programs over the past year. These included Toronto Public Library's Tech Help program to connect seniors virtually to technology and digital literacy assistance. Over the last quarter of 2021, Baycrest initiated their Connected Seniors program within three SHU buildings in the North West Region. The program focuses on teaching tenants how to use the internet and their devices to connect virtually to family, friends, and health and social supports.
- WoodGreen initiated outdoor social recreation activities in three SHU buildings in the South East Region over the summer and early fall of 2021 to offer tenants the opportunity for social interaction and exercise in a safe environment that allowed for adequate physical distancing.

- The Seniors Housing Unit worked in close collaboration with regional health partners and with the support of regional staff over the past year to offer all SHU tenants with onsite access to their first, second and third doses of COVID-19 vaccinations as well as flu shots. At least 6,250 tenants (approximately 45 per cent of the SHU tenant population) received their first and second doses predominantly through door-to-door vaccinations and 200+ onsite clinics delivered with health partners.

As Ontario Health Teams evolve to meet the needs of neighborhoods and communities, health partners traditionally aligned to hospitals appreciated the opportunity to work within SHU buildings and offer critical health services within the community as part of a collaborative COVID-19 response.

SHU Seniors Services Coordinators, Community Services Coordinators, Superintendents, Custodial staff and Cleaners played an instrumental role in conducting tenant outreach, coordinating clinics, setting up common rooms and sanitizing them once the clinics were complete. Building staff continued to work 10-hour shifts to provide 7-day coverage to keep all SHU buildings sanitized and safe.

The Seniors Housing Unit was highlighted in the media and recognized by the Mayor for their innovative, collaborative and tenant-centered approach over the past year.

A special thank you to:

- The Ontario Health Teams.
- Clinical teams from Michael Garron Hospital, Baycrest, Toronto Public Health, Scarborough Health Network, Humber River Regional Hospital, Sunnybrook Health Sciences Centre, St. Joseph's Health Centre, St. Michael's Health Centre, University Health Network, VHA Home HealthCare, Toronto Paramedics and Sherbourne Health.

- Volunteer support from Global Medic, The Canadian Red Cross and University Health Network's Friendly Neighbour volunteers, and Community Health Ambassadors.
- Provincial, municipal and community partners including LOFT Community Services, SPRINT Senior Care, The Neighbourhood Organization (TNO), WoodGreen, Bernard Betel, Hong Fook, West Neighborhood House, Cota, Circle of Care, Yee Hong, Vibrant Healthcare Alliance, SSLTC, HCCSS and our various onsite supportive housing partners.

The Seniors Housing Unit thanks all their partners and staff for strengthening the culture of collaboration across the Seniors Housing Unit and being able to offer critical onsite services to the SHU senior tenant population.

Planned for 2022

The focus of 2022 will be to finalize the alignment of the Care Coordinators to the remaining 36 SHU buildings by mid-2022 so tenants have equal access to these provincial resources.

- Joint regional operations tables with HCCSS, the Seniors Housing Unit and the City will be established in all four SHU regions, including developing formal terms of reference in early 2022.
- The regional operations tables will coordinate with the ISM Strategy Table to identify and share innovative programs and improve partnership alignment and health and social system integration across the Seniors Housing Unit.
- The Seniors Housing Unit will confirm representation at the City's situation tables (e.g., [SPIDER](#), [FOCUS](#)) to better support complex tenancies.
- Work on partnership agreements will continue into 2022 to differentiate and establish new referral, head lease and Use of Space agreements as the Seniors Housing Unit transitions to the new Toronto Seniors Housing Corporation.

- As the Seniors Housing Unit updates and develops new partnership agreements, we are committed to enhancing tenant satisfaction through engaging tenants in partnership evaluation and outcome measurement in order to align onsite supports and services to effectively address the needs of our senior tenants.
- The Seniors Housing Unit will continue to work with health and community partners to ensure access for tenants to vaccinations and health and community supports and programming as allowed under COVID-19 protocols.
- The Seniors Housing Unit continues working with regional health and social support partners to offer tenants access to flu vaccine and COVID-19 boosters, beginning in December 2021 and continuing over the next four months. SSCs are playing a primary role in SHU-wide tenant outreach and onsite vaccine clinic support.



Tenant Engagement and Communication

Senior Tenants Advisory Committee

2021 Accomplishments

The Senior Tenants Advisory Committee (STAC) is an advisory body to TCHC's Seniors Housing Unit and the City of Toronto's Seniors Services & Long-Term Care Division (SSLTC).

Toronto City Council approved the creation of the STAC to inform the design and implementation of the Integrated Service Model. The Seniors Housing Unit and the City of Toronto recruited senior tenants who live in TCHC's Seniors Housing Unit buildings to participate in the advisory committee. It is important to make sure senior tenants' voices are heard.

For the first year of the Senior Tenants Advisory Committee existence, its role was defined as:

- Sharing ideas on how the Integrated Service Model can meet the needs of senior tenants.
- Providing advice and feedback on various aspects of the Integrated Service Model.
- Supporting outreach and engagement activities related to the Integrated Service Model with other tenants in the seniors' buildings.
- Promoting the inclusion of tenant voices in decision making on tenant-facing programs.

A call for applicants to the committee opened in February 2020. However, this process was paused in March due to COVID-19 and the required shift in staff priorities to support the pandemic response across the city. A second application call was open from August 17 to October 16, 2020.

A total of 55 applications were received, and after assessment, 20 were selected for interviews. Interviews were conducted by staff from the SHU and SSLTC; 15 members invited to participate in the advisory committee. Additional recruitment to top up membership was conducted in March/April 2021 using the same applicant pool and selection process, resulting in five new members. Selection of qualified candidates focused on diversity and balanced representation of the four SHU regions.

The STAC held its first meeting in December 2020. Over the first year, STAC held 10 official meetings and three optional meetings on additional topics of interest to members. Members were also invited to participate in focus groups to provide input on the transition to the new Toronto Seniors Housing Corporation.

Table 5: Senior Tenants Advisory Committee meetings and agendas

Date	Agenda Topics
December 14, 2020	Introductions; overview and discussion of STAC; Tenant Experience Survey (PDF)
January 25, 2021	Tenants communicating with STAC – email, logo, newsletter; ISM Q&A; Seniors Services Coordinator role
March 1, 2021	Tenant Needs Assessment; Seniors Services Coordinator role
March 5, 2021	Seniors Health and Wellness Hubs

Date	Agenda Topics
March 29, 2021	Q&A with General Manager – open to all topics
April 9, 2021	Tenant Engagement System Refresh
April 26, 2021	Accountability Framework for the Integrated Service Model (PDF) - indicators and survey
June 24, 2021	Procedures and communications related to RGI rent reviews, turning 65, and arrears and eviction prevention
August 17, 2021	Results from a series of eight meetings held with two STAC members on the Tenant Engagement System Refresh were presented and discussed
September 13, 2021	Programming and Use of Space (agreements) in buildings by partners and tenants, and tenant input
September 23, 2021	Meeting with Jag Sharma, President and Chief Executive Officer of TCHC, and Michael Sherar, Transition Lead and Chief Corporate Officer for Toronto Seniors Housing Corporation (TSHC), on transition to the new Toronto Seniors Housing Corporation.
November 15, 2021	Annual unit inspections and maintenance, Tenant Experience Survey (PDF)
December 13, 2021	Review of STAC input and impact; TSHC – CEO recruitment

Meeting agendas were developed to align with timelines for ISM implementation to maximize the input from the committee and to reflect important items identified by members in previous meetings.

Several topics raised at the official meetings were out of scope and so additional optional meetings were held for interested STAC members, highlighted above in green.

- The STAC provided insight into many aspects of the Integrated Service Model as well as general information on how to best work with and support tenants (see Appendix B for greater detail on input received from STAC). Some of the broad themes heard from the committee included:
 - There is a need for enhanced staff and vendor accountability
 - Senior tenant voices need to be prioritized and staff need to work collaboratively with tenants
 - Seniors have unique needs, different from many other tenant groups
 - The needs of senior tenants differ by tenant and building and need to be addressed accordingly
 - A seniors' lens needs to be included in all aspects of ISM implementation and the Seniors Housing Unit, including programming, staff training, procedures, building purchasing and design, accessibility, etc.
 - The organization needs to make sure they are adequately addressing equity and diversity
 - It is often a struggle to get tenants to take part in engagement activities so offering food and/or music could be used to encourage tenant participation
- Highlights informed by feedback from STAC include:
 - Initiating quicker and earlier support for tenants who are in arrears to reduce impact and avoid eviction
 - Providing early support and education to tenants who are turning 65 to successfully transition to income supports for seniors

- Incorporating tenant needs and priorities in determining programming and use of space agreements
- Creating a tenant resource binder specific to their building/community
- Reviewing consent procedures for all tenants
- Building in additional accountabilities for staff, partners and vendors into agreements, procedures and technology
- Three new bulletin boards in each SHU building, two locked and one for tenant postings
- Posting of common room calendar
- Posters translated into the top 10 languages spoken by SHU tenants with larger fonts
- Simpler and friendlier language in official/standard communications and notifications
- Ongoing adjustments to newsletter (Seniors Speak) content to target what seniors need/want
- STAC members were actively invited to participate in all Toronto Seniors Housing Corporation tenant engagement around the transition to the new corporation. Up to the end of 2021, these focus groups included:
 - input on transition tenant communication and engagement plan
 - providing feedback on communication materials and on how input from tenants on the transition would be gathered
 - providing feedback to the consulting group responsible for recruiting the inaugural TSHC Chief Executive Officer
- An active recruitment of new STAC members began in late October to replace members who had reached their one-year term in December.
- On December 17, 2021, City Council directed the leadership of the Seniors Tenants Advisory Committee to come from the City going forward.

- All STAC members who reached their one-year term were invited to remain on the committee. While a transition plan was developed, all activities related to the STAC, including recruitment, were paused.

Planned for 2022

With the oversight and leadership of the Senior Tenants Advisory Committee transferring to the City, directions for the role, term, and longevity of the committee will be established. This is expected to include refreshing the terms of reference (e.g., role, term, code of conduct) for the committee, supporting the transition to the new Toronto Seniors Housing Corporation, and providing input on best principles and methods for future tenant engagement.

- STAC members will be providing feedback on the agendas for focus groups on the transition to TSHC and the Integrated Service Model beginning in 2022 and will continue to be invited to participate in these focus groups. Anticipated topics include identifying priorities for the first 100 days of TSHC, and reviewing tenant transition communications, including a tenant transition guidebook.
- A survey and associated consultation with STAC members will be conducted in early 2022 which will help inform the committee's future as well as a report to the City's Economic and Community Development Committee.
- Current STAC members will be invited to continue their membership. New members (5-10) will be recruited and confirmed to enhance the regional and socio-demographic diversity of the committee.



- The Seniors Housing Unit will continue to support the City and the advisory committee administratively (e.g., recording minutes, coordinating honoraria) and will continue to provide information on the ISM implementation and more detailed activities/plans to help inform conversations with the committee.

Other Tenant Communication and Engagement

2021 Accomplishments

Tenant communication and engagement for the ISM was particularly challenging due to COVID-19 protocols limiting the ability to engage in-person, combined with SHU tenants' lack of access to and/or limited knowledge of technology. Adding to the communication challenges, bulletin boards were also occupied with important COVID-19 content and some tenants were hesitant to leave their units, especially prior to the availability of a vaccine.

Tenant Newsletter: ISM Objective 3 – [Accountability Framework for the Integrated Service Model \(PDF\)](#)

- The Seniors Housing Unit publishes a [newsletter](#) for tenants titled Seniors Speak (named through a tenant contest). The newsletter has been published quarterly since the launch in the summer of 2019, with eight issues released to date (summer 2019 to winter 2021 inclusive). The newsletter is delivered in print directly to tenants and is also available [online](#). Tenants can also request the newsletter by email and in another language or format to meet their needs.

- The standard newsletter content includes:
 - Information and updates on the Integrated Service Model
 - Updates on the Senior Tenants Advisory Committee
 - Updates on the Toronto Seniors Housing Corporation
 - Resources for senior tenants, including COVID-19 information
 - An article in every second issue by the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee on accessibility matters.
 - Additional articles and resources as appropriate and space permits, focusing on topics identified as important by tenants.
- The Senior Tenants Advisory Committee provided feedback on the design and content of the newsletter, including a committee-member written article on fraud prevention. A tenant contest was also held to generate ideas on newsletter content, some of which were incorporated in subsequent issues.

Tenant voices

- A [Tenant Experience Survey \(PDF\)](#) was conducted in November 2020 within the 18 buildings of Phase 1 ISM implementation to provide a baseline for evaluating the model. The results of the survey have informed priorities for the ISM implementation, as well as for the transition to the TSHC. (See the next section of this report for additional information).
- Three online tenant information sessions on the Integrated Service Model have been held since December 2020 and provided opportunities for tenants to comment and ask questions. In-person sessions were not possible due to COVID-19.
 - December 8, 2020: Launch of Phase 1 – approximately 10 tenants in attendance
 - September 14, 2021: Launch of Phase 2 – approximately 30 tenants in attendance

- November 16, 2021: Update on ISM Phase 1 / South East Region – approximately 53 tenants in attendance
- The Seniors Housing Unit supported TSHC in managing tenant focus groups regarding the transition to the new corporation, including assisting with tenant recruitment, communications, and technology support. Three sessions were held in late fall 2021. Two sessions are currently planned for early 2022.

Information sources

- An ISM webpage has been created on the TCHC website and is regularly updated and promoted in posters and newsletters. All ISM event information and materials, including recordings of the events, are available there.
- All SHU or ISM posters are now being translated into the 10 top languages spoken in SHU buildings.
- Posters were put in all SHU buildings informing tenants of which region their building belonged to and which ISM implementation phase, and when that implementation phase was scheduled to happen.
- Posters were distributed to all 83 SHU buildings regarding the upcoming tenant engagement process for the Seniors Health and Wellness Hubs.

Staff and agency support

- The Seniors Housing Unit worked with various partners to address digital literacy and access for tenants, which would enhance the ability to connect with more tenants as COVID-19 protocols continue to limit meeting in-person. Currently these digital literacy programs are limited in size and are not evenly distributed across SHU buildings.
- The Seniors Housing Unit ensures staff are able to support tenants and answer their questions about the Integrated Service Model by providing Frequently Asked Questions documents to staff and the Client Care Centre, holding quarterly Town Halls, publishing a monthly staff newsletter containing ISM updates and providing ISM information and resources on the TCHC internal website.
- Tenant engagement staff dedicated to seniors housing are expected to be in place by mid-2022.



Planned for 2022

In 2022, the Seniors Housing Unit will look to expand engagement by connecting with newly elected tenant representatives from the Tenant Engagement System. Additionally, by mid-2022 all 83 SHU buildings will have Seniors Services Coordinators, and there will be Engagement Community Services Coordinators exclusively dedicated to the Seniors Housing Unit available to assist in engaging with tenants, allowing the Seniors Housing Unit to connect with a broader and more diverse group of tenant voices.

Upcoming engagement and communication activities include:

- A minimum of one tenant information session per region is planned for 2022.
- A tenant information session on the launch of Phase 3 of the Integrated Service Model and the transition to TSHC is planned for February 2022.
- Broader tenant engagement will occur across the Seniors Housing Unit to consult tenants on the Seniors Health and Wellness Hub model, with the engagement led by the City.
- A subsequent Tenant Experience Survey will be considered post transition to TSHC with specific timing to be confirmed. This and future surveys will be important in helping the Seniors Housing Unit and their partners understand the impact of the Integrated Service Model and identify further improvement opportunities.
- The Seniors Housing Unit is working with TCHC's Tenant Engagement team to establish the new tenant leadership system and to align tenant engagement and the Integrated Service Model.
- New tenant leaders and committees from the recent Tenant Engagement election/selection process will be engaged to support TSHC engagement activities.
- SHU staff will continue to support TSHC tenant input sessions in order to solicit feedback on the corporate transition and related communication strategies, including providing background information on the [Tenant Experience Survey \(PDF\)](#) to inform focus groups on priority setting.
- The Seniors Housing Unit will continue and look to expand the partnership work on digital literacy. This will help address the social isolation tenants are experiencing during COVID-19 and will provide tenants with tools to participate in events and consultations.
- Three new bulletin boards will be installed across all SHU buildings by March of 2022. SHU staff are developing a layout and maintenance plan to make sure the boards remain as useful resource and communication areas for tenants.

