

**Toronto Seniors
Housing Corporation**

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

Date: Tuesday, March 8, 2022

Time: 3:00 pm to 5:00 pm

Location: WebEx & Livestream

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

Date: Tuesday, March 8, 2022

Time: 3:00 pm to 5:00 pm

Location: WebEx & Livestream

Item	Time	Description	Action	Supporting Documents	Presenter
1.	3:00 2 mins	Chair's Remarks	Information		Chair
2.	3:02 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
3.	3:03 3 mins	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
4.	3:06 2 mins	Approval of Minutes of QTE Board Committee Meeting of January 13, 2022	Approval	Minutes of meeting of January 13, 2022	Chair
5.	3:08 2 mins	Action Item Review	Information	<ul style="list-style-type: none"> • Action Item List • TCHC Tenant Engagement Refresh Update Jan 2022 	Chair
6.	3:10 30 mins	Presentation update on ISM implementation	Information	Presentation	Michael Sherar
7.	3:40 20 mins	Presentation on Seniors Hub Engagement Process	Information	Presentation	Andrea Austen
8.	4:00 20 mins	Review of Tenant Focus Group Feedback on Service Delivery	Information	Presentation	Arlene Howells & Maureen Clohessy

**Toronto Seniors
Housing Corporation**

9.	4:20 1 min	TCHC Board Level Report on Operational Performance Measures	Information	Report	Michael Sherar
10.	4:21 1 min	Motion to move into Closed Session	Approval	N/A	Chair
11.	4:22 1 min	<i>Approval of Closed Session agenda</i>	<i>Approval</i>	<i>Closed Session Agenda</i>	<i>Chair</i>
12.	4:23 30 mins	<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>Information</i>		<i>Michael Sherar</i>
13.	4:53 1 min	<i>Motion to move into public session</i>	<i>Approval</i>	<i>N/A</i>	<i>Chair</i>
14.	4:54 6 mins	Approval of Motion on updates to QTE Board Committee Terms of Reference	Approval	Terms of Reference	Chair
15.	5:00	Adjournment			Chair

Item # 4

Minutes of QTE Board Committee Minutes of January 13, 2022

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

Date: January 13, 2022
Time: 3:00 pm to 4:30 pm
Location: WebEx

Draft Minutes

The Quality and Tenant Engagement (QTE) meeting of the TSHC Board held its first meeting on January 13, 2022, at 3:00pm via WebEx video conference.

Members in Attendance:

Linda Jackson (Chair), Carrie MacNeil, Jim Meeks, Councillor Paula Fletcher, Maureen Quigley and Lawrence D'Souza

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: Sheila Penny, Jenn St. Louis, Lindsay Viets, Julio Rigores, Grant Coffey, Jaipreet Kohli

ITEM 1: CHAIR'S REMARKS

The Chair called the meeting to order. The Chair commented that she is excited to launch the first meeting of this Committee. She noted that the TSHC Corporation is still not operational and the work that is going to be done by this Committee is in preparation for that. She noted that the focus of this group will be Quality and Tenant Engagement. The Committee will recommend what is important to measure and to hold the corporation accountable for quality and tenant engagement as the corporation moves forward.

At the invitation of the Chair, Ms. Arlene Howells introduced the guests, Ms. Sheila Penny, Chief Operating Officer, Toronto Community Housing Corporation and her colleagues from the Tenant Engagement portfolio, Ms. Jaipreet Kohli, Ms. Lindsay Viets, Mr. Grant Coffey and Mr. Julio Rigores. She also introduced Ms. Jenn St.Louis, Manager, Tenants First, City of Toronto.

ITEM 2: TCHC TENANT ENGAGEMENT OVERVIEW

Ms. Penny presented an overview of the presentation deck that was pre-circulated to the Board Members. She said that TCHC is looking for a seamless and smooth transition and the objective of her presentation is to level set on the tenant engagement model that TCHC is currently in the process of implementing. She shared some high-level vision, goals and core values that came out of consultations with tenants. She highlighted all the work that has been done thus far by the TCHC and shared some of the important recommendations that came out of the Seniors Tenants Advisory Committee (STAC) meetings.

Ms. Penny then invited Ms. St. Louis to present on the STAC. Ms. St. Louis highlighted the member motion that was adopted at City Council related to STAC. She noted that going forward, the City of Toronto will take over the responsibility for STAC from the TCHC. The City will be reviewing the role and the term of STAC. Ms. St. Louis also noted an additional point in the motion about the City overseeing the specific and direct engagement of STAC building on the work done by TCHC. Ms. St. Louis noted that there would be an ECDC report related to STAC in April.

Action item: STAC will provide recommendations on tenant engagement through the Tenants First team to the TSHC Board in Q2 2022.

The Chair opened up the floor for questions or comments.

A question was raised regarding tenant representatives being selected rather than elected in some buildings.

Action item - Ms. Penny responded that she will provide documentation to show the breakdown of what the process and outcome was building by building.

Another question was raised by a member about the issue of no common space available in a particular building to engage with the Community.

Action item – Mr. Grant Coffey offered to look into this specific building issue.

The Chair requested Ms. Penny to explain in detail the Election and Selection models. At the invitation of Ms. Penny, Mr. Julio Rigores, Manager of Tenant Engagement, provided details of how the Building Committee Model works. He also spoke to the process for model selection.

The Chair asked if the TCHC team had any recommendations to the TSHC Board regarding tenant engagement. Ms. Penny acknowledged that Covid has had a significant impact on tenant engagement. She recommended that TSHC should

complete the process to have tenant representation in place in some form in every building. These representatives can then revisit the Community Action Plans which may be outdated.

Referring to pages 4 and 5 of the presentation which speaks to the tenant elections results, Councillor Fletcher stated that she felt the information provided was confusing. She drew the Committee's attention to the motion that Councillor Ainslie moved at the December 2021 City Council meeting and felt that it would have been helpful to have that motion included in the meeting materials. The Chair acknowledged that this is very important part of our work plan for the future.

TSHC's Board Chair, Ms. Quigley, asked the guest members what advice they have for this Committee.

Ms. Penny offered the following considerations:

- Tenant engagement is most important in delivering housing
- Tenants are at the heart and soul of what TSHC is charged with delivering
- Engagement work is complex, challenging and rewarding
- Engagement work cannot be rushed
- Enter with an open mind
- Listen first and respond second

Mr. Coffey also provided recommendations. He stated that through the several discussions the TCHC has had with the STAC members, he would like to share the following points for the Board's consideration.

- Simplify the tenant engagement model
- Consider how to align tenant engagement with the Integrated Service Model work.
- Given the diverse population in the 83 buildings, ensure that the voices of all the tenants have an opportunity to be heard
- Communicate and engage with tenants in different languages.
- Aligning with tenant priorities

The Chair acknowledged the good work that has been done by the TCHC team and thanked the guests for their presentation.

The guests left the meeting.

Councillor Fletcher requested that the City be informed that TSHC Board will be taking advice from STAC for their ongoing work.

ITEM 3: REVIEW OF COMMITTEE TERMS OF REFERENCE

The Chair asked if Committee members had any changes to the Terms of Reference (TOR). Councillor Fletcher requested the Chair comment on the areas the Committee will be focusing on to guide the discussion on the TOR. The Chair stated that beyond the Tenant Engagement work, the Committee will focus on its Workplan, Quality and Operational Performance and the Strategic Plan.

The Committee had a detailed discussion on the Terms of Reference and agreed that the Terms of Reference should be reviewed in the future. It was suggested that one of the component that might be added under Responsibilities is the partnership with Toronto Community Housing Corporation. The Chair also suggested finding out if the other senior housing organizations may have a good framework for quality for TSHC to consider.

Councillor Fletcher asked the Chair if the reporting framework and documentation that are being collected related to the Tenant Engagement work be made available to the Board and if that could be requested formally to the CEO of TCHC. Mr. Sherar clarified that TSHC and TCHC have entered into the non-disclosure agreement and there is no need to request this information formally as TCHC have started flowing the required documentation over to TSHC. It was suggested that the reports and documentation be made available to the Board as soon as it is available without having to wait for the next Committee meeting.

Action item: Mr. Sherar undertook the request of this Committee to obtain operational performance documentation from TCHC and provide to this Committee.

ITEM 4: DRAFT WORKPLAN - UPCOMING MEETING DATES

The Chair invited Ms. Howells to speak to the proposed Workplan.

With respect to the tenant engagement component of the workplan, Ms. Carrie MacNeil proposed that this Committee recommends to the Board that a tenant engagement working group be established to determine the best tenant engagement model for TSHC. Ms. MacNeil cautioned that the Quality and Tenant Engagement Committee could be overwhelmed with material to review before determining which model will be best for TSHC.

After discussion it was agreed that the Chair, and Ms. MacNeil have a conversation with the Deputy City Manager to discuss if TSHC Board member involvement in the process being led by the City with Seniors Tenants Advisory Committee would be beneficial.

It was decided to extend the March and April meetings to two hours. It was agreed that meeting dates should be set for March, April, and May that fall two weeks prior to board meetings.

Motion Carried **UPON MOTION**, duly made by the Committee Chair, and seconded by Ms. MacNeil, **IT WAS RESOLVED** that the Workplan be revised with the changes that were determined at this Committee meeting.

ITEM 6: ADJOURNMENT

The Chair thanked the Committee members and the staff and declared this meeting as closed at 5:15pm.

Motion Carried **UPON MOTION**, duly made by Councillor Fletcher, and seconded by Ms. Quigley, **IT WAS RESOLVED** that the Committee meeting is adjourned.

Item # 5

Action Items 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	Closed
3.	January 21, 2022	Mr. Grant Coffey offered to look into this specific building issue.	TCHC	Open



Tenant Engagement Refresh Update

Item 8A

February 9, 2022

Tenant Services Committee

Report: TSC:2022-07

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: January 19, 2022

PURPOSE:

The purpose of this report is to provide the TSC with an update on the implementation of the Tenant Engagement System Refresh.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

BACKGROUND:

In July 2019, the Toronto Community Housing (“TCHC”) Board of Directors approved the tenant election process as part of the tenant engagement system. The implementation consisted of three phases with the following participating communities:

- Phase 1: 57 communities;
- Phase 2A/B: 170 communities; and
- Phase 3: 103 communities.

As elections progressed through its implementation, the number of communities participating in each phase of the elections has been amended as needed in response to the impact of the COVID-19 pandemic and public health restrictions on engagement at the community level. The following outlines the total number of communities by leadership status.

Table 1: Communities by Leadership Status

	Phase 1	Phase 2A	Phase 3	Total
Total Communities	57	95	220*	372*
Total Communities with Leadership	48	95	114	257
Total Communities with No Leadership	0	0	115	115

Note:

There are a total of 220 communities that participated in Phase 3 elections. The breakdown is as follow:

- 75 communities originally planned in phase 2B
- 103 communities originally planned in phase 3
- 42 communities with vacancies from Phase 1 and 2A

There are a total of 257 communities with leadership in place. The breakdown is as follow:

- 165 communities with full leadership in place
- 92 communities with partial leadership in place

Phase 3: Tenant Elections Result

In December 2021, the implementation of the Phase 3 tenant elections in 220 communities was completed. While the Phase 3 elections was originally scheduled to be completed in November 2021, the nomination period was extended to allow local regional staff to engage additional tenants to increase nominations.