Tenant Experience Survey

Prior to the initial Phase 1 implementation of the Integrated Service Model, the Seniors Housing Unit conducted a [Tenant Experience Survey \(PDF\)](#) to better understand current perspectives of tenants and identify opportunities to improve services for seniors. This survey serves as a baseline measurement of tenant satisfaction and will be critical in helping the Seniors Housing Unit and their partners understand the impact of the Integrated Service Model.

- The survey was designed to align with the priority areas of the Integrated Service Model: property management, safety and security, communication with staff, access to supports and services, tenancy management and community development.
- Prior to distribution, the survey was pilot tested with 14 senior tenants living in one of the 18 buildings. Tenants provided feedback on question clarity and relevance, and offered suggestions on how to best distribute the survey to tenant communities.
- Surveys were distributed to 2,826 households in the 18 buildings in the South East Region that were scheduled to be part of the ISM Phase 1 implementation, and were available in multiple languages.
- The survey had a 39 per cent response rate (n=1,114 responses).
- The research team at Sunnybrook Research Institute analyzed the survey results and created the summary report of the results.

Key findings of the survey included:

- Overall satisfaction
 - 82 per cent were satisfied with the services offered in their building
 - Staff could be more accessible and should understand and appreciate the unique needs of senior tenants

- Property Management
 - 87 per cent felt their building was well-maintained
 - Pest control issues and elevator safety continue to be a concern and unit upgrades would create a more home-like environment
- Safety and Security
 - 85 per cent agreed that their building's common areas are safe
 - Safety recommendations included more security features, higher staff and security presence on evenings and weekends, and mental health and crisis intervention training for staff
- Communication with staff
 - 91 per cent felt staff were respectful to tenants
 - Staff could enhance customer services skills to ensure respectful and senior-friendly communication; more translation support is needed
- Access to Support and Services
 - 66 per cent accessed health and support services when needed
 - 56 per cent were aware of who to ask for help if they needed access to health and support services
 - Recommendations included more in-home housekeeping supports, and access to social workers, personal support workers and other health care staff
- Community Development
 - 60 per cent of tenants felt that the current programs available in their building met their needs and interests
 - Recommendations included community gardens, language classes, social gatherings, tenant feedback meetings and staff check-ins

- Tenancy Management
 - 84 per cent understand their legal rights and obligations as tenants
 - Recommendations included that staff be available to support tenants in completing annual rent reviews and provide information or referrals for filing taxes, purchasing tenant insurance and applying for pensions and other benefits

Tenants identified key opportunities for improvements:

- Enhanced accountability
- Increased transparency
- More accessible staff

Other identified tenant priorities include:

- Building a sense of community
- Improving access to services
- Improved understanding of seniors' unique needs and applying a "seniors' lens" when supporting tenants

Housing satisfaction was significantly lower for tenants with a disability; 39 per cent of respondents self-reported a physical, mental, cognitive, learning, communication, sight, hearing, or functional limitation. Future surveys will look to capture more information on where the ISM may be improving the experiences of these tenants and where more work is required.

This survey was conducted in late 2020, and tenants reported that their sense of community was negatively impacted due to the COVID-19 pandemic.



Results of this survey are being used to guide the priorities and changes to the model. For example:

- Improving access to staff and services are the main reasons for creating the Seniors Services Coordinator (SSC) role. The effectiveness of SSCs in achieving these goals will be monitored.
- Staff training was developed around seniors-specific needs and approaches, with two modules launched in 2021 (see Appendix C). Additional training is planned for 2022 focused on recommendations from the [Tenant Experience Survey \(PDF\)](#), the [Accountability Framework for the Integrated Service Model \(PDF\)](#) and the Senior Tenants Advisory Committee.
- To better identify and address accessibility issues, monthly meetings are held with the tenant-led R-PATH Committee. TCHC consults with R-PATH on accessibility projects, and they support accessibility standards that are applied within TCHC. They also conduct advocacy work and collect tenant feedback on support agencies and community partnerships, ensuring organizations are adequately addressing the accessibility needs of tenants.
- All regional and SSC offices are being designed to be accessible.
- Policies and procedures are being reviewed and assessed from a number of perspectives, including equity and accessibility.
- Enhanced accountability for staff and vendors is being built into the procedure updates and into new technology where applicable.
- The incorporation of tenant perspectives is being strengthened in program and service planning.
- Regular tenant ISM information meetings, newsletters, new bulletin boards and translating posters into 10 languages are part of efforts to be more transparent.
- The results of the survey were also reviewed with the Senior Tenants Advisory Committee.

Tenant engagement and input is a key factor for the successful design and implementation of the Integrated Service Model, and the results of this survey will be shared with tenants and inform continuous improvement plans.

Planned for 2022

The next Tenant Experience Survey within the Seniors Housing Unit will be conducted after the transition to the Toronto Seniors Housing Corporation, with specific timing to be determined. This survey will also be completed after the model has been launched in all 83 seniors-designated buildings. The comparison between this and the initial survey will serve to evaluate the Integrated Service Model and assess tenant perceptions of whether the model is meeting its stated objectives. It will also serve to identify further opportunities for improving services to senior tenants.

Outcomes – Key Performance Indicators

In accordance with the [Accountability Framework for the Integrated Service Model \(PDF\)](#), the Seniors Housing Unit is required to provide SSLTC with monthly reporting of its key performance indicators (KPIs). The following graphs outline the KPIs provided by the Seniors Housing Unit to the City of Toronto's Seniors Services and Long-Term Care Division (SSLTC) since the launch of the Integrated Service Model (ISM) at the end of 2020. Where data is available, it covers October 2020 (pre-ISM) to December 2021. Some KPIs are provided to the City from external sources. These will be included in SSLTC's ISM evaluation as part of a report going to the City's Economic and Community Development Committee in spring 2022.

The KPIs in this report focus on the 18 buildings in Phase 1. As ISM Phase 2 implementation was not launched until September 2021, the data for these buildings is unlikely to show significant change, therefore this data will be provided in the next ISM Annual Program Report.

SSLTC and the Seniors Housing Unit continue to review the KPIs for improvement and are considering other relevant data reporting as it becomes available.

Things to consider about the meaning of the data

There were many changes in 2021 for a variety of reasons including the pandemic. The impact and adjustment period of these changes need to be taken into consideration when reflecting on the meaning of the data. These changes include:

- New ISM roles and initiatives are still being fully established and defined so their impact on these data points is expected to grow over the longer term.
- New technology for data reporting is in the process of being implemented at TCHC which may provide both opportunities and challenges to reporting certain data elements. This is further to the implementation of the new HoMES system in mid-2021. Some aspects of reporting are still being addressed by TCHC's data team which has taken longer than anticipated, resulting in data gaps for some KPIs. The TCHC data team is aware of the required data reporting elements and working to remedy gaps as soon as possible.
- The COVID-19 pandemic has provided unprecedented scenarios over the last two years, and the full impact of this pandemic on ISM outcomes is challenging to determine.
- Since the start of the pandemic there have been temporary changes to income supports and housing:
 - Pandemic-related government benefits (e.g., Canada Emergency Response Benefit or CERB) provided income relief for many, but confusion around eligibility resulted in some recipients having to repay the benefit.
 - The Province issued several COVID-related [declarations](#) and orders during 2020-2021, including a temporary suspension of Landlord and Tenant Board [hearings](#) in 2020, a [rent freeze](#) from January 1 to December 31, 2021, and an emergency order to pause the enforcement of



[residential evictions](#) during declarations of emergency and while the stay-at-home-order was in force.

- Patterns of behaviour for staff and tenants during the pandemic are out of the ordinary. For example:
 - Staff adapted some of their work to make sure tenants stayed safe and healthy and minimize the risk of exposure to COVID-19.
 - There were additional staff absences, both for illness and self-isolation protocols.
 - Tenants were less likely to leave their units.
- In mid-2021, a new centralized waiting list technology for filling social housing vacancies was implemented at the City of Toronto.
- In July 2021, substantial changes to the social housing legislation (*Housing Services Act, 2011*) were implemented.



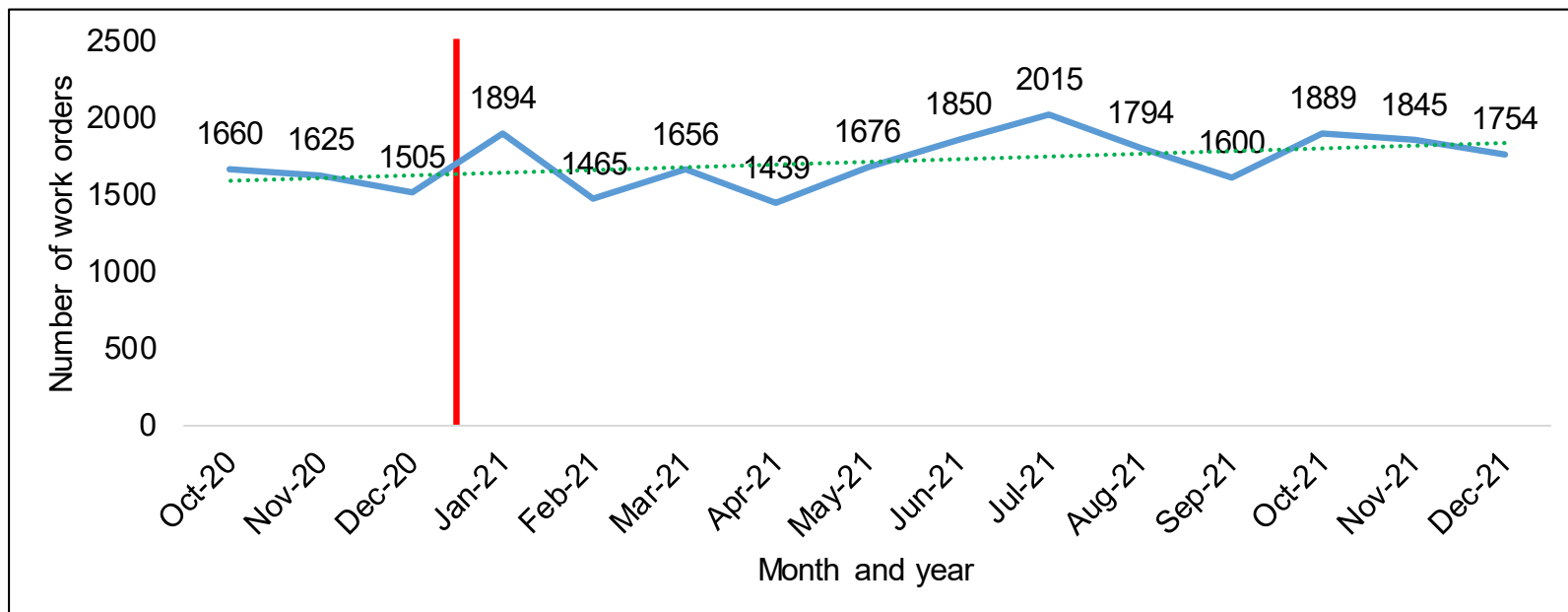
ISM Objective One

Objective one: Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability

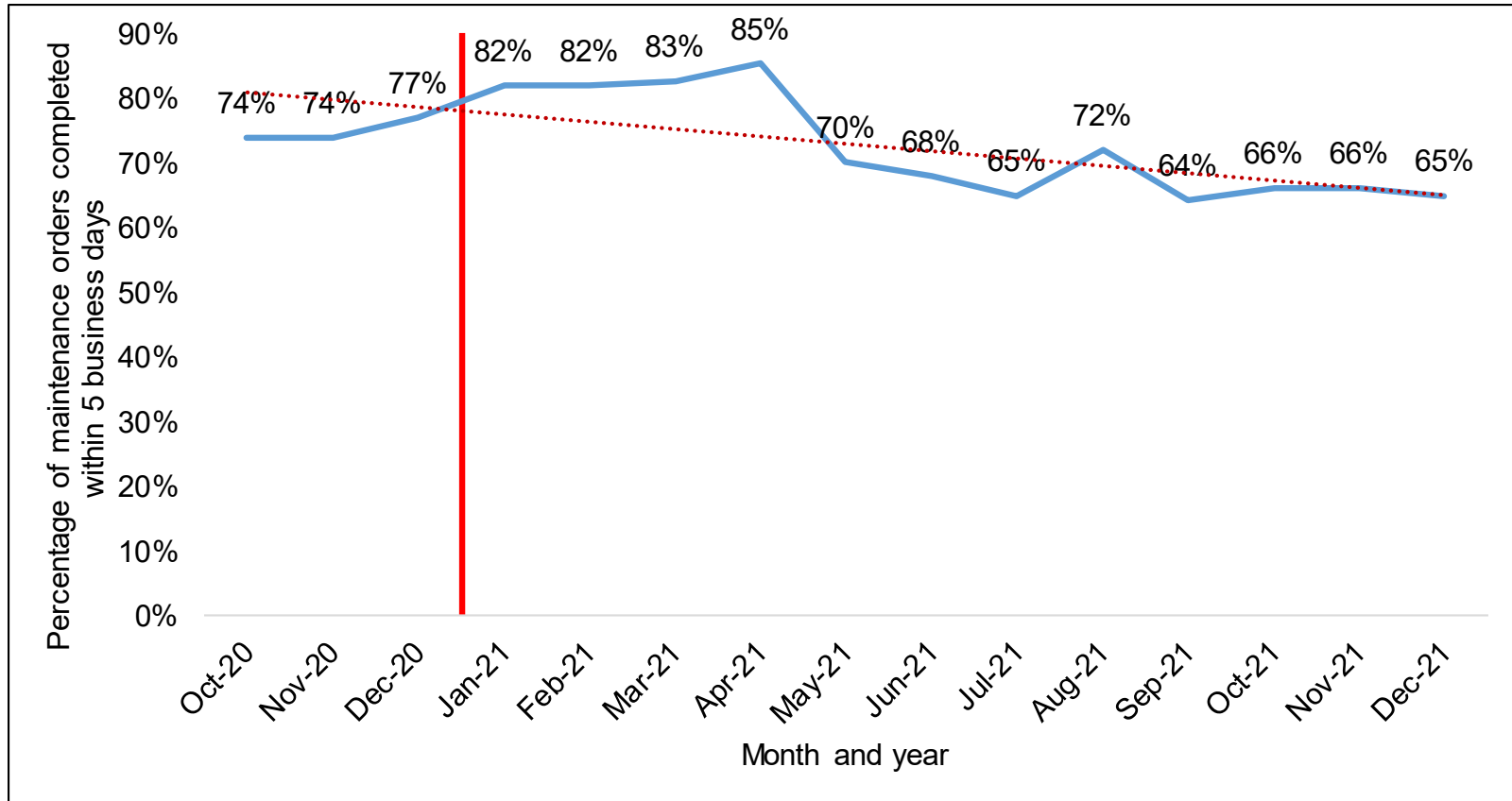
Note: the red line in the data graphs indicates the start of the ISM implementation

Property Management (18 Phase 1 buildings)

Graph 1: Maintenance Requests
(Number of maintenance work orders created)
Expected trend: increase then decrease



Graph 2: Service Level¹
 (Percentage of maintenance orders completed within 5 business days)
 Expected trend: increase



¹ Service Levels are only for routine maintenance requests. Process-related, capital items, non-routine, emergency, and non-tenant requests are not considered. Contractors' service levels are considerably lower than SHU's thereby lowering the overall service level percentage figures for the SHU.