In total, 14,699 tenants were directly engaged through phone calls, emails and door knocking. In addition, 1,523 tenants participated in 220 in-person and virtual meetings to inform them about the elections process. As a result, 225 nominations were received; 187 were confirmed to be tenancy in good standings. All outreach and engagement efforts were conducted in adherence to the COVID-19 guideline.

As a result, 187 community representative positions from 114 communities were established. Also, 656 committee members signed up to form 58 building committees across the operational regions.

Phase 1 to 3: Tenant Elections Results

Overall, tenant leadership have been established in 257 of 330 (78%) communities participating in the tenant elections. Across regions, local engagement frontline teams worked tirelessly, even in the face of public health challenges, to engage tenants and encourage them to participate in the elections process. The teams combined efforts resulted in the following:

- 24,950 tenants were directly engaged through flyers, emails, phone calls, door-knocking;
- 375 tenant meetings (virtual info-sessions and open calls); and
- 1,905 tenants participated in tenant meetings.

As a result, 573 nominations were received; 480 were confirmed to be a tenancy in good standings. Overall, there are 442 Community representatives in place and 1,423 building/townhouse committee members participating in the new tenant engagement system. The breakdown of communities with leadership in place for each phase of the tenant elections is as follow:

Table 2: Tenants Elections by Phase

	East	West	Central	Seniors	Total
Phase 1: Communities	9	10	23	15	57
Full Leadership	4	7	19	13	43
Partial Leadership	1	1	2	1	5
No Leadership	4	2	2	1	9
Phase 2A: Communities	20	27	30	18	95
Full Leadership	17	16	15	10	59
Partial Leadership	3	11	15	8	36
No Leadership	0	0	0	0	0
Phase 3: Communities	43	69	59	49	220
Full Leadership	10	24	20	9	63
Partial Leadership	11	9	18	13	51
No Leadership	25	29	24	28	106

Note: All communities with vacancies from Phase 1 and 2 were merged with Phase 3.

NEXT STEPS

In January 2022, TCHC launched the implementation of the Phase 3 by-elections in all communities without tenant leaderships in place. The goal of the Phase 3 by-elections is to fill 245 leadership positions in 166 communities, including communities with partial (51) and full vacancies (115), by April 2022.

IMPLICATIONS AND RISKS

The City's Shareholder Direction requires TCHC to maintain a democratic system of active tenant participation and involvement that will:

- Provide a Tenant council structure or similar organization;
- Provide for Tenant input into decisions at the corporate and local levels;
- Provide for Tenant input for setting local spending priorities and service levels; and
- Include Tenant representation on the Board.

SIGNATURES:

"Sheila Penny"

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. Family Buildings - Phase 3 Tenant Elections result
2. Seniors Housing - Phase 3 Tenant Elections result

STAFF CONTACT:

Julio Rigores, Manager, Engagement Refresh
(416) 981-4271
Julio.Rigores@torontohousing.ca

Item 8A – Tenant Engagement Refresh Update
Public TSC Meeting – February 9, 2022
Report#: TSC:2022-07

ATTACHMENT 1 – FAMILY BUILDINGS – PHASE 3 TENANT ELECTIONS RESULT

This report provides the status of tenant elections in the Family portfolios. The lists are organized by region (East, West and Central).

EAST REGION

Hub	Dev ID	Dev Name	Dev Address	Model Selected	Status Update	# of Community Rep Positions Available	# of Committee Members Confirmed	Total # of Community Rep Positions Filled	# of Vacant Positions
116	135	WEST HILL APARTMENTS	4175 Lawrence Ave. E.	Building/townhouse committee	Acclamation	2	10	2	0
116	136	MORNINGSIDE APARTMENTS	4205 Lawrence Ave. E.	Building/townhouse committee	Acclamation	2	4	2	0
115	6	MORNELLE/ELL ESMERE	110 Mornelle Crt	Building/townhouse committee	Acclamation and Vacancy		4	1	
115	212	MORNELLE/MORNINGSIDE	90 Mornelle Crt.	Building/townhouse committee	Acclamation and Vacancy	2	3	1	1
115	31	WILLOWDALE AVE	415 Willowdale Ave. 1501-1504	Building/townhouse committee	Elections	2	9	2	0
74	2	WOODSWORTH H/NORTHEY	96-98 Northey Dr.	Building/townhouse committee	Acclamation	2	6	2	0

Item 8A – Tenant Engagement Refresh Update
 Public TSC Meeting – February 9, 2022
 Report#: TSC:2022-07

74	36	LESLIE/FINCH	3-7 Field Sparroway	Community Representative	Acclamation	2	n/a	2	0
75	28	SHAUGHNESSY BLVD	169 Shaughnessy Blvd.	Community Representative	Acclamation and Vacancy	2	n/a	1	1
78	16	CANLISH ROAD	15 Canlish Rd 1-3	Community Representative	Acclamation	2	n/a	2	0
109	21	GREENBRAE II (LAWRENCE)	55 Greenbrae Circuit	Building/townhouse committee	Acclamation	2	9	4	0
117	60	ST CLAIR/BIRCHMOUNT I	3485 St. Clair Ave. E.	Community Representative	Acclamation	2	n/a	2	0
118	50	TAM O'SHANTER TOWERS	3825 Sheppard Ave. E.	Community Representative	Acclamation	4	n/a	4	0
55	151	GREENWOOD/WALPOLE	66 Walpole Ave. Units 1-8	Community Representative	Acclamation and Vacancy	2	n/a	1	1
55	162	NEWBOLD AVENUE	11 Newbold Ave.	Community Representative	Acclamation and Vacancy	2	n/a	1	1
55	86	CHATHAM/OAK VALE	195-203 Chatham Ave. 195, 197A, 197B, 197C, 197D, 199, 199A, 201A, 201B, 201C, 201D, 203	Community Representative	Acclamation and Vacancy	2	n/a	1	1
61	304	98 ELMER AVE	98 Elmer Ave.	Community Representative	Acclamation and Vacancy	2	n/a	1	1