Maintenance Requests and Service Levels

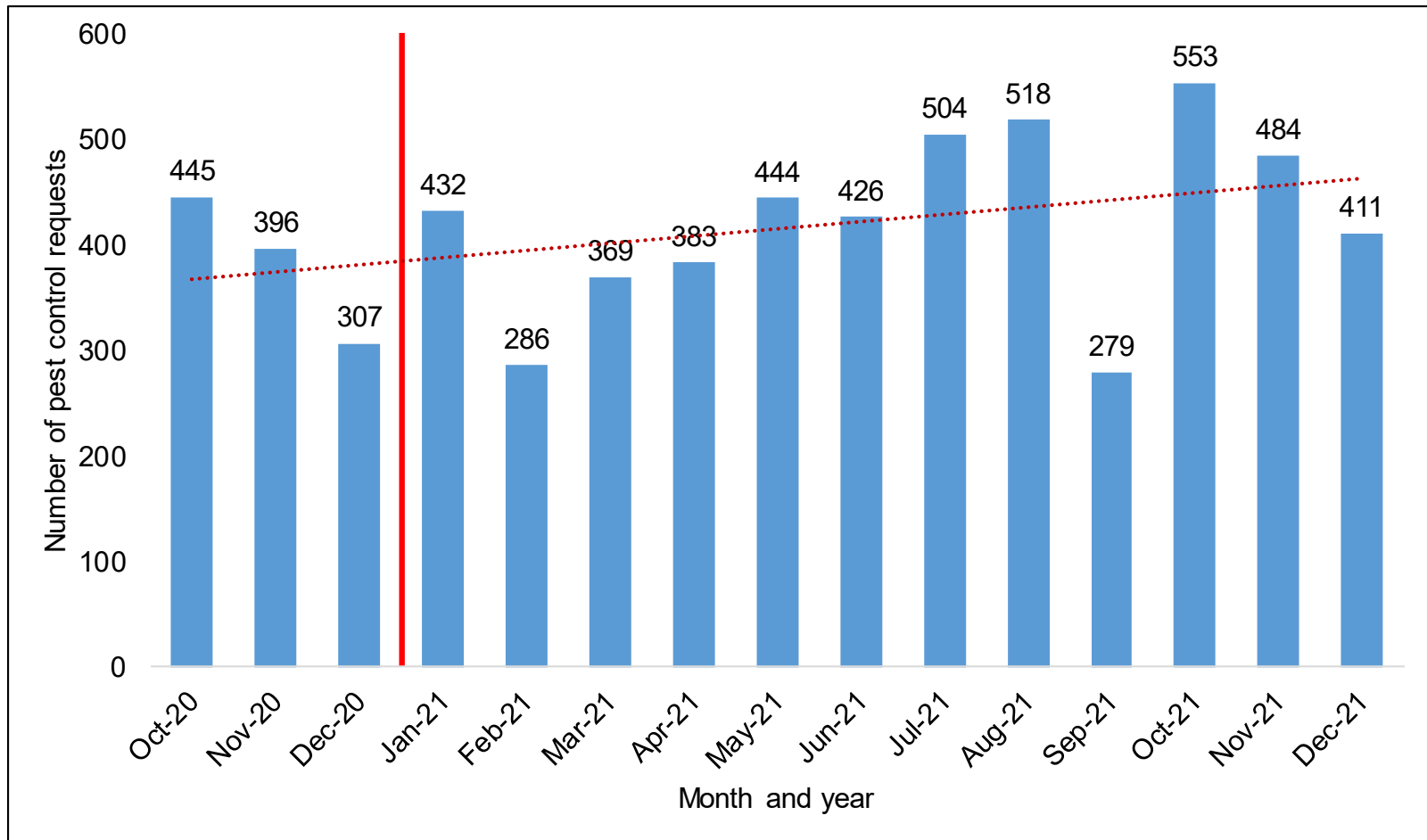
Maintenance requests under the Integrated Service Model are anticipated to first increase and then decrease as tenants are aware of the ability to and comfortable with making maintenance requests and the quality of units gradually improves with these repairs. Service levels are expected to increase as communications, procedures and staff-to-tenant ratios increase resulting in faster response times.

The first year of the ISM implementation shows an upward trend in maintenance requests and a downward trend for service levels. The fact that maintenance requests did not decrease and services levels did not increase is related to how COVID-19 affected the tenants, staff, and buildings. Examples include:

- Non-essential work was deferred during various pandemic waves creating a build-up of maintenance requests and a drop in service levels.
- Mandatory sanitization required staff to work increased hours completing high-touch cleaning as per City bylaws.
- Staff shortages occurred due to self-isolation, accumulated vacation and lieu time, as well as shortages caused by illness as a direct result of the pandemic.
- To lessen critical impacts to tenants, work orders that impacted health and safety were prioritized. This prevented damage and adverse impacts to quality of life. Non-essential maintenance orders were put on hold to reduce risk of transmitting COVID-19 to vulnerable seniors and high-risk populations.

These KPIs are expected to improve once pandemic-related guidelines change and staffing levels return to normal. This will enable the work to be completed to reduce the backlog of maintenance requests that were put on hold.

Graph 3: Pest Control
(Number of pest control requests)
Expected trend: decrease



Pest Control Requests

Numbers of pest control requests under the model are expected to decrease. With increased staffing levels and supports, issues that lead to pest problems are anticipated to be identified and addressed earlier, avoiding or minimizing the need for pest control treatments.

The upward trend of pest control requests is also related to the pandemic. As COVID-19 progressed through 2021 with various waves and lockdowns, tenants stayed in their units for longer periods, resulting in the use of less effective pest treatments in order to avoid adverse health impacts. In addition, the ability to treat surrounding units was not possible; therefore, treatments were more localized than they would be during normal operations.

While the direction of service levels and pest control requests were not in the direction hoped for under the ISM, the changes in these performance indicators were not substantial. This means that staff were able to provide service levels that were close to pre-ISM levels while simultaneously dealing with the pandemic's effects. Pest control requests should decrease as the pandemic subsides and more effective treatments are able to be deployed safely. In addition, internal personnel will become available in 2022, as part of the Complex Tenancies team. This team will be able to assist seniors with pest control preparation and potentially speed up the pest control process.

Hoarding and Pest Issues

Monitoring for hoarding or pest issues is important for the health and safety of tenants within the unit as well as for the entire building. Issues with hoarding or pests may also point to more complex tenancy challenges due to declining health, mobility issues as well as mental health and addiction issues.

Units that are inspected for hoarding and pest issues are done so through the Annual Unit Inspection (AUI) process.

For 2020 and 2021, in accordance with COVID-19 guidelines and physical distancing requirements, the Annual Unit Inspection process across TCHC was simplified by removing certain items/rooms from the checklist. Staff were asked to limit their time in units and their interactions with tenants. As the pandemic subsides the intention is to resume the complete Annual Unit Inspection process.

With the implementation of the Integrated Service Model, it is expected that the number of units identified with moderate or excessive clutter (hoarding) or as having pest issues through the Annual Unit Inspection will decrease as staff build stronger relationships with tenants and conduct tenant needs assessments at least annually. This will allow staff to identify and refer tenants to needed supports earlier.

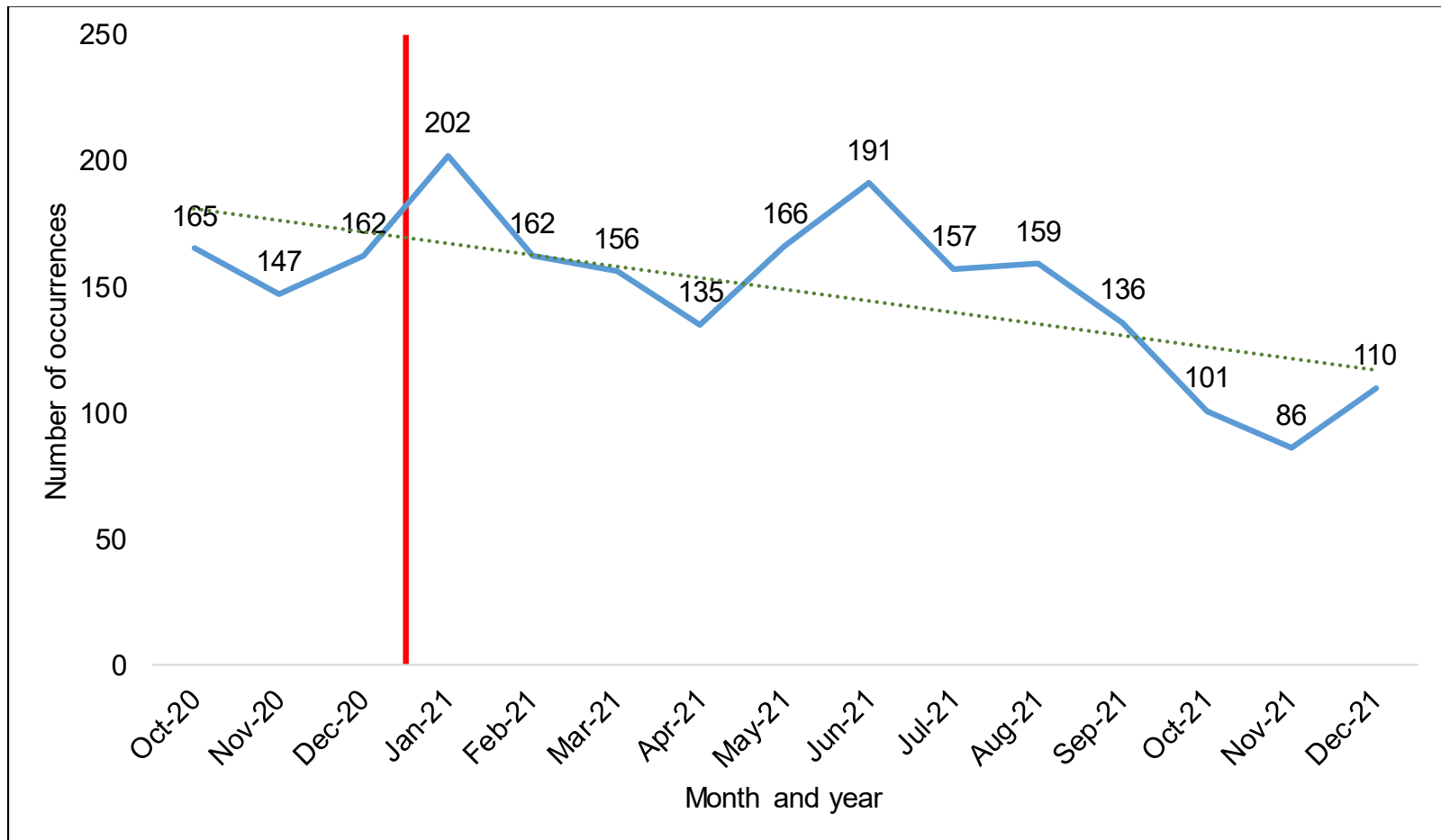
Moderate to excessive clutter can result in fire safety issues, therefore hoarding data was retrieved as part of the Annual Unit Inspection period which took place from June to September 2021. The clutter score assigns ranges between 1 (none) to 9 (excessive). There were 154 inspected units (7.59 per cent) with a moderate to excessive clutter score (a score between 4 to 9).

Pest issues are not deemed critical to fire safety nor required to be captured by the Fire Code; therefore, pest issues were not recorded during the 2020 and 2021 inspections in order to limit contact with vulnerable seniors and high-risk populations. As the pandemic subsides, units of concern will be identified and dealt with in a speedy manner. Pest treatments were still available upon request.

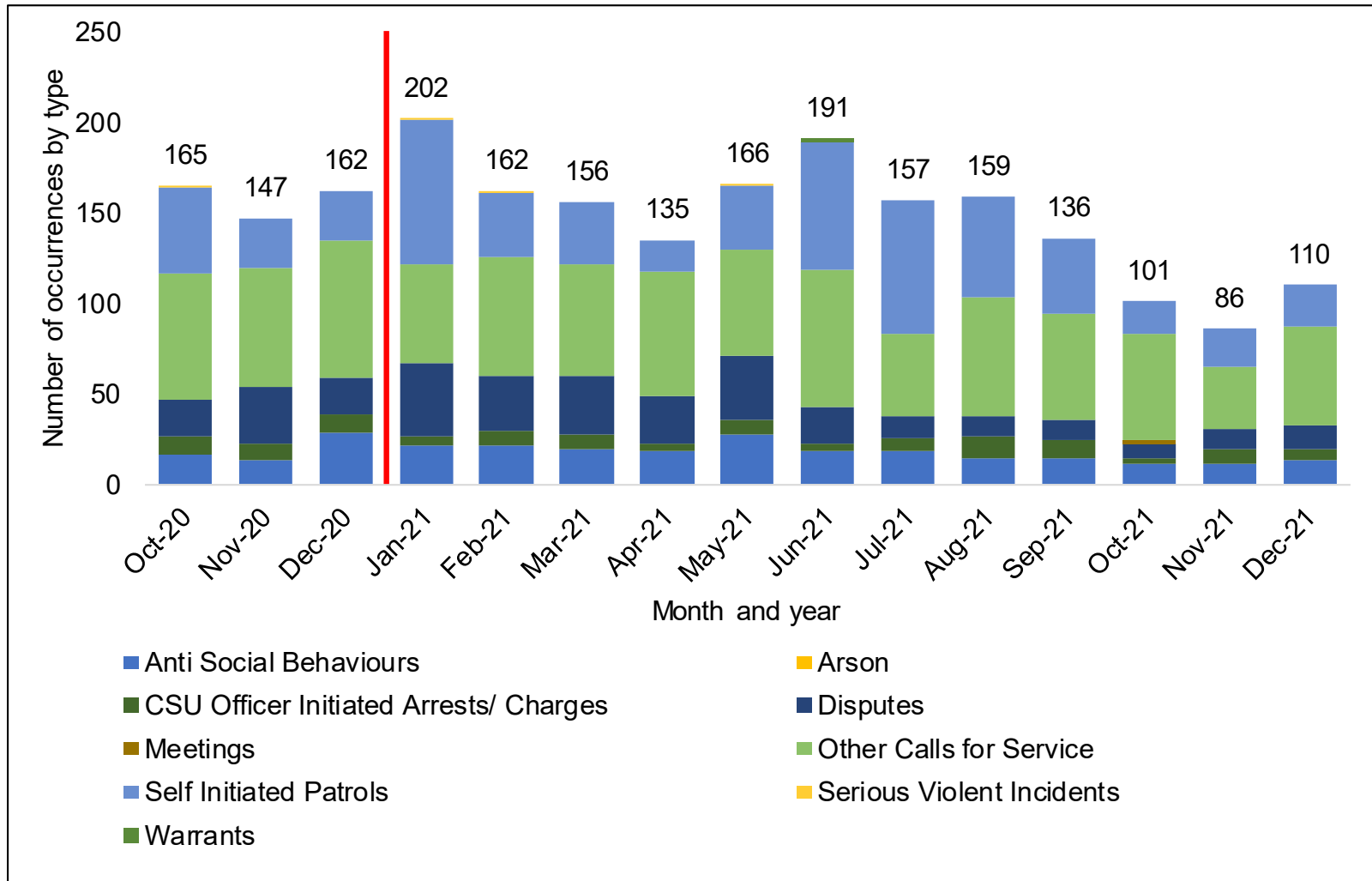
As unit inspections are currently done in a limited period of time within a year, monthly data is not appropriate for analysis and a year-to-year comparison will be provided in future reports to establish a trend.

Community Safety (18 Phase 1 Buildings)

Graph 4: Community Safety Occurrences
(Number of community safety occurrences)
Expected trend: decrease



Graph 5: Types of Community Safety Occurrences



Community Safety Occurrences

The number of community safety occurrences is showing a downtrend which is in line with the expected impact of the model. Areas such as disputes, Community Safety Unit (CSU) officer-initiated arrests/charges, and anti-social behaviour decreased. This may be partially attributed to the pandemic, as more tenants stayed in their units, thereby limiting their contact with other tenants. However, the pandemic was a condition that applied throughout the data collection period shown. The favourable trend may be reflecting the role of the Seniors Services Coordinator (SSC) as well as the increased staff-to-tenant ratios in buildings. The SSC's office/space is generally located directly within the building(s) they support, so they are easier for tenants to reach, are in frequent contact with the superintendent and other building staff, and are more likely to have first-hand knowledge of what is happening within the building. SSCs proactively engage with tenants and those in need of help are supported in a timely manner, reducing the risk of safety occurrences materializing. As relationships are built and strengthened between tenants and staff, there should be a continued downward trend of community safety occurrences over the long term.