Item 8A – Tenant Engagement Refresh Update
 Public TSC Meeting – February 9, 2022
 Report#: TSC:2022-07

61	311	331-333 KINGSTON RD	331 Kingston Rd.	Community Representative	Acclamation and Vacancy	2	n/a	1	1
61	315	320 KINGSTON RD	320 Kingston Rd.	Community Representative	Acclamation and Vacancy	2	n/a	1	1
61	364	530 KINGSTON ROAD	530 Kingston Rd.	Building/townhouse committee	Acclamation	2	2	2	0
61	302	520 KINGSTON RD	520 Kingston Rd.	Community Representative	Acclamation and Vacancy	2	n/a	1	1
113	91	LAWRENCE/SU SAN	3847 Lawrence Ave. E.	Building/townhouse committee	Acclamation and Vacancy	2	8	1	1
88	23	DANFORTH/MI DLAND 10, 30, 40	30 Gordonridge Place	Building/townhouse committee	Acclamation	2	5	2	0

Item 8A – Tenant Engagement Refresh Update
 Public TSC Meeting – February 9, 2022
 Report#: TSC:2022-07

WEST REGION

Hub	Dev ID	Dev Name	Dev Address	Model Selected	Status Update	# of Community Rep Positions Available	# of Committee Members Confirmed	Total # of Community Rep Positions Filled	# of Vacant Positions
1	219	ISLINGTON/ST ANDREWS	2063, 2067 Islington Avenue	Building/townhouse committee	Acclamation and Vacancy	2	6	1	1
2	134	EAGLE MANOR	1901 Weston Road	Building/townhouse committee	Acclamation	2	3	2	0
2	206	SCARLETTWOODS	2-12, 14-51, 27, 49, 53-83 Scarlettwood Court	Building/townhouse committee	Acclamation	2	4	2	0
4	29	DUNCANWOODS	206-218 Duncan Woods Dr.	Building/townhouse committee	Acclamation	2	8	2	0
4	180	ROWNTREE MANOR	2765 Islington Avenue	Building/townhouse committee	Acclamation	2	10	2	0
6	176	HUMBERLINE PLACE	10 Humberline Drive	Building/townhouse committee	Acclamation	2	3	2	0
7	210	THISTLETOWN I	15-268 Jamestown Crescent	Building/townhouse committee	Acclamation	2	4	2	0
9	116	DOWNSVIEW ACRES	2195 Jane Street	Building/townhouse committee	Acclamation and Vacancy	2	5	1	1

Item 8A – Tenant Engagement Refresh Update
 Public TSC Meeting – February 9, 2022
 Report#: TSC:2022-07

10	25	EDGELEY VILLAGE (Driftwood)	415, 367-383, 388-404 Driftwood Avenue	Building/townhouse committee	Acclamation	2	8	2	0
11	52	FINCH/TOBERMORY	15 Tobermory Drive	Building/townhouse committee	Acclamation	2	5	2	0
12	84	JANE/FALSTAFF	10, 20, 30, 40 Falstaff Avenue	Building/townhouse committee	Acclamation and Vacancy	2	7	1	1
13	42	JANE/FIRGROVE (NEEDLE)	2-14, 5, 22-36 Needle Firway	Building/townhouse committee	Acclamation	2	3	2	0
15	809	1900 SHEPPARD	1900 Sheppard Ave W.	Building/townhouse committee	Acclamation	2	6	2	0
9	11	2585 JANE STREET	2585 Jane Street	Building/townhouse committee	Acclamation and Vacancy	2	4	1	1
15	12	SHEPPARD/YATESCASTLE	1862-1886, 1890-1898 Sheppard Ave. W	Building/townhouse committee	Acclamation	2	8	2	0
15	177	WESTON TOWERS	3101 Weston Road	Building/townhouse committee	Acclamation	2	5	2	0
15	41	SHEPPARD/MAGELLAN	1901 Sheppard Ave. W.	Building/townhouse committee	Acclamation	2	7	2	0
16	44	YORKWOODS	10-44 Driftwood Drive	Building/townhouse committee	Acclamation	2	6	2	0
17	46	PELHAM PARK	61 Pelham Park Gardens	Building/townhouse committee	Acclamation	2	4	2	0
18	83	HIGH PARK/QUEBEC	100 High Park Avenue	Building/townhouse committee	Acclamation	2	2	2	0

Item 8A – Tenant Engagement Refresh Update
 Public TSC Meeting – February 9, 2022
 Report#: TSC:2022-07

23	27	HUMBER BLVD	105-121 Humber Boulevard	Building/townhouse committee	Acclamation	2	4	2	0
24	71	JANE/WOOLNER	190 Woolner Avenue	Building/townhouse committee	Acclamation and Vacancy	2	4	1	1
28	413	CAMPBELL/ANTLER	2 Antler Street	Building/townhouse committee	Acclamation	2	2	2	0
28	695	331 BARTLETT	331 Bartlett Avenue	Community Representative	Acclamation and Vacancy	2	N/A	1	1
29	59	QUEENSWAY/WINDERMERE	1-153, 2-154 Swansea Mews; 21 Windermere Ave.	Building/townhouse committee	Acclamation	2	6	2	0
30	207	CHAMPLAIN APARTMENTS	495 Wilson Avenue	Building/townhouse committee	Acclamation	2	5	2	0
31	216	NEPTUNE DRIVE	135, 145, 155 Neptune Drive	Building/townhouse committee	Acclamation and Vacancy	2	5	1	1
93	45	KIPLING/MOUNT OLIVE	1-11, 15-27 Mount Olive Drive	Community Representative	Acclamation and Vacancy	2	0	1	1
97	47	ALBION/SHENDALE	275 Albion Road	Building/townhouse committee	Acclamation	2	7	2	0
97	30	TANDRIDGE CRES. (TH)	44-80 Tandridge (900-960, 1000-1046)	Building/townhouse committee	Acclamation	2	6	2	0
97	54	TANDRIDGE CRES. (APT)	75 Tandridge Crescent	Building/townhouse committee	Acclamation	2	10	2	0

Item 8A – Tenant Engagement Refresh Update
Public TSC Meeting – February 9, 2022
Report#: TSC:2022-07

98	187	YORK SQUARE	2468 Eglinton Avenue W.	Building/townhouse committee	Acclamation and Vacancy	2	8	1	1
25	222	DUNDAS/MABELLE	5005 Dundas/57 Mabelle	Building/townhouse committee	Acclamation	2	10	2	

CENTRAL REGION

Hub	Dev ID	Dev Name	Dev Address	Model Selected	Status Update	# of Community Rep Positions Available	# of Committee Members Confirmed	Total # of Community Rep Positions Filled	# of Vacant Positions
54	732	28 BROADWAY	28 Broadway Ave.	Building/townhouse committee	Acclamation	2	6	2	0
54	740	HOLLY PARK	70 Dunfield Ave.	Building/townhouse committee	Acclamation and Vacancy	2	5	1	1
54	803	220 EGLINTON AVE E	220 Eglinton Ave. E	Building/townhouse committee	Acclamation	2	6	2	0
60	306	CAVELL/HARCOURT building	39 Harcourt Ave	Community Representative	Acclamation and Vacancy	2	N/A	1	1
64	85	NORTH WEST BLDGS - North Regent Park	274 SACKVILLE ST	Building/townhouse committee	Acclamation	4	5	3	0

Item 8A – Tenant Engagement Refresh Update
 Public TSC Meeting – February 9, 2022
 Report#: TSC:2022-07

60	309	JONES/CURZO N	7 Jones Ave.	Community Representative	Acclamation and Vacancy	2	N/A	1	1
60	379	52-54 JONES AVENUE	52-54 Jones Ave. 52, 54	Building/townhouse committee	Acclamation	2	2	2	0
57	334	Rivertowne	50 MATILDA ST	Building/townhouse committee	Acclamation	2	5	2	0
100	66	BLEECKER STREET	275, 325, 375 Bleecker St.	Building/townhouse committee	Acclamation and Vacancy	2	2	1	1
101	802	92 CARLTON ST	88-92 Carlton St., 246- 254 Mutual St.	Community Representative	Acclamation and Vacancy	2	N/A	1	1
20	483	O'Hara Ave. (22)	22 O'Hara Ave	Building/townhouse committee	Acclamation	2	3	2	0
60	374	29 LOUVAIN AVE.	29 Louvain Ave.	Building/townhouse committee	Acclamation and Vacancy	2	3	1	1
104	718	145 MUTUAL ST	145 Mutual St.	Building/townhouse committee	Acclamation and Vacancy	2	0	1	1
37	484	SIMCOE ST. PATRICK	248 Simcoe St.	Community Representative	Acclamation	2	N/A	2	0
94	495	LARCH STREET	15 Larch, 76 Grange and 6-16; 32 Larch St.	Building/townhouse committee	Acclamation and Vacancy	2	1	1	1

Item 8A – Tenant Engagement Refresh Update
 Public TSC Meeting – February 9, 2022
 Report#: TSC:2022-07

98	450	HYDRO BLOCK	Multiple addresses at Beverley, Baldwin, Cecil and Henry	Building/townhouse committee	Elections	2	11	2	0
38	466	QUEEN/VANA ULEY	21-23A Augusta Ave. 21, 21A, 23, 23A	Building/townhouse committee	Acclamation and Vacancy	2	7	1	1
11	706	CROMBIE PARK	25-49 Henry Lane Ter. 25, 31A, 31B, 33A, 33B, 33C, 33D, 35A, 35B, 35C, 35D, 37A, 37B, 37C, 37D, 39A, 39B, 39C, 39D, 41A, 41B, 41C, 41D, 43A, 43B, 43C, 43D, 45A, 45B, 45C, 45D, 49	Building/townhouse committee	Elections	2	3	2	0
16	721	15 SCADDING AVE	15-35 Scadding Ave. 15, 21, 23, 25, 27, 29, 31, 33, 35	Building/townhouse committee	Elections	2	13	2	0
15	727	55 THE ESPLANADE	55 The Esplanade	Building/townhouse committee	Acclamation and Vacancy	2	4	1	1
9	738	140 THE ESPLANADE	140 The Esplanade	Building/townhouse committee	Acclamation	2	2	2	0
15	742	1 CHURCH STREET	1 Church St.	Building/townhouse committee	Elections	2	6	2	0
97	401	25 BISHOP TUTU	17-25 Bishop Tutu Blvd. 17, 19, 21, 23, 25	Building/townhouse committee	Acclamation and Vacancy	2	2	1	1

Item 8A – Tenant Engagement Refresh Update
 Public TSC Meeting – February 9, 2022
 Report#: TSC:2022-07

15	482	QUEEN'S QUAY WEST	679 Queen's Quay W.	Community Representative	Acclamation	2	N/A	2	0
18	201	SOUTH WEST BLDGS - South Regent Park	356-362 Shuter St., 31 Sutton	Building/townhouse committee	Acclamation and Vacancy	2	1	1	1
29	859	DAN LECKIE WAY 150	150 , 154-158 Dan Leckie Way	Building/townhouse committee	Elections	2	6	2	0
29	736	21 ST. JOSEPH STREET	21 St. Joseph St.	Building/townhouse committee	Elections	2	6	2	0
103	65	Davenport Road (250)	250 Davenport Road	Building/townhouse committee	Acclamation	2	10	2	0
28	811	501 ADELAIDE	501 Adelaide St. E.	Building/townhouse committee	Acclamation and Vacancy	2	1	1	1
47	191	GEORGE STREET SINGLES	291 George St.	Building/townhouse committee	Acclamation and Vacancy	2	1	1	1
25	852	40 LOWER RIVER STREET	37-49 St. Lawrence St	Building/townhouse committee	Acclamation and Vacancy	2	2	1	1
20	57	Dunn Avenue	245 Dunn Ave	Building/townhouse committee	Acclamation	2	2	2	0
19	416	Dufferin Gwynne	300 Dufferin St + 9-23A,15 A Gwynne	Building/townhouse committee	Acclamation and Vacancy	2	3	1	1
19	465	Laxton Ave (3)	3 Laxton Ave	Community Representative	Acclamation and Vacancy	2	N/A	1	1