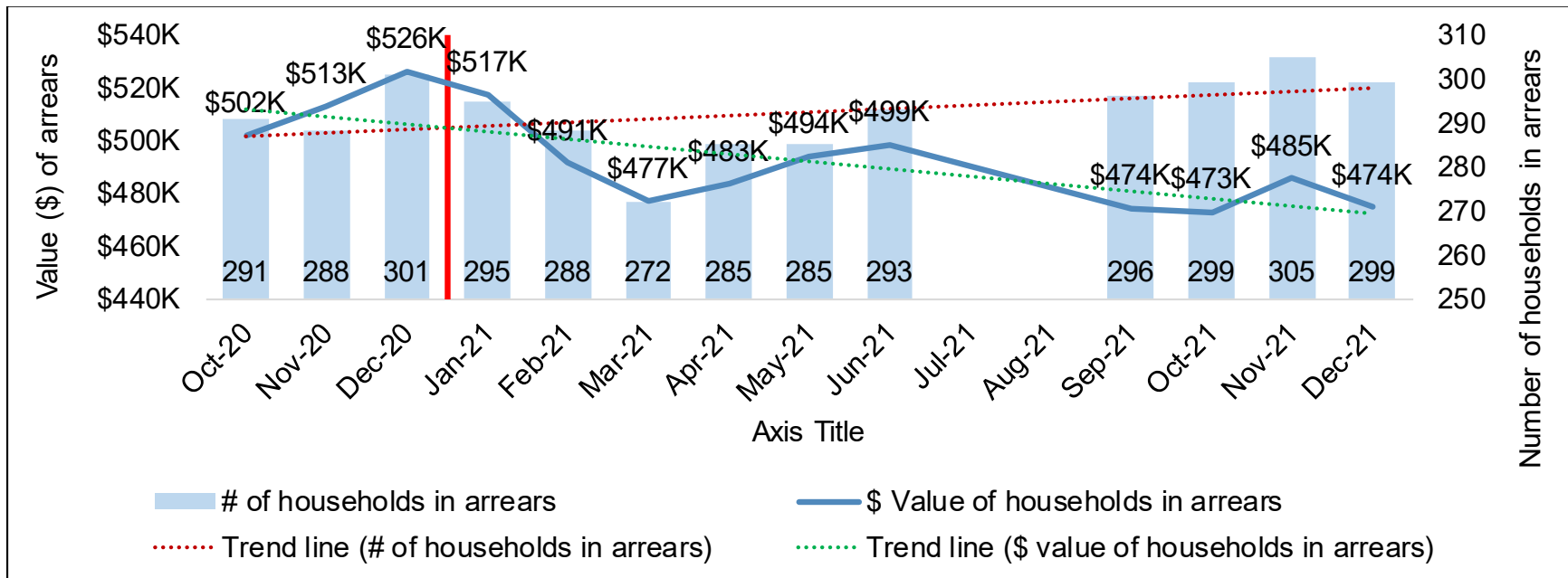


Tenancy Management (18 Phase One Buildings)

Graph 6: Total Arrears²

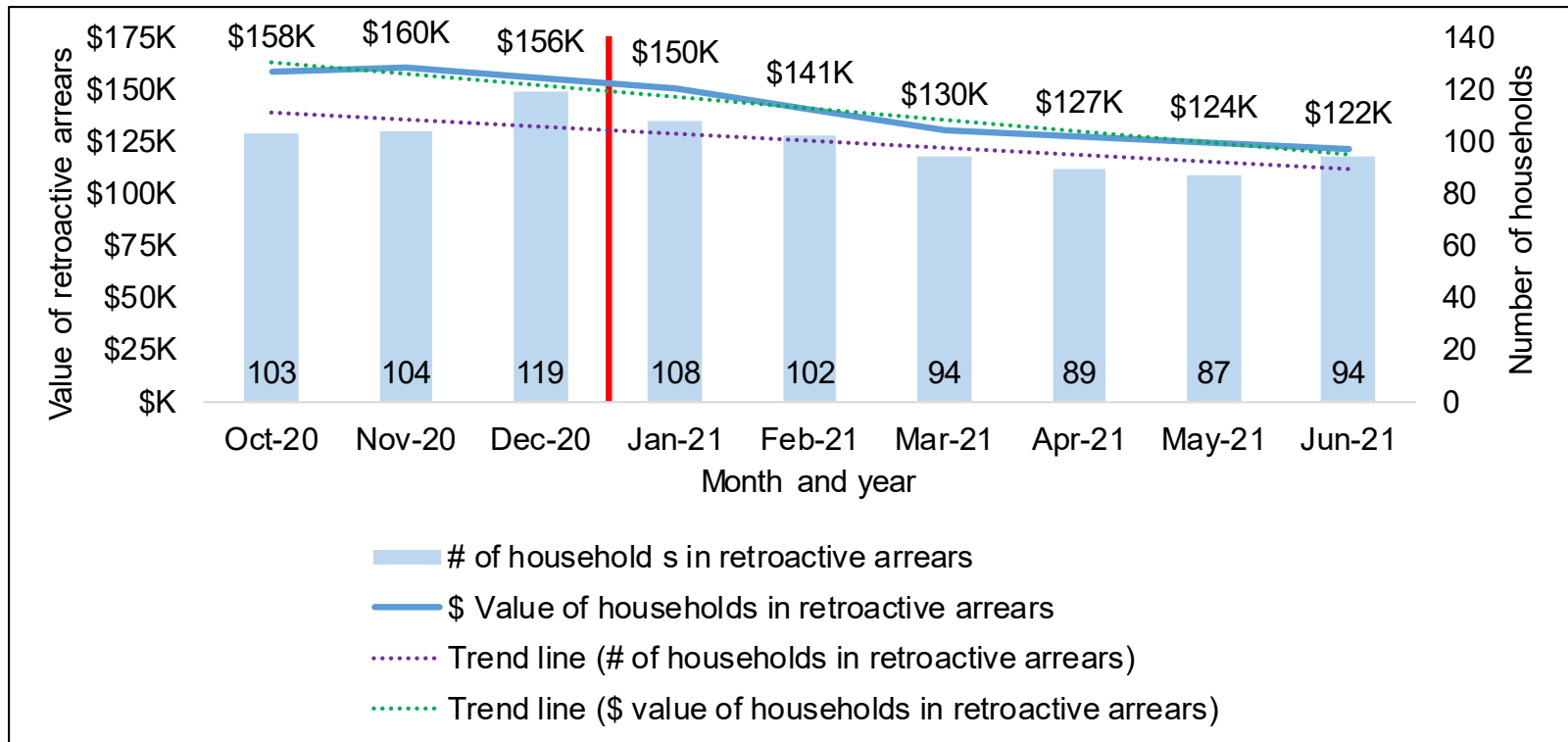
(Value and number of households in arrears)

Expected trend: decrease for both value and number of households



² Business reporting issues due to the transition to new technology resulted in data for this KPI being unavailable for July and August 2021. Note that these arrears include households with retroactive arrears which are often temporary while waiting for tenants to provide documents or other requirements and are often diminished or reversed once these requirements are met. Over the period of this data there were an average of 100 households with retroactive arrears with an average total arrears for all retroactive households of \$140,773.

Graph 7: Retroactive Arrears³
 (Value and number of households in retroactive arrears)
 Expected trend: decrease for both value and number of households



³ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is only available up to June 2021.

Total Arrears

The dollar value of households under Total Arrears shows a downward trend, in line with the expected impact of the Integrated Service Model. This may be due to an updated, seniors-specific Arrears Collection and Evictions Prevention procedure that was implemented in July 2021 where arrears are identified and addressed sooner. Seniors Services Coordinators actively engage in the arrears process and collaborate with the Tenant Services Administrators to identify and connect with tenants that are in arrears. Higher staff-to-tenant ratios also allow staff to connect with more tenants and offer support in a timelier manner than in the previous TCHC staffing model.



The number of households in arrears was trending upward, which is the opposite of the expectations for the Integrated Service Model. The staffing model includes supporting tenants with education and referrals on income supports and annual rent reviews, which should reduce the number of tenants going into arrears.

- Various COVID-19 income supports, and frequent changes and lack of clarity around these supports, caused confusion for both staff and tenants. In some cases, tenants received benefits they were not entitled to and were required to pay back, placing them in a financially precarious position possibly resulting in arrears.
- The COVID-19 eviction moratorium did not allow for the enforcement of evictions for non-payment of RGI arrears, meaning that tenants who might normally be evicted for non-payment of rent remained housed and therefore increased the number of households in arrears.

- The eviction moratorium also may have resulted in some tenants choosing not to pay their arrears while there were no imminent consequences in place.

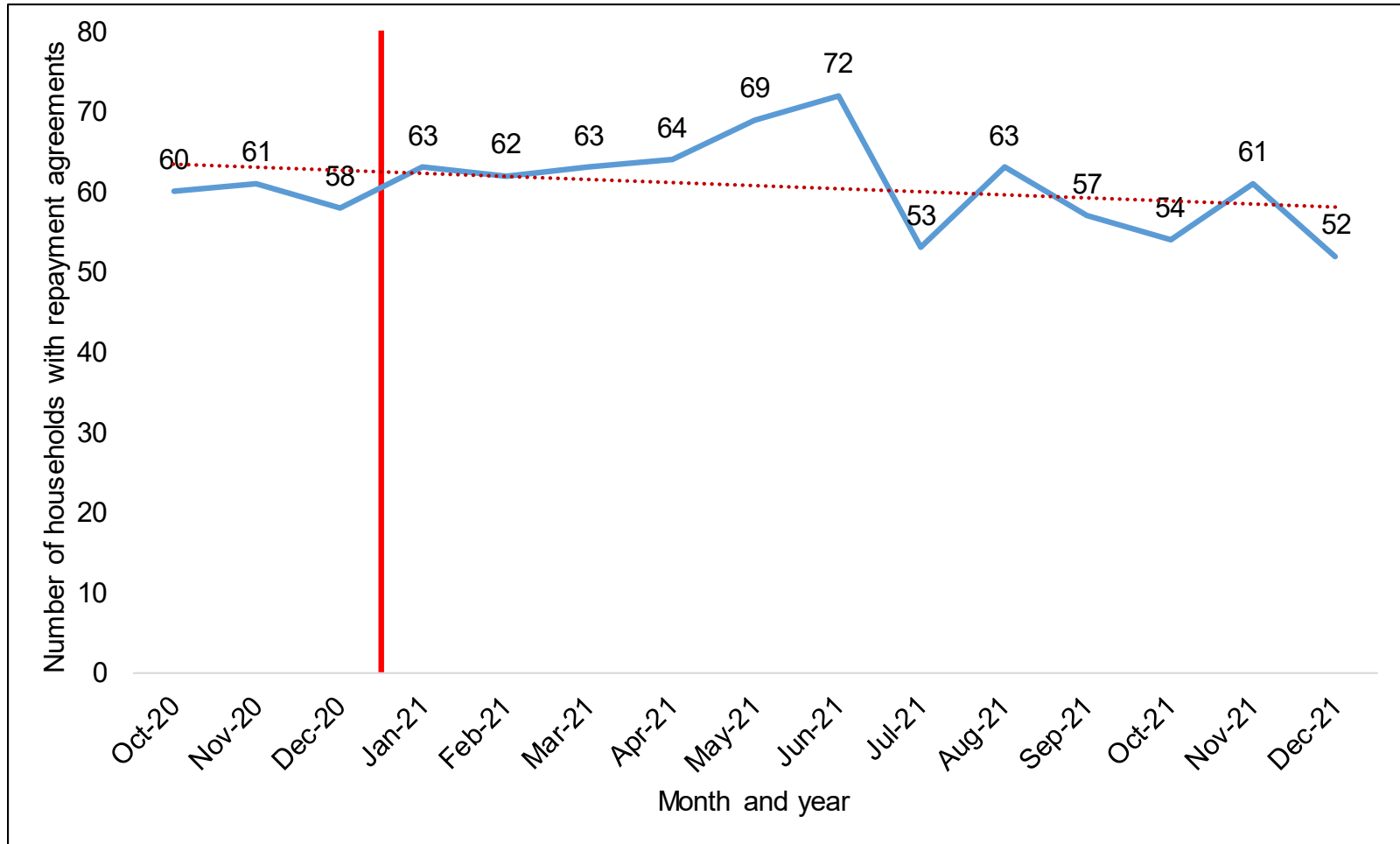
A temporary spike in arrears has been predicted for the beginning of 2022 as rent increases were deferred to January 1. Staff are working to identify tenants at risk to make sure they are prepared for the rent increase. Once the eviction moratorium is lifted and incomes stabilize, arrears are expected to trend downward in alignment with the expectations of the ISM, for both dollar value and number of households in arrears. New and updated procedures will also be initiated in 2022 that should reduce the total arrears. For example, a Turning 65 procedure will support tenants turning 65 in addressing changes in income supports in a timely way, and a procedure supporting senior tenants in completing their annual rent reviews is also in development.

Retroactive Arrears

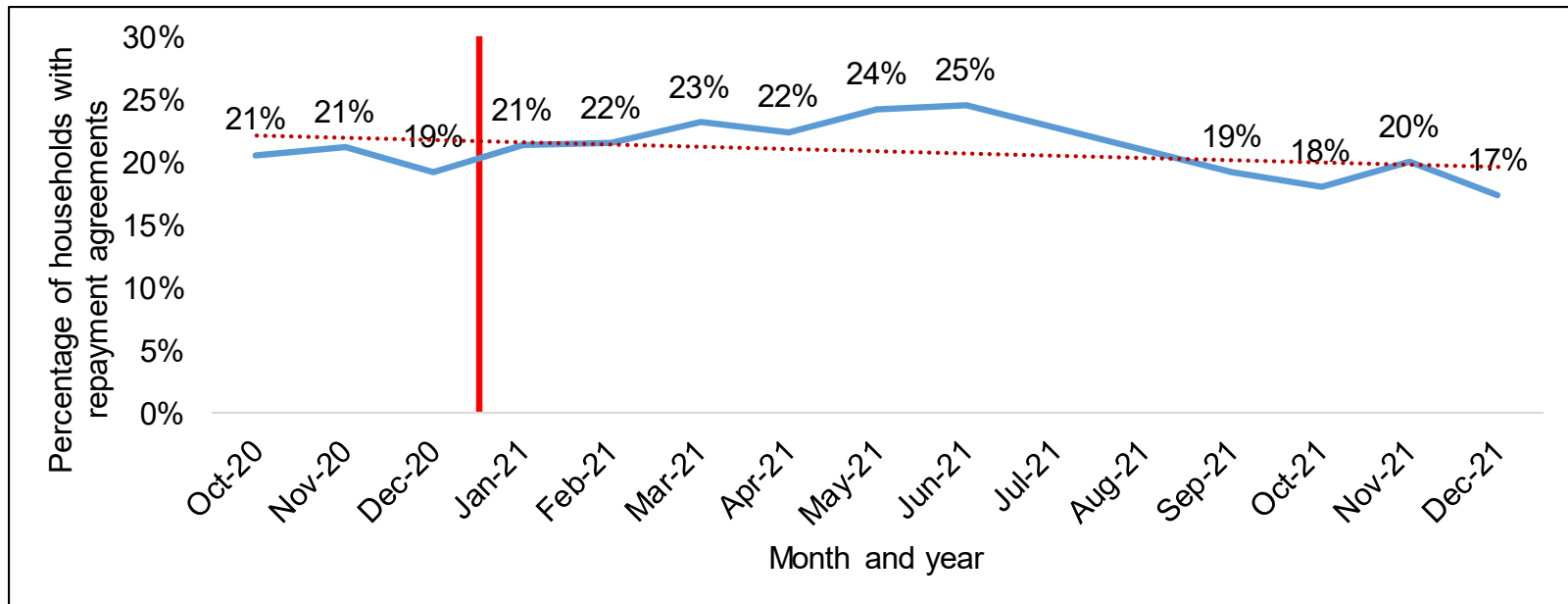
Retroactive arrears had a downward trend for both dollar value and number of households, which is the direction expected under the model. This downward trend may be partially due to the Seniors Services Coordinator role which ensures that a proactive approach is taken with tenants that are at risk of losing their subsidy. The increased staff-to-tenant ratio also allows Seniors Services Coordinators to have meaningful contact with at-risk tenants to address outstanding documentation and payments. However, this downtrend may also be due to retroactive charges not being applied because of the rent freeze implemented in 2021 to help tenants through the pandemic.

Business reporting issues due to the transition to new technology are still being addressed. Therefore data for retroactive arrears is only available up to June 2021. Once data is available, it is expected to show an initial upward trend at the expiration of the rent freeze, followed by a downtrend due to continued early engagement from the SSCs and collaboration with partners such as the Office of the Commissioner of Housing Equity.

Graph 8: Repayment Agreements
(Number of households with repayment agreements)
Expected trend: increase



Graph 9: Percentage of Households in Arrears With Repayment Agreements⁴
 (A ratio of households with repayment agreements versus number of households in arrears)
 Expected trend: increase



⁴ Business reporting issues due to the transition to new technology resulted in data for this KPI being unavailable for July and August 2021.

Note that these arrears include households with retroactive arrears which are often temporary while waiting for tenants to provide documents or other requirements and are often diminished or reversed once these requirements are met. Over the period of this data there were an average of 100 households with retroactive arrears with an average total arrears for all retroactive households of \$140,773.