Item 8A – Tenant Engagement Refresh Update
Public TSC Meeting – February 9, 2022
Report#: TSC:2022-07

19	68	Spencer Avenue	85 Spencer Ave	Building/townhouse committee	Acclamation	2	2	2	0
19	489	Tyndall Ave (102)	102 Tyndall Ave	Community Representative	Acclamation	2	N/A	2	0
64	940	150 River Street	150 River Street	Building/townhouse committee	Acclamation	2	5	2	0

Item 8A - TSC:2022-07 - Attachment 1

Item 8A – Tenant Engagement Refresh Update
Public TSC Meeting – February 9, 2022
Report#: TSC:2022-07

ATTACHMENT 2 – SENIORS HOUSING UNITS – PHASE 3 TENANT ELECTIONS RESULT

This report provides the status of tenant elections in Seniors Housing portfolios. The lists are organized by region (East, West and Central).

EAST REGION

Dev ID	Dev Name	Dev Address	Model Selected	Status Update	# of Community Rep Positions Available	# of Committee Members Confirmed	Total # of Community Rep Positions Filled	# of Vacant Positions
100	BRIMLEY ACRES	2950 Lawrence Ave. E.	Community Representative	Acclamation and Vacancy	2	N/A	1	1
6	BYNG TOWERS	3330 Danforth Ave.	Community Representative	Acclamation and Vacancy	2	N/A	1	1
69	SENECA TOWERS	1700 Finch Ave. E.	Community Representative	Acclamation	4	N/A	4	0
139	CLIFFWOOD MANOR	4000 Don Mills Rd.	Building/townhouse committee	Acclamation	2	45	2	0
103	JOSEPH BROWN MANOR	3179 Yonge St.	Community Representative	Acclamation	2	N/A	2	0
107	SANDERLING PLACE	20 Sanderling Place	Community Representative	Acclamation	2	n/A	2	0
81	CEDARBRAE MANOR	65 Greencrest Circuit	Community Representative	Acclamation	4	8	4	0

Item 8A – Tenant Engagement Refresh Update
 Public TSC Meeting – February 9, 2022
 Report#: TSC:2022-07

100	BRIMLEY ACRES	2950 Lawrence Ave. E.	Community Representative	Acclamation and Vacancy	2	N/A	1	1
6	BYNG TOWERS	3330 Danforth Ave.	Community Representative	Acclamation and Vacancy	2	N/A	1	1
69	SENECA TOWERS	1700 Finch Ave. E.	Community Representative	Acclamation	4	N/A	4	0
139	CLIFFWOOD MANOR	4000 Don Mills Rd.	Building/townhouse committee	Acclamation	2	45	2	0
103	JOSEPH BROWN MANOR	3179 Yonge St.	Community Representative	Acclamation	2	N/A	2	0
107	SANDERLING PLACE	20 Sanderling Place	Community Representative	Acclamation	2	n/A	2	0
81	CEDARBRAE MANOR	65 Greencrest Circuit	Community Representative	Acclamation	4	8	4	0

WEST REGION

Dev ID	Dev Name	Dev Address	Model Selected	Status Update	# of Community Rep Positions Available	# of Committee Members Confirmed	Total # of Community Rep Positions Filled	# of Vacant Positions
196	THE RANKIN APARTMENTS	55, 77 Rankin Crescent	Community Representative	Acclamation and Vacancy	4	N	1	1

Item 8A – Tenant Engagement Refresh Update
 Public TSC Meeting – February 9, 2022
 Report#: TSC:2022-07

169	THE KEMPFORD	5430 Yonge Street	Community Representative	Acclamation and Vacancy	2	N	1	1
141	LOUISE TOWERS	130 Vaughn Road	Community Representative	Acclamation and Vacancy			1	1
130	WEST DON APARTMENTS	6250 Bathurst Street	Community Representative	Acclamation and Vacancy			2	2
163	MARJORY CARTON APARTMENTS	193 Wilson Avenue	Building/townhouse committee	Acclamation and Vacancy		3	1	1
152	SHEPPARD PLACE	4455 Bathurst Street	Community Representative	Acclamation and Vacancy			2	2

CENTRAL REGION

Dev ID	Dev Name	Dev Address	Model Selected	Status Update	# of Community Rep Positions Available	# of Committee Members Confirmed	Total # of Community Rep Positions Filled	# of Vacant Positions
170	DONVALE MANOR	330 Gerrard St. E.	Community Representative	Acclamation and Vacancy	2	N/A	1	1

Item 8A – Tenant Engagement Refresh Update
 Public TSC Meeting – February 9, 2022
 Report#: TSC:2022-07