Repayment Agreements

The number and percentage of households with repayment agreements trended downward, opposite of the expectations under the ISM, and despite the number of households with arrears increasing (see Graph 6). These opposing trends were most likely due to a combination of pandemic- and ISM-related factors:

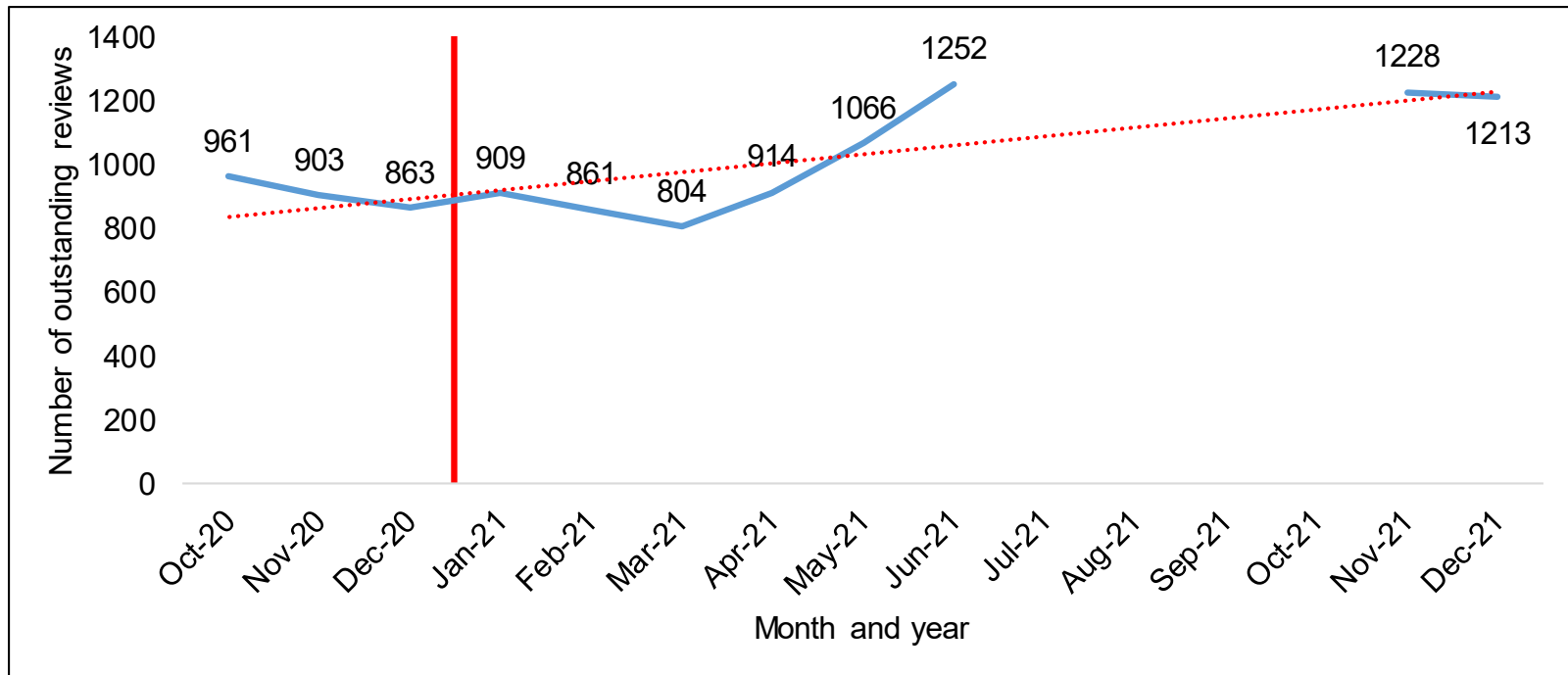
- The unit ratio for the new Tenant Services Administrator (TSA) role, responsible for rent and arrears calculations and agreements, is approximately double that of the former Tenant Services Coordinator role. Despite the tenant-facing customer service role being delegated to the SSC (rather than the TSA), there was still a backlog in processing documentation. Staff worked longer hours and received additional support from the Tenant Engagement and Services Supervisor to address the backlog, and an additional Tenant Services Administrator will be hired for each ISM region in early 2022 to resolve this capacity issue.
- An updated Arrears Collection and Evictions Prevention procedure was implemented in July 2021 where TSAs and SSCs work together to identify and connect with tenants in arrears at an earlier stage. This updated process may diminish the need for a repayment agreement due to less time for accumulation of arrears or it may increase the speed at which local repayment agreements are signed, potentially reducing the accumulation of substantial arrears.
- Pandemic-related government benefits (e.g., Canada Emergency Response Benefit or CERB) received by tenants in error had to be repaid, potentially leaving the tenant with insufficient funds for rent, resulting in arrears. These may have been one-time arrears that tenants were able to pay off without a formal repayment agreement.

- The COVID-19 eviction moratorium meant that those individuals that had arrears but did not agree to a repayment agreement could not be evicted and therefore continued to be counted in the arrears-related KPIs.
- The eviction moratorium may have left tenants less motivated to enter into repayment agreements as there were no immediate consequences.

As pandemic-related moratoriums end, staff will be able to take action with tenants that are in arrears. This should result in a reduction of households in arrears without repayment agreements.

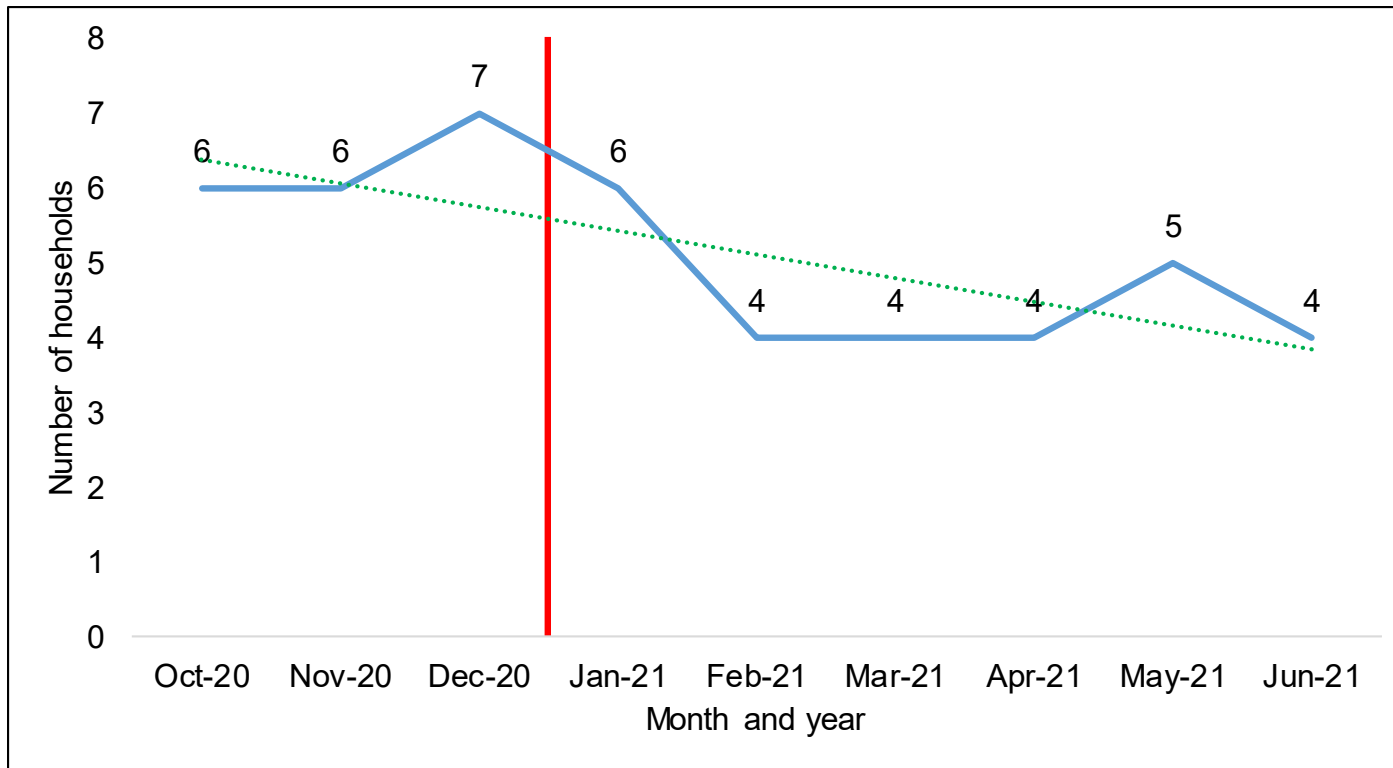


Graph 10: Outstanding Annual Rent Reviews⁵
 (Number of outstanding annual rent reviews)
 Expected trend: decrease



⁵ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is unavailable from July through October 2021.

Graph 11: Arrears Under the Loss of Subsidy Due to Non-return of Annual Review⁵
(Number of households)
Expected trend: decrease



⁵ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is only available up to June 2021.

Outstanding Annual Rent Reviews and Related Arrears

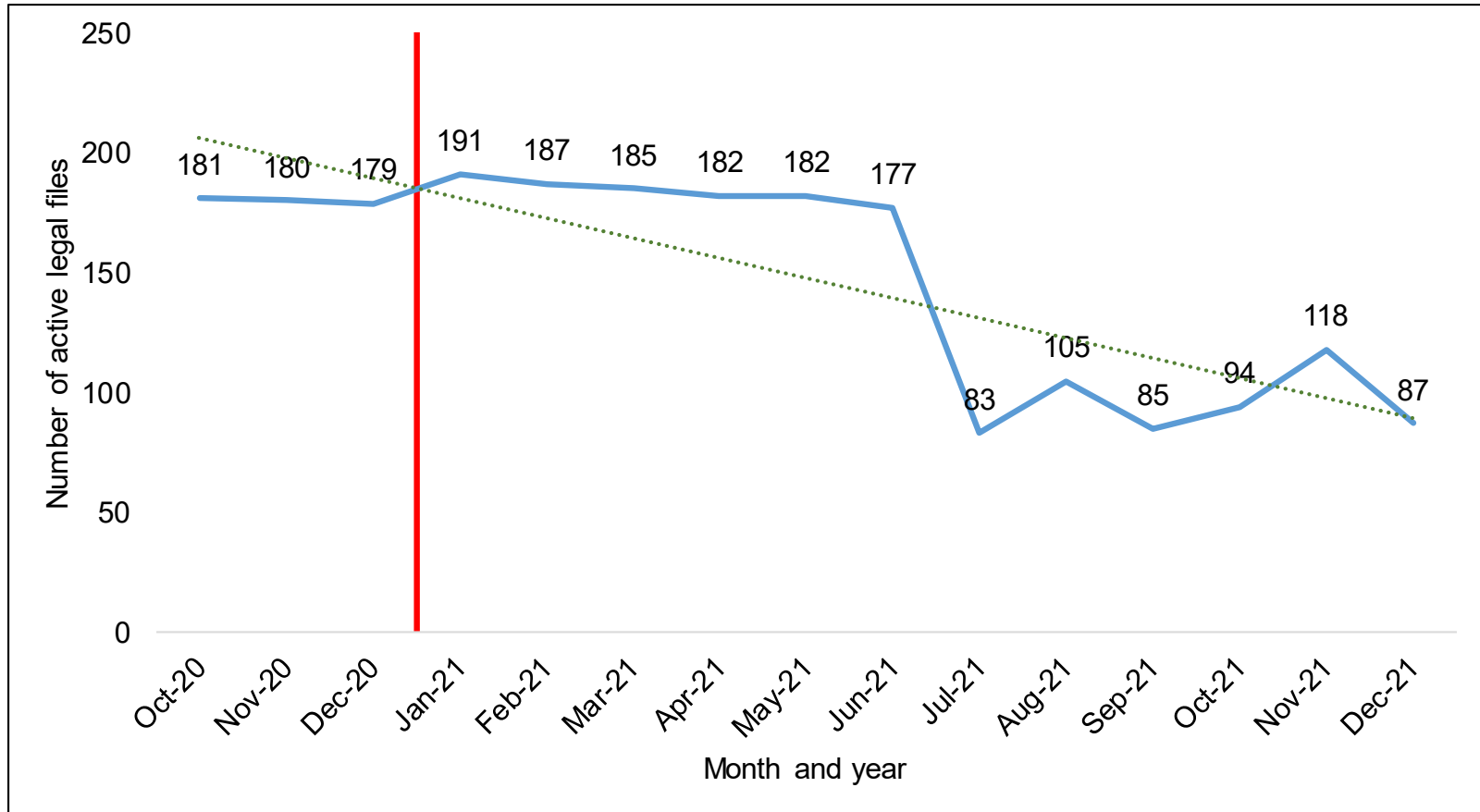
Outstanding annual reviews saw an upward trend. This is the opposite direction of what is expected under the Integrated Service Model as SSCs are available to support tenants in successfully completing their annual review requirements. Meanwhile, arrears under the loss of subsidy due to non-return of annual review was trending downward, as expected under the model. Factors most likely impacting these trends include:

- While a loss of subsidy decision is effective the date it is issued, the increase to market rent takes effect 90 days after the notice is issued. As all rents were frozen in 2021 as part of the pandemic response, the change to market rent for loss of subsidy decisions could not be implemented until January 1, 2022. This means that tenants with a loss of subsidy decision were less likely to accumulate arrears as their rent remained at their most recent rent-g geared-to-income (RGI) level until 2022.
- Staff delayed issuing loss of subsidy notices to give tenants additional time to get documentation during the pandemic and to avoid confusing messaging about the effective date of the notice versus the effective date of the related increase to market rent. This would result in the loss of subsidy being underreported or at least delayed. Staff have communicated that generally tenants are confused about the rent freeze and other temporary COVID-related changes impacting their income and tenancy.
- TCHC paused sending out annual review packages in 2020, which caused confusion about the dates of the annual review and a backlog of annual reviews to complete.
- As of July 1, 2021, filing taxes annually became mandatory to receive RGI. During the pandemic not all tenants had the same access to tax clinics, as many clinics moved online; this impacted the ability of many tenants to complete their annual review owing to barriers with technology and internet access.

- With COVID-19, tenants may have had more frequent check-ins with support networks, such as staff, family, friends or support workers, who may have assisted in completing the annual review documentation, potentially offsetting the upward trend.
- The pandemic caused staffing shortages and impacted operations, making it more time-consuming to receive documents from tenants.
- Some tenants received or had to pay back pandemic-related government benefits (e.g., CERB), which required recalculation of their rent, adding additional work for Tenant Services Administrators. Mitigation of this increased workload included staff working additional hours and receiving additional support from the Tenant Engagement and Services Supervisor. These efforts were insufficient to process the increased workload and to maintain parity with the amount of outstanding annual rent reviews. This will be addressed by the hiring of an additional Tenant Services Administrator for each ISM region in early 2022.

The KPI for arrears under the loss of subsidy is expected to initially increase in 2022, as all changes to market rent for loss of subsidies that were delayed or unable to be implemented due to the rent freeze became effective January 1, 2022. The Seniors Services Coordinators will work to identify and support tenants directly impacted by the lifting of the rent freeze. Staff will also continue their collaboration with the Office of the Commissioner of House Equity. In the long run, KPIs are expected to trend downward as the hiring of four additional TSAs and the implementation of an updated procedure for proactively supporting tenants in completing annual reviews will ensure more manageable caseloads and better outcomes for tenants.

Graph 12: Active Legal Files – Arrears
(Number of active legal files for arrears)
Expected trend: decrease



Active Legal Files - Arrears

Active legal files for arrears trended downward. This trend was expected under the Integrated Service Model as staff process files early and work with TCHC's Legal Services team to coordinate files so that monitoring and action is taken before eviction orders expire. Additionally, the updated, seniors-specific Arrears Collection and Evictions Prevention procedure was implemented in July 2021 and the COVID-19 rent freeze limited escalation.

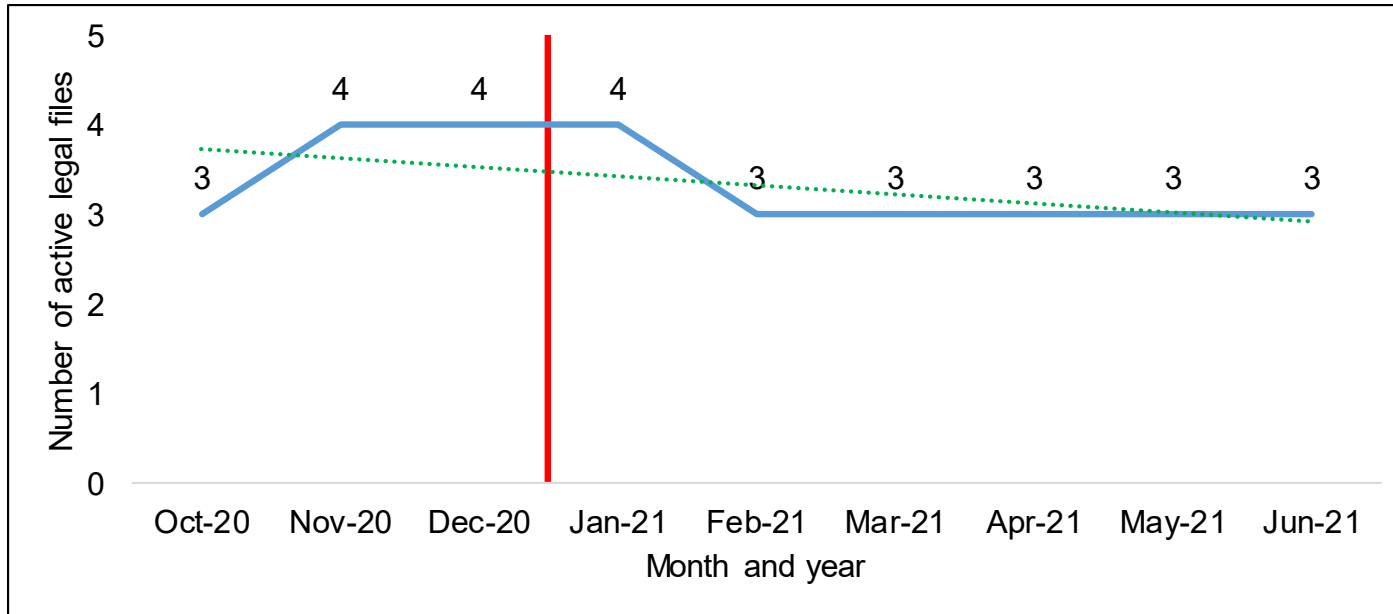
Moving forward, this KPI is expected to trend upward in the short term as the rent freeze lifts, and the eviction moratorium ends. However, the downward trend should continue longer term given the proactive engagement of the Seniors Services Coordinators along with new and updated seniors-specific procedures aimed at reducing adverse housing impacts such as arrears.

Active Legal Files – Illegal Acts

Active legal files for illegal acts were at zero for the first half of 2021. This KPI does not have data after June 2021 because of business reporting issues due to the transition to new technology that are still being addressed.

Due to COVID-19, TCHC's Legal Services team was directed to file only very serious events with specific criteria and all evictions were required to be approved by the Evictions Committee. No cases fit within Legal Service's criteria during the time period for which the data was available. In the future, the criteria used by Legal Services may change, thereby impacting the KPI. The increased staff-to-tenant ratios, increased presence of staffing within buildings, and strengthened relationships between staff and tenants are expected to keep the number of legal files related to illegal acts low.

Graph 13: Active Legal Files – Health and Safety⁵
(Number of active legal files for health and safety)
Expected trend: decrease



⁵ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is only available up to June 2021.

Active Legal Files – Health and Safety

Active legal files for health and safety were relatively consistent from October 2020 to June 2021, varying by only one; the data for this KPI is only available up to June 2021 because business reporting issues due to the transition to new technology are still being addressed. The consistency of this data may be due to the Landlord and Tenant Board being closed for an extended period as a result of the pandemic, which caused delays in files being closed. Additionally, Annual Unit Inspections, where health and safety cases are commonly identified, were conducted from June to September 2021 where the data for this KPI is currently unavailable.



It is expected that this KPI will trend upward temporarily once pandemic-related restrictions ease and more comprehensive inspections can be completed once again. Long-term, health and safety legal files are expected to decrease as Senior Services Coordinators engage with tenants earlier and additional staff resources are added to help tenants with unit condition concerns and support more complex tenancies.

Evictions

The lack of evictions executed for 2021 reflects exceptional circumstances due to a COVID-19 eviction moratorium. The only eviction, listed between October 2020 and the end of December 2021, was recorded in March 2021 and was a closure of a legal file related to an eviction procedure in 2019 that did not materialize as the tenant agreed to terminate their tenancy in early 2020.

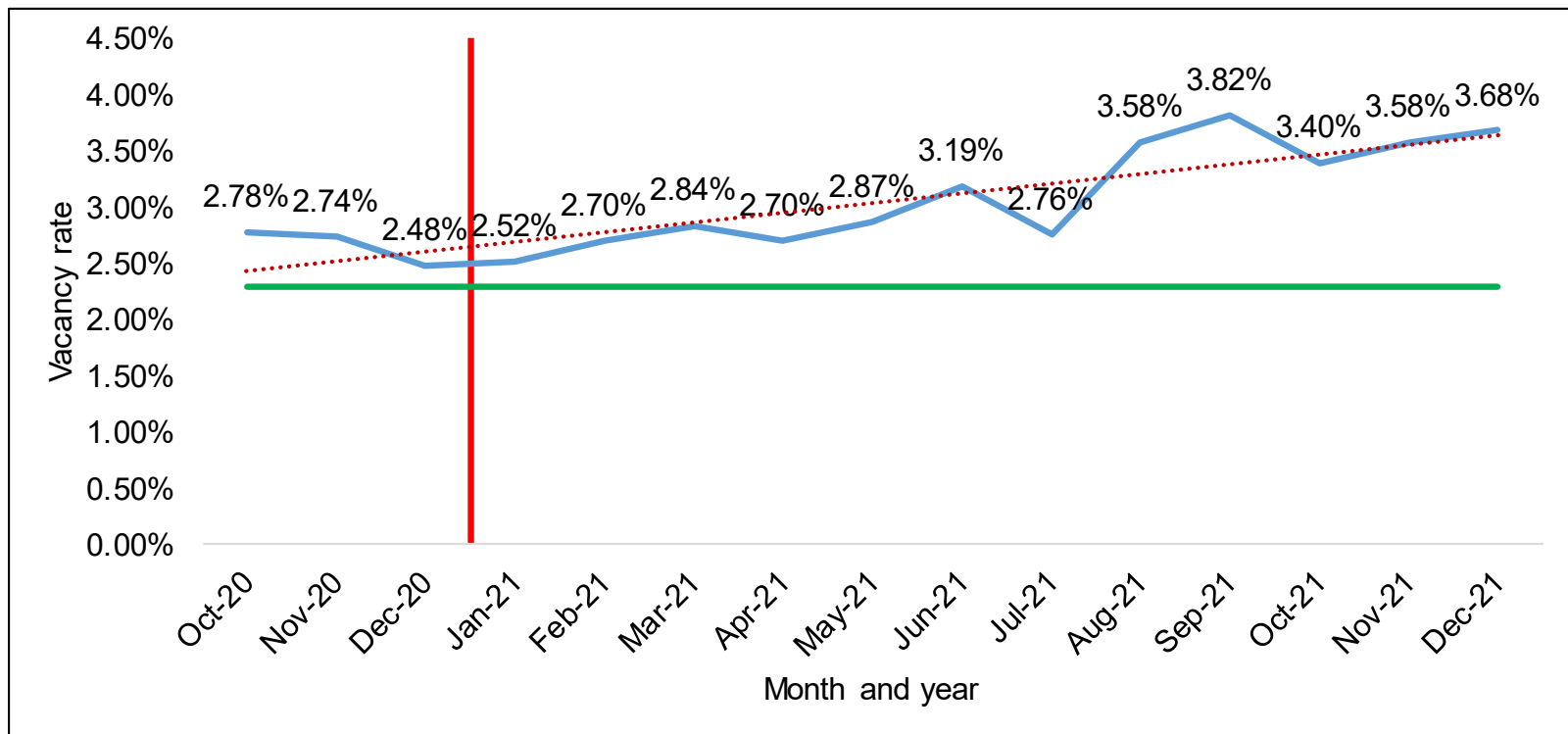
It is expected that this KPI will trend upward as the pandemic limitations on evictions are lifted. Over the long-term, evictions are expected to decrease because of seniors-specific procedures aimed at preventing adverse outcomes such as evictions, along with the proactive engagement and support provided by Seniors Services Coordinators and a new Complex Tenancies team.

Graph 14: Vacancy Rate⁶ (target 2.3%)

(The total number of rentable vacant units divided by the total number of rentable units, calculated on the last day of the month)

Expected trend: decrease

The green line represents the target of 2.3%



⁶ Since the migration to the new tenant management system (HoMES) application, there have been three (3) approved calculations for the vacancy rate.

Vacancy Rate

The vacancy rate was trending upward in 2021, which is the opposite of what is expected under the Integrated Service Model. The City's transition to a new centralized waiting list technology provided challenges in filling vacancies while new business processes were established. A simultaneous change to a new tenant management system within TCHC further complicated vacancy management. As business processes and reporting are finalized, technology changes are expected to assist in reducing vacancy rates in the long-

term. SHU staff continued to monitor and address vacancy rates internally and worked with the City and the technology vendor to minimize the impact of these changes. As the implementation and alignment of the new technologies and business processes are completed, it should be easier for staff to monitor and fill vacancies.

As the pandemic subsides, it is anticipated that additional staffing and supports available to tenants through the Integrated Service Model will ensure more tenants age in place in comfort and dignity, reducing unit turnover.

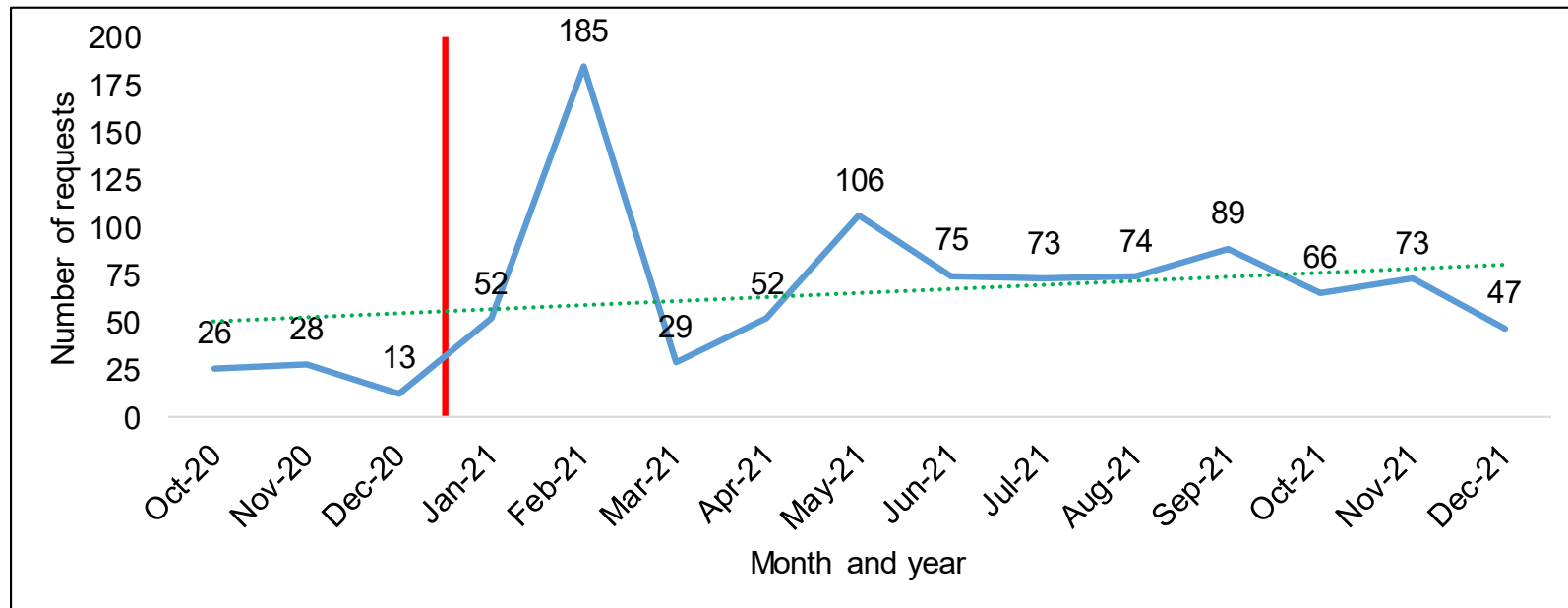


ISM Objective Two

Objective two: Increase access to health and community support services through enhanced integration of community agencies within the buildings

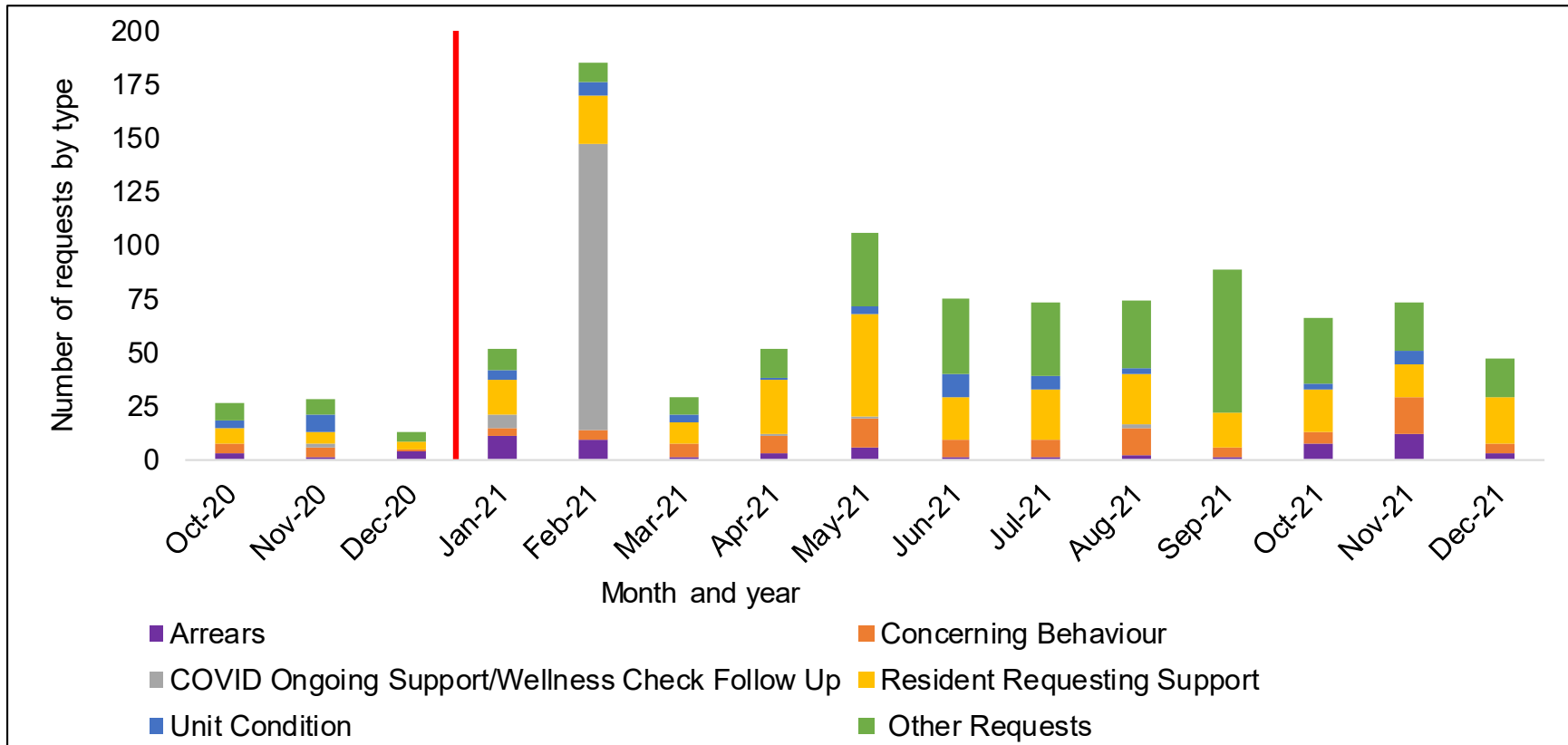
Access to Health and Social Services (18 Phase 1 Buildings)

Graph 15: Tenant and Community Service Requests⁷
(Number of Tenant and Community Service support requests created)
Expected trend: increase then decrease



⁷The high number of service requests in February 2021 is primarily due to COVID-19 wellness checks.