203	GEORGE BARKER MANOR	384 Mount Pleasant Rd.	Building/townhouse committee	Acclamation and Vacancy	2	1	1	1
166	EDNA DIXON APARTMENTS	540 Queen St. E.	Community Representative	Acclamation and Vacancy	2	N/A	1	1
105	WOODBINE ACRES	133 Merrill Ave. E.	Community Representative	Acclamation	2	N/A	2	0
145	BROADVIEW MANOR	80 Danforth Ave.	Building/townhouse committee	Acclamation	2	2	2	0
154	WINCHESTER SQUARE	55 Bleecker St.	Building/townhouse committee	Elections	2	25	2	0
118	BEACHES LIONS CENTENNIAL APARTMENTS	50 Norway Ave.	Community Representative	Acclamation and Vacancy	2	N/A	1	1
117	KINSMEN MANOR	2287 Gerrard St. E.	Building/townhouse committee	Acclamation and Vacancy	2	3	1	1

Item # 6

Presentation update on ISM Implementation

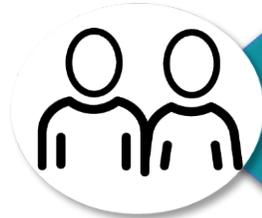


Integrated Service Model – Implementation Update

February 2022



Integrated Service Model (ISM): Four Key Innovations



1) New Staffing Model



2) Seniors-Specific Policies and Procedures



3) Seniors Health and Wellness Hubs



4) Designated Provincial Care Coordinators





1. Enhanced Staffing



Status Update

- SHU staffing for ISM Phase 1 and Phase 2 completed in 2021
- SHU recruitment for ISM Phase 3 staffing in progress
- 2022 training plan developed
- Development of staff training module on Suicide Prevention

Upcoming

- ISM Phase 3 launches in South-West in March and North-East in April
- Finish recruitment for ISM Phase 3
- Complete final phase of regional office and staff space planning in buildings
- Training for new staff and rollout for broader training to SHU - Suicide Prevention training for staff by end of Q1 2022





2. Seniors Specific Policies/Procedures



Status Update

- Procedures implemented in Phase 1 and 2 ISM regions:
 - Tenant Needs Assessment
 - Referral procedures
 - Tenant on-boarding
 - Arrears and eviction prevention
 - Internal and external integrated team meetings
- Procedures in development:
 - Complex tenancy management
 - Soft landing for evictions

Upcoming

- Turning 65
- Annual rent review
- Tenant Resource Binder
- Continued testing of procedures and implementation in ISM Phase 3 regions





3. Seniors Health & Wellness Hub



Seniors Health & Wellness Hub

- Health & Wellness Hubs put on hold pending further tenant consultation led by City Seniors Services and Long-Term Care
- City engaged non-profit partner Health Commons to lead consultation process on Hub model to inform future directions
- SHU and TSHC will provide support in reaching tenants for the consultations, interpreting results and determining next steps

Upcoming

- Consultations in Q1 and Q2
- Report and Recommendations – end of Q2



4. Designated Care Coordinators and Partnerships



Status Update

- LHIN now Home and Community Care Support Services (HCCSS)
- HCCSS Care Coordinators aligned to 47 buildings
- HCCSS, SHU and City joint Strategy and Operational tables in progress
- Weekly external integrated meetings (four local tables) with primary & community care partners in SE region
- Joint training between Care Coordinators and SSCs held in SE and NW

Upcoming

- Reviewing terms of reference of Strategy and Operational tables Q1
- Implementing external integrated meetings in NW, SW and NE regions in Q1/Q2
- Planning for ISM Phase 3 - Full alignment of Care Coordinators by Q3
- Updating partnership agreements by Q4



Reviewing all partnership agreements



ISM Implementation Timeline

Phase 1 – 2020/2021	Phase 2 – 2021	Phase 3 – 2022
South East Region December 2020 18 buildings	South East Expansion September 2021 23 buildings*	South West March 2022 17 buildings
	North West September 2021 26 buildings	North East April 2022 17 buildings*
Complete	Complete	In progress

* Eight buildings were added to the South East in phase 2. Three buildings from phase 1 moved from South East to the North East (included in the NE 17 buildings) but remain part of the phase 1 ISM implementation.





Communication and Engagement

- Annual ISM Program Report – to TCHC Tenant Services Committee (TSC) March 29, TSHC Board following
- Tenant Experience Survey – received at TSC February 9
- Tenant information session - February 28
 - ISM Phase 3
 - TSHC transition
- Internal and external newsletters
 - Quarterly tenant newsletter - Seniors Speak - next issue March 2022
 - Monthly SHU staff newsletter
- TCHC website – ISM information and resource webpage
- Three new bulletin boards per building – installation completed early March
- Senior Tenants Advisory Committee – City led





Thank you!