Graph 16: Tenant and Community Service Request Type⁸



⁸ To make the graph easier to read, we have added a number of service request types with low numbers to the 'Other Requests' category, including: critical incident follow up, external service provider requests, internal unit transfer, loss of subsidy, support relocation of tenant, soft landing support, vulnerable person door knock, and vulnerable person telephone. We have also merged two COVID-related categories: ongoing support and wellness check follow-up.



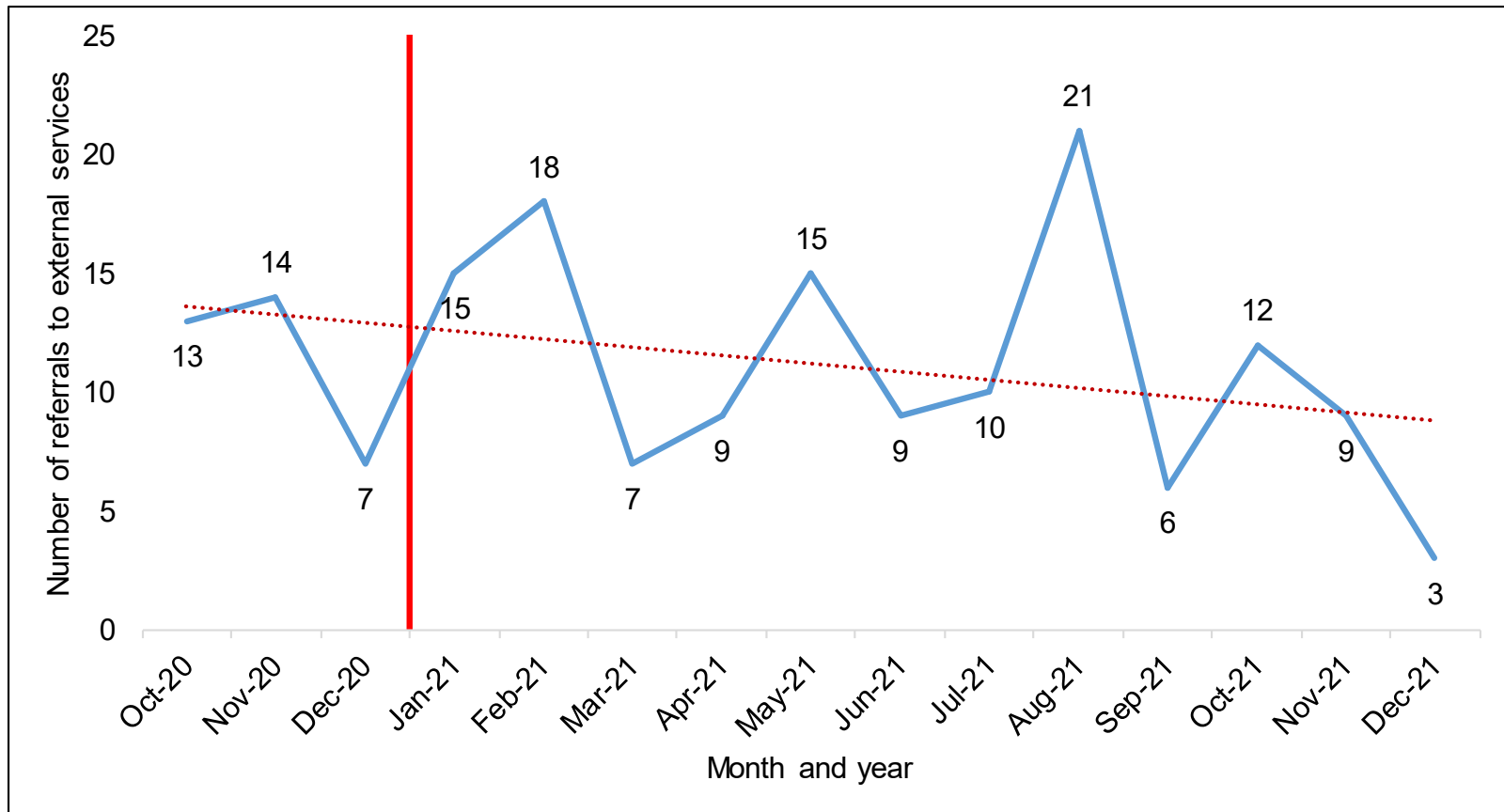
Tenant and Community Service Requests

There was an upward trend in the number of tenants asking for supports, especially in navigating the pandemic. The spike in February 2021 was primarily due to COVID-19 wellness checks conducted by SHU staff. Increases in requests were seen mainly in support requests or reports concerning behaviour, unit condition, and Other Requests (this includes the general category of Other Requests as well as categories with low numbers: critical incident follow-up, external service provider requests, internal unit transfer, loss of subsidy, support relocation of tenant, soft

landing support, vulnerable person door knock, and vulnerable person telephone). These types of requests are directly linked to the pandemic. With Seniors Services Coordinators in place, they will be addressed and closed in a timely manner.

The implementation of the Integrated Service Model was expected to result in an initial upward trend as Seniors Services Coordinators proactively worked with tenants to connect them with needed supports. But, as these supports are established, tenants would have fewer unmet needs and therefore fewer requests.

Graph 17: Referrals
(Number of referrals made to connect tenants with external services)
Expected trend: increase



Referrals and Partnerships

As part of the Integrated Service Model, external referrals and partnerships are both expected to increase as Seniors Services Coordinators work with tenants to identify needs and connect them with appropriate services and supports. With the goal of having seniors age in place, it is ideal to bring some of these services directly to the buildings, resulting in an increase in Use of Space agreements.

For the external referrals, the numbers were lower than expected. Upon further examination inconsistencies in the process for recording this KPI were discovered. All records were reviewed and corrected where possible; however, the scope of the inconsistency was not clear in some records. This has been identified as an area for improvement and additional training has been provided to staff. The KPIs from this report will also be reviewed monthly with regional managers to make sure all staff are tracking their work appropriately and referrals continue to be tracked accurately. Going forward, the number of external referrals will be more accurately reported as a result of these quality improvement measures. This is an example of the challenges of integrating services and new systems and the type of quality improvement needed to ensure proper service delivery.

With respect to partnerships, the KPI in the Accountability Framework was the number of Use of Space agreements signed, with this number expected to increase. Four new Use of Space agreements were signed in 2021, two exclusive and two non-exclusive. Two of these agreements were related to food security, deemed an essential service, and the other two agreements were renewals for onsite supportive housing programs. A number of one-time Use of Space agreements were signed for individual programs, such as digital literacy, where permitted under COVID-19 guidelines. All other Use of Space agreements have been placed on hold due to COVID-19. The Seniors Housing Unit will resume signing agreements with organizations as direction on recreation and common rooms is received from Toronto Public Health and Provincial health guidelines. In the meantime, discussions are

continuing with TCHC's Programs and Partnerships team and Legal Services to update Use of Space agreements for the Seniors Housing Unit.

The number of referrals may lower or stabilize over time as external supports are established for tenants, resulting in fewer unmet needs and therefore fewer referrals. Likewise for partnerships, there are capacity limits for Use of Space agreements so there may be a stabilization in the numbers over time; however, we do expect agreements to increase when the lifting of COVID restrictions/protocols takes place.

Conclusion

The first year of implementing the Integrated Service Model (ISM) has been a success, despite challenges brought on by a global pandemic and a transition to the new Toronto Seniors Housing Corporation. The model has been launched in over half the SHU buildings and will be launched in all buildings by spring 2022, providing better service to senior tenants and improving connections to health and community services. Active communication channels and regular engagement through the Senior Tenants Advisory Committee helped to offset the challenges of fully engaging tenants during a pandemic and ensured that tenant voices were heard and were part of the implementation process.



The pandemic provided new opportunities to engage with our health and community partners and served to strengthen many of these relationships. These partnerships were critical in ensuring early and easy access to COVID-19 vaccines for senior tenants, as well as supporting access to food and health programs when regular programming was paused. TCHC's Programs and Partnerships team used the pause in onsite service delivery to develop a streamlined partnership review process, with the goal of conducting a comprehensive review of all partnership agreements by early 2023. The Seniors Housing Unit expects to complete their review process by the end of 2022.

Despite the challenges brought on by COVID-19, the introduction of the Seniors Services Coordinator role provides an early success story of the Integrated Service Model in action. The role supported tenants by linking them to resources and services such as vaccine clinics and by building collaborative relationships with building staff and community and health partners. We expect to see further

improvements as we implement the Complex Tenancies team in 2022, leading to better outcomes for senior tenants.

While the Seniors Health and Wellness Hubs are currently paused pending further tenant engagement, this engagement will make sure that the model aligns with the wants and needs of senior tenants. Further to this, tenant-led initiatives and on-site health and community services will continue to be a priority in all buildings.

Many Key Performance Indicators (KPIs) are showing the expected changes under the Integrated Service Model, such as a decrease in the dollar value of arrears owed by households, which is encouraging. The outcomes that are not showing the expected results are at least partially impacted by pandemic-related factors such as rent freezes and eviction moratoriums, staffing shortages, and changing rules and guidelines. Actions were taken to make sure that adverse impacts to tenants were limited and critical functions were completed.

Improvements in technology for data collection and reporting will enhance the ability to analyze and target specific areas of the model for further improvements, potentially accelerating the positive impacts of the model.

The next Tenant Experience Survey is expected to indicate where tenants feel the model has made a positive impact as well as where further work is required.

The Integrated Service Model is an important initiative for improving the lives of senior tenants and supporting their ability to age in place in comfort and dignity. The work over the last year has already demonstrated the value of the model to senior tenants. Tracking and evaluating the implementation will allow the model to continue to grow and potentially inform other housing providers who may want to explore implementing a similar model.

The Seniors Housing Unit continues to learn through each ISM phase and looks to continuously improve. The ISM outcomes will take time to be realized and the changes being implemented will continue to be refined as the Seniors Housing Unit transitions to the new Toronto Seniors Housing Corporation in June 2022.



Appendix A: Terms and Acronyms

Annual Unit Inspection(s) (AUI): Annual unit inspections are completed to mitigate the risks related to life safety, fire safety and compliance with legislated building standards while also assessing the potential vulnerability of a tenant and support successful tenancies.

Canada Emergency Response Benefit (CERB): a temporary financial support provided by the federal government to employed and self-employed Canadians directly affected by COVID-19.

Care Coordinator: Home and Community Care Support Services (HCCSS) Care Coordinators are Provincial staff that develop, co-ordinate, and monitor comprehensive service plans, and act as the contact between clients and various community agencies and providers. Provincial Care Coordinators are identified for each building to provide a more direct connection for our tenants to healthcare services. SSCs will support tenants in contacting their designated Care Coordinator. Care Coordinators do not reside within SHU buildings and the Care Coordinators serve households in their regional/geographic catchment areas beyond SHU-specific needs.

Chief Executive Officer (CEO): A chief executive officer (CEO) is the highest-ranking executive in a company.

City: When City is capitalized it refers to the City of Toronto as an organization. As a partner to the ISM, the two main City divisions involved in the Integrated Service Model are Seniors Services and Long-Term Care (SSLTC) and the Tenants First team at Shelter Support and Housing Administration (SSHA). Note that the Tenants First team previously was located within the Social Development and Finance Administration Division. At the end of March, the Tenants First team will be located within the Housing Secretariat Division.

Community Safety Unit (CSU): A unit within TCHC. CSU staff work directly in the communities, conducting patrols and site visits, responding to calls at TCHC properties, helping to resolve complaints and disputes, assisting victims and apprehending offenders, building relationships within the communities, and partnering with other law enforcement, fire, and social service agencies.

Furthering Our Community by Uniting Services (FOCUS): A situation table that uses an innovative, collaborative risk driven approach to Community Safety and Wellbeing co-led by the City of Toronto, United Way Toronto and Toronto Police Service that aims to reduce risk, harm, crime, victimization and improve community resiliency and wellbeing.

Home and Community Care Support Services (HCCSS): This is a Provincial organization(s) with a focused mandate to deliver local health care services such as home and community care, access to community services and long-term care home placement. This is the organization(s) previously known as the Local Health Integration Network(s) when they also led local health care planning and funding, and those functions are now part of Ontario Health

HoMES: a tenant management system application being implemented at TCHC

Hub(s): refers to the Seniors Health and Wellness Hubs, one of the four innovations in the Integrated Service Model.

Integrated Service Model (ISM): A new service model developed as part of the City of Toronto's Tenant First project and as approved and detailed by the City in the ISM Accountability Framework. The model brings about new ways of interacting with and supporting senior tenants, with the ultimate goal of making sure tenants can access necessary supports to age in place with dignity and in comfort.

Key Performance Indicator (KPI): This is a type of performance measurement used to evaluate the success of a program or organization, and in this case, to measure the success of the Integrated Service Model implementation.

Local 79 and Local 416: the TCHC employee unions.

Local Health Integration Network (LHIN): see HCCSS

Office of the Commissioner of Housing Equity (OCHE): The OCHE's mandate is eviction prevention for senior and vulnerable tenants living in Toronto Community Housing (TCHC) who have arrears (unpaid rent). OCHE also provides TCHC with recommendations when a senior or vulnerable tenant has lost their rental subsidy.

Ontario Health Team(s) (OHT): Ontario Health Teams are groups of providers and organizations that, at maturity, will be clinically and fiscally accountable for delivering a full and coordinated continuum of care to a defined population.

Primary and Community Care (PCC) Response Team(s): This is the name for the South East regional integrated care teams. The objective of regional integrated care teams is to create neighbourhood-based teams that support system navigation and service connection through the creation of coordinated care plans for vulnerable adults.

Question and Answer (Q&A): Usually a document or a part of an event or meeting where questions are asked and answered.

Rent-geared-to-income (RGI): A form of housing subsidy where rent is based on income. For Ontario, RGI is calculated according to provincial legislation, specifically the *Housing Services Act, 2011*.

Responsible Personal Accessibility in Toronto Housing Committee (R-PATH): a tenant-led group at TCHC focused on tenant accessibility.

Seniors Housing Unit (SHU): This is the unit within TCHC responsible for the 83 seniors-designated buildings that will become part of the new Toronto Seniors Housing Corporation.

Seniors Services Coordinator (SSC): A new role within the ISM that is the main staff person to contact for all tenant-facing concerns in the building, including access and support, engagement, and tenancy management. The SSC helps with referrals to health and community agencies. SSCs have weekly office hours posted in their building(s).

Seniors Services and Long-Term Care (SSLTC): A Division at the City of Toronto. TCHC's Seniors Housing Unit is accountable to the City's Seniors Services and Long-Term Care Division for implementing the Integrated Service Model.

Senior Tenants Advisory Committee (STAC): The Senior Tenants Advisory Committee (STAC) is an advisory body to TCHC's Seniors Housing Unit and the City of Toronto's Seniors Services & Long-Term Care Division (SSLTC). Toronto City Council approved the creation of the STAC to inform the design and implementation of the Integrated Service Model.

Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability (SPIDER): A City run situation table that delivers customized responses for the purpose of mitigating elevated health and safety risks that affect people, property and neighbourhoods. This table is external to TCHC.

Tenant Engagement and Services Supervisor (TESS): This is the regional supervisor for the Seniors Services Coordinator and the Tenant Services Administrator roles.

Tenants First: [Tenants First](#) is a City of Toronto-led initiative that sets out to make improvements to Toronto Community Housing Corporation (TCHC) and support it to become a more focused landlord. The Integrated Service Model and the creation of the new Toronto Seniors Housing Corporation are important parts of the Tenants First initiative.

Tenant Services Administrator (TSA): A new role within the ISM that works in the regional office and performs administrative tenancy management functions, including preparing communications with

tenants such as rent notices, completing rent assessments, collecting arrears, analyzing data, and preparing reports.

Toronto Community Housing Corporation (TCHC): Toronto Community Housing is the largest social housing provider in Canada and the second largest in North America. The Seniors Housing Unit is currently a part of TCHC.

Toronto Seniors Housing Corporation (TSHC): This is the new corporation that will take on the responsibility of operating TCHC's 83 seniors-designated buildings that form the Seniors Housing Unit as of June 1, 2022.

Appendix B: Senior Tenants Advisory Committee Feedback Details

The Senior Tenants Advisory Committee (STAC) members provided extensive feedback over the first year of the Integrated Service Model (ISM) implementation. Due to the volume of feedback only highlights were provided in the body of this report, however more details are provided below. Additionally, STAC members provided feedback on a draft of this report, and a summary of those comments are also included below.

ISM Annual Program Report

- General design is good and appreciate that photos are of actual tenants versus stock photos.
- Annual program report does not feel focused on seniors but more like a strategic directions document - recommend adjusting this in future.
- Need to make sure to include a glossary of terms and/or abbreviations (added as Appendix A).
- Should be written to be accessible/useful to a broader audience.
- The report should be made easily available for tenants – for example a bound copy in a building’s common room (will look to have a printed copy in all buildings). Could make a reference section of materials within a common space of each building.
- Coverage of STAC feedback is insufficient to fully inform future decisions. Specifically missing some details around concerns raised by STAC, including policies on use of space, the Seniors Health and Wellness Hubs, and the role of the Seniors Services Coordinator (this appendix added in response).
- Too general in some places and therefore not an accurate or complete representation of what is happening on the ground.

- Staffing numbers could be further broken down. Unclear if some added custodial positions were only for COVID to ensure proper cleaning protocols (wording adjusted in report).
- Report is focused on the South East region – this is not necessarily relevant to the other three regions. Need to reflect the differences culturally and socially in the other regions (next report will include all regions).
- The report implies that all buildings received food services during COVID, but these services were not provided to all buildings (wording adjusted).
- The four tenant priority areas listing under the new staffing and training model list buildings first, not tenants. The order should be changed here and consider changing in the order in the Accountability Framework (order changed in report).
- Need to make sure the model and the report recognize and treat tenants as independent adults and not like long-term care residents.
- 2022 plans look promising.

Accountability Framework for the Integrated Service Model

- The framework needs a detailed review by tenants to make sure the ISM continues down the proper path.
- The framework prioritizes accountabilities of staff/TCHC, partners and the City but not tenants.
- There is no mention of the engagement system or a proper incorporation of tenant engagement in the framework/ISM. Tenant engagement should be a top priority connected to all parts of the model, not just mentioned as a part of the Seniors Services Coordinator role.
- The ISM needs to be designed and implemented **with** tenants, not just for tenants.
- The order of some priorities or goals list things like building maintenance first rather than items related directly to tenants (adjusted in ISM report for now).
- Should separate out health versus community services, with health being the higher priority.

Communication

- Communication pathways are not functioning well. Needs to be a top priority.
- Definitions for words being used by staff versus seniors often not the same - need to come to consensus.
- Language used is often confusing and harsh, especially in standard communications and notices, such as those for annual rent reviews.
- Need improved access to translation and interpretation services. More and prompt translation and interpretation support.
- Language data may not be representative because many tenants do not provide information about languages spoken – should check with building staff to verify.
- Communications need to focus on what tenants need and want. Seniors are getting communications and posters that do not apply to seniors – need to make sure this is addressed.
- Communication materials are often missing or late.
- Need to keep tenants better informed, both on general communications as well as progress updates on work orders and other requests, inquiries or concerns.
- Messages not cascaded to tenant representatives to help support and inform other tenants.
- Print items provide challenges for tenants with low vision – need larger font with high contrast.
- Tenants have limited access to technology – computers, phones – so needs to be considered when planning communications.
- Bulletin boards are a challenge for communicating as they are crowded, poorly maintained or organized, and if they are not locked, posters sometimes go missing.
- When using the term “we” it would be helpful to know the department or team responsible, and when stating City be sure to identify the division.
- Seniors Speak needs to be geared toward what tenants want

- Tenants need more information about the ISM.
- Pamphlets for programs and services in the community available in the building would allow tenants to find services on their own if desired.
- Suggestion that TVs in buildings display relevant information in different languages.

Tenant Engagement

- Need to differentiate clearly between communication and engagement, in the report and elsewhere. Communication, such as posters, is not engagement.
- Definition of engagement by staff and tenants is often different – need to come to consensus.
- Should have and value tenant-led engagement. Staff should encourage tenant leadership.
- Tenant leaders should be made aware of what resources are available to them.
- Tenant engagement needs to be a major focus of the ISM.
- There is still no proper engagement model for seniors.
- Tenant engagement system needs to be overhauled to be geared to what seniors need and want.
- STAC had two meetings on the Tenant Engagement System Refresh but there has been no follow-up since the last meeting in August 2021.
- There has been confusion around the election and selection processes of the tenant engagement system resulting in some buildings not having representation or those who had originally expressed interest no longer participating.
- It would be good to have a panel or advocate group for tenants around mental health, potentially including tenants, spiritual leaders and health and legal advocates, to make sure the ethics, morals, rights and complexities of mental health are being identified and addressed appropriately. This would allow tenants to be more engaged and have a greater voice.

Staff and Training

- Staff need to understand seniors.
- Need consistency of staff and delivery of services across regions and built in accountabilities. However, staff should be flexible and autonomous in their approach to address issues in buildings, tailored to the needs and issues of the building.
- Need to provide description of various staff roles and introductions to staff for tenants so they know where to go and are not fearful of losing their autonomy. A tenant network to support this communication would be helpful.
- Concerned that some training may not be specific or detailed enough or delivered in an effective manner - want to make sure background/training is substantial enough to assess for suicide and support.
- Need to make sure that staff have dedicated, uninterrupted time to complete training so it can be properly absorbed.
- Recommend that mental health and dementia and similar trainings be required to be taken by staff every year.
- Training needs to focus not just on mental health, but how to treat other people – a life approach.
- Recommend some of the trainings, such as those about dementia and suicide, also be delivered to tenants.
- Recommend adding information on assisted suicide to the training and bringing this training/information to tenants as well.
- Staff need to be trained and available to support routines for tenants with dementia to help avoid disorientation – staff could have a photo with their name and role underneath to help tenants.

- Agencies in buildings providing extra services, such as Personal Support Workers, need to take on a proper level of responsibility, especially in identifying issues such as mental health, dementia or suicide – need to look at this role more in-depth.
- Round tables provide another option for understanding/identifying other supports.

Seniors Services Coordinator (SSC)

- Concerns about the role, especially around the potentially high workload and their role in engagement, including how their role would align with any current or future tenant engagement system.
- Role needs further and ongoing evaluation.
- Currently this role seems to be only supporting those with greater needs or helping in rent reviews, but not doing fulsome tenant engagement.
- SSC role needs to be clear to tenants; need to find ways to build relationships and trust.
- SSCs need to know/have resources, for example how to connect tenants to a public trustee if required.
- Tenants returning from hospital stays need additional and specialized supports that SSCs could help coordinate.

Policies and Procedures

Use of Space

- Missing acknowledgement and prioritizing of tenant-led programs.
- Simplify the use of space requests for tenants and make sure tenants are educated on the process.
- Concerns about potential costs for tenants who lead tenant programs and events, such as insurance or other expenses.

- Tenant leaders are sometimes absorbing costs of events – needs to be clear to tenants that tenant leaders are volunteers and not paid and may be incurring expenses that may or may not be reimbursed.
- Need schedules of programs and bookings of common spaces posted and easily available for tenants.
- Missing tenant voices when selecting and evaluating partners and programs.
- Programs need to be tenant-focused and informed by their expressed needs and wants - agencies often provide what they think tenants need without asking what they want.
- Build in tenant voices/preferences, substantial accountabilities and regular evaluations into all use of space agreements.
- Make sure tenants have priority access to programming provided by agencies in their buildings and participation/sign-up lists are refreshed regularly.
- Make sure agencies are not able to dominate the use of common spaces – prioritize access for tenants and tenant-led programs.
- There should be no exclusive use of space agreements / exclusive access for agencies related to common spaces.
- Need to ensure that there is still availability in common spaces for casual, drop-in use by tenants.
- Support more tenant-led activities on evenings and weekends, such as movie nights.
- Need to make sure that inclusiveness is a top priority for programming and services.

Tenant Needs Assessment

- Concern about long-term sustainability/adherence to procedure.
- Tenants may be concerned with how it may impact their tenancy.
- Concern about privacy / consent, especially if done during annual unit inspection.
- Need to be clear on consent and role of family in assessing and supporting tenant needs.

- The needs assessment form should include community/social program engagement to ensure social wellbeing of tenants.
- Note: STAC members helped in the development of training case studies for the Tenant Needs Assessment.

Turning 65, arrears and annual rent reviews

- Staff should be aware of arrears and act to support tenants on them earlier.
- Staff should have awareness of vulnerabilities and support earlier/appropriately.
- Inform tenants of impact of switch from ODSP/OW to CPP – especially prior to turning 65.
- OCHE plays a critical role – need to keep this service available after the transition to the Toronto Seniors Housing Corporation.
- All forms and standardized letters should be available in multiple languages and staff should be aware of tenants' language preferences.
- Preferences for font size or other accessibility issues should also be considered in any notices.
- Notice of rent change should include the calculation that was made to establish the new rental charge. Market rental cost of unit is confusing to include. Legal language should be kept to the end of the letter as an addition rather than in the body of the communication.
- Staff need to be aware of and support tenants who may be late with annual rent reviews or rental payments due to illness or hospitalization.

Maintenance and Annual Unit Inspections

- Client Care Centre unresponsive and message too quiet
- Tenants may not understand what or where to report
- Tenants may be afraid to report
- Technology challenges – need paper option for reporting

- Suggest monthly maintenance cart
- Language issues

Seniors Health and Wellness Hubs

- Seniors need opportunities to promote their physical, mental, and social wellbeing
- Some tenants don't want to travel outside of their building to access programs and services.
- Concern with security issues with external parties coming into building and staff unable to discern who is a participant in a program versus an unwanted visitor
- Concern about hub programming dominating the building space, not allowing room for tenant-led programming or casual tenant use.
- Concern that external participants will take up space in programming ahead of building residents and that programming will be designed to target needs of community but not the building.
- Need to ensure that if the hubs are located in a building there are enough spaces in the building for tenants to have sufficient access for their own planned or unplanned activities.
- Transportation to hub locations is a challenge that needs to be considered and addressed.

Recommendations for programs and services

- Registered Nurses to run clinics (e.g., blood pressure clinics to monitor blood pressure).
- Education programs on health conditions.
- Support groups, especially for mental health (e.g., anxiety, depression, substance use).
- Programs that support bio-psycho-social wellbeing.
- Excursions to community locations (e.g., aquarium, museum, movies, etc.).

Provincial Care Coordinators

- Concerns about privacy, tenants understanding consents, and consents being too broad.
- Referrals may take too long.

Appendix C: Staff Training

Training goals for Mental Health Education, launched April 2021 – online course for all staff:

- identify common mental health disorders
- recognize symptoms
- implement the necessary actions when we recognize the symptoms
- acknowledge some of the Communication Tips
- apply Language Matters approach to reducing stigma

Training goals for Understanding Dementia, launched August 2021 – online course for all staff:

- identify cognitive function and cognitive impairment
- define dementia
- identify the difference between regular aging and dementia
- identify early signs/symptoms of dementia
- define Alzheimer's disease (most common form of dementia)
- apply communication strategies

Training goals for Suicide Prevention, launching in 2022 – online course for all staff:

- identify who is at risk for committing suicide
- recognize the warning signs that someone may be suicidal
- apply interventions and communication strategies
- apply immediate risk interventions
- identify steps following a suicide attempt

Appendix D: Procedures

The purpose of the thirteen procedures started or implemented since the beginning of ISM implementation are provided below.

Tenant Needs Assessment (new procedure)

The Tenant Needs Assessment is conducted at least once a year (or within the first 30 days of tenancy for new tenants) to identify and address supports needed by a tenant at an early stage. The assessment is intended to assist tenants to safely live in their units, maintain housing stability and ultimately link tenants to supports.

Referring Tenants to Health and Social Supports

Intended to provide detailed steps to assist Senior Housing Unit staff to identify and support tenants who request or require services that will support them to continue living independently in their community and maintain their tenancy. Senior Service Coordinators will engage with tenants to support them by referring them to available services.

Tenant Referral to Specialized Program (Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability – [SPIDER](#), and Furthering Our Community by Uniting Services – [FOCUS](#))

Seniors Housing Unit tenants that require immediate support from an interdisciplinary team may be referred to a City of Toronto situation table; the Specialized Program for Inter-Divisional Enhanced Responsiveness (SPIDER) or the Furthering Our Community by Uniting Services (FOCUS) tables. These situation tables are coordinated by the City of Toronto and available if a Seniors Services

Coordinator (SSC), Tenant Engagement Services Supervisor (TESS) and Senior Housing Manager deem the referral necessary.

Referral File Management System

To outline the process to manage referrals made to the Tenant Engagement Services Supervisor and/or Senior Services Coordinator and standardize the process staff use to provide service coordination for tenants.

Internal Integrated Team Meeting (new procedure)

To support successful tenancy for seniors identified as requiring complex tenancy management, who are identified as acute elevated risk of complex internal supports to resolve any issue related to housing and de-escalation. Team members will actively identify, address and track tenant related issues through a case management approach that includes flagging tenancy concerns, assessment, service planning, monitoring and evaluation.

Primary and Community Care Response Team and other regional integrated care teams (new)

The Primary and Community Care (PCC) Response Teams is the name for the South East regional integrated care teams. The objective of regional integrated care teams is to create neighbourhood-based teams that support system navigation and service connection through the creation of coordinated care plans for vulnerable adults.

Tenant On-boarding

To provide staff with detailed instructions about unit showing, acceptance, lease signing and onboarding in order to provide tenants with the necessary information and resources, create a positive experience and support successful tenancy.

Arrears Collection and Evictions Prevention for Seniors and Vulnerable Tenants

To resolve arrears as early as possible by connecting staff with tenants and working with them to develop successful repayment agreements.

Soft Landing for Eviction

To provide staff with the necessary steps required once an eviction order has been issued by the Landlord and Tenant Board. The intent is to assist seniors tenants minimize adverse housing impacts by providing them with the necessary information and support to find alternative housing and/or emergency accommodations.

Complex Tenancy Management (new procedure)

To guide decision-making when an individual tenant's actions are impacting the safety and wellbeing of other tenants or themselves and attempts to support the tenant to mitigate risk have been exhausted or refused to prevent a possible eviction, litigation, loss of services, or senior abuse.

Rent Review and Notice of Decision

To determine the quantum of tenants' rent based on tax and subsidy documents that the tenant provides. When necessary, the Senior Service Coordinator (SSC) will support tenant's effort to collect and submit the required documents on time.

Turning 65 (new)

To assist tenants with the transition to seniors pensions when turning 65, in order to mitigate any gaps in income supports.

Annual Unit Inspections (AUI)

To mitigate the risks related to life safety, fire safety and compliance with legislated building standards while also assessing the potential vulnerability of a tenant and support successful tenancies.

A number of these procedures, such as Tenant On-boarding, encompass a series of procedures and some include the creation of additional tools or resources for staff working with tenants, such as an information package for tenants turning 65.

Appendix E: Agreements

There are two types of agreements for partner agencies who refer their clients to become tenants within SHU buildings:

- **Referral Agreement:** An agreement between TCHC and an Agency to fill RGI units with clients receiving services from a particular Agency. TCHC leases one of these units directly to the tenant. The Agency must have an individual agreement with the tenant to provide ongoing services.
- **Head Lease Agreement:** The Partner Agency subleases individual units in the building to tenants and is the landlord for those tenants.



Agencies or tenants wanting to use available common space must enter into a Use of Space Agreement as defined:

- **Exclusive Use of Space:** Exclusive use of non-residential space by an Agency on a reoccurring basis to provide programs, services, and activities for the benefit of SHU tenants. These types of agreements are for office-type spaces, not tenant recreation/common rooms.
- **Non-Exclusive Use of Space:** Shared use of non-residential space on a reoccurring basis by tenants, tenant-led groups, and Agencies to provide programs, services, and activities for the benefit of SHU tenants.
- **One-Time Use of Space:** Use of non-residential space by an Agency, tenant or tenant-led groups for a defined, nonrecurring, time period for a private or community event.

- **Private Event:** A one-time event organized by a tenant or tenant-led groups that is not open to all tenants or the public such as a birthday party or a wedding.
- **Community Event:** A one-time event such as a community BBQ that is open to all tenants; that is free or charges a nominal fee; and where the activities and purpose of the event are to provide tenant support and/or engagement.

Tenants are also able to use common rooms on an informal basis, such as meeting other tenants for coffee, whenever tenant- or agency-led programs aren't scheduled. Common room schedules will be posted outside of the space once COVID-19 restrictions lift and regular levels of programming can resume.

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