Item # 7

Presentation on Seniors Hub Engagement Process



Seniors Health and Wellness Hubs

Andrea Austen and Vanessa Campisi, Seniors Services & Long-Term Care

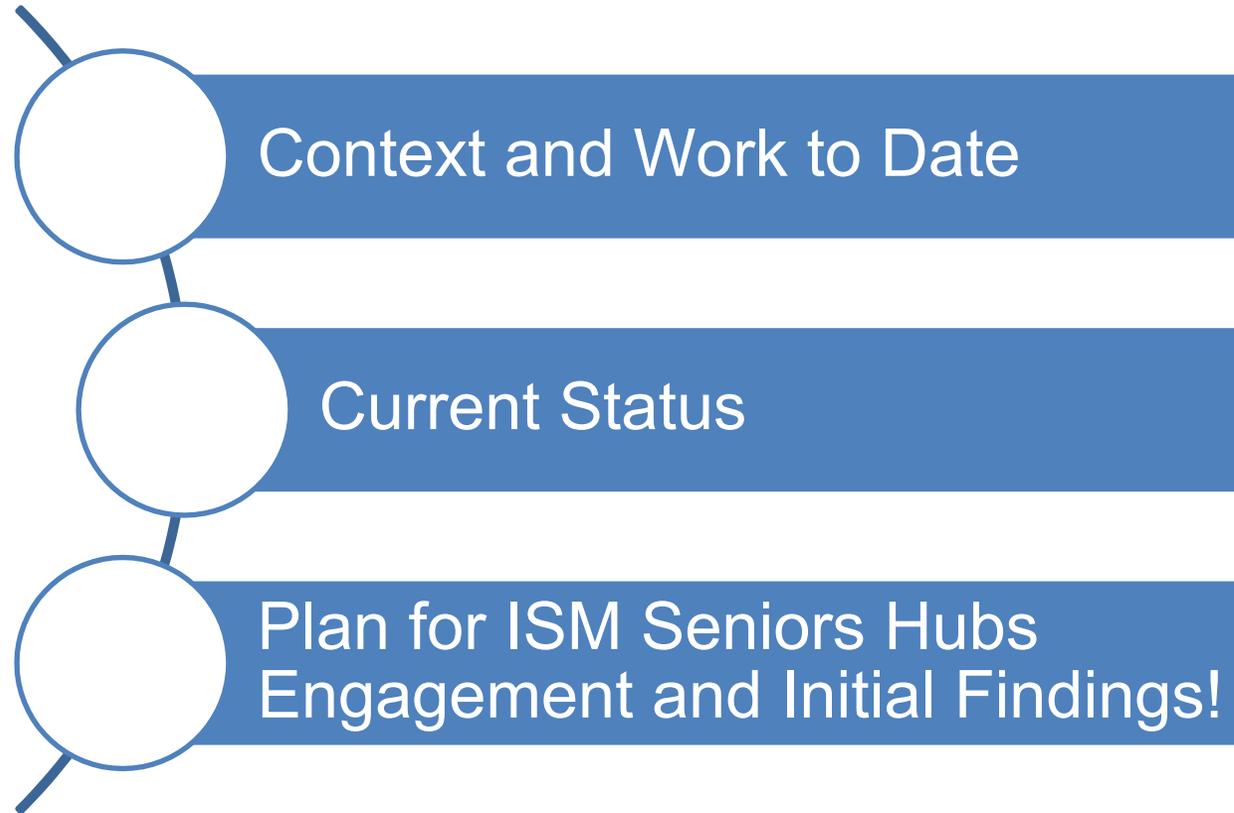
Sophia Ikura and Sonia Gaudry, Health Commons Solutions Lab

Quality and Tenant Engagement Committee – March 8, 2022

Why we are here today

- In partnership with Health Commons Solutions Lab, the City is embarking on an exciting project to hear more from senior tenants about their views on Seniors Hubs
- We want to update you as we get started, and we will come back to the Board in June 2022

What we will cover



Context and Work to Date



ISM – 4 Innovations



1) New Staffing Model



2) Seniors Specific Policies and Procedures



3) Seniors Health and Wellness Hubs



4) Identified Home & Community Care Support Services Care Coordinators

Original Vision for Hubs

Improve access
to services

Offer tenants
access to
programs in the
buildings



Strengthen Community Connections

Help with food
security, access
to recreation,
reduce isolation

Partner with
local health &
CSS providers

Timeline

Summer 2020+

Work underway with a community partner to develop and install the first Hub at 145 Strathmore, including tenant engagement

May-June 2021

Tenant concerns emerge about 145 Strathmore proposed Hub (and Hubs generally)

Summer 2021 – December 2021

Hub at 145 Strathmore (and Hubs generally) placed on hold; Members Motion directs a Review

Hub development – 145 Strathmore

- Winter 2020 - Summer 2021: SHU worked with local community partner to identify a suitable site for first Hub
- 145 Strathmore Blvd was initially selected
- Ryerson Masters of Planning project also focused on Seniors Hubs and suggested 145 Strathmore as a site
- 145 Strathmore tenants engaged via building-wide survey, multilingual focus groups



Tenant Feedback and Concerns

- May 2021 TCHC Tenant Services Committee meeting
- 4 tenants deputed with concerns about a Seniors Hub in 145 Strathmore:

Inability to use
common room

Building security
concerns

Inability to
participate in
programs if non-
tenants take spots

Need for broader
and better tenant
engagement

Status (after Tenant Services Committee)¹⁰

- 145 Strathmore Hub development and other Hubs work was paused in summer 2021 to better understand tenant needs
- December 2021: Members Motion 38.51 requested City to:
 - *lead a review of the Seniors Health and Wellness model, including how hub sites are selected and make recommendations to TCHC and TSHC related to implementation*
 - *remove 145 Strathmore Boulevard from consideration as a hub site pending review of Seniors Health and Wellness model*

Preparing to Review the Hubs Model⁵²

- City has worked to find a non-profit partner to lead the Review of the Seniors Health and Wellness Hubs model and come back with recommendations
- **Health Commons Solutions Lab** was selected given experience with effective community engagement for City and other municipal/government projects



Purpose of the Review

- ❖ Lead an engagement process on the Seniors Health and Wellness Hubs component of the ISM
- ❖ Inform City and TSHC planning around the Seniors Hubs component of the ISM
- ❖ Help City and TSHC understand tenants' perspectives on Seniors Hubs and what other models may be of interest to senior tenants
- ❖ Make recommendations on how to address senior tenants' needs through a Seniors Hub (or alternative) model
- ❖ Recommendations will help SSLTC communicate to the Toronto Seniors Housing Corporation about what tenants want (or not) in terms of Hubs, and considerations for implementing these solutions

Next Steps on Seniors Hubs



The Team

Our Mission

Create workable solutions to complex health challenges

Our Vision

All people living with dignity and health

Publicly funded not-for-profit based at Bridgepoint (Sinai Health)

Equity focused, tackling some of the most pressing problems in health today

Non-proprietary and scalable; our work is packaged and shared publicly

Multidisciplinary team bringing together **epidemiology, design, health services, community engagement and public health**

Working directly with residents, clients and frontline teams to design and implement changes that stick

Learn more www.healthcommons.ca

a few recent partners



The Approach

PEOPLE

Needs
&
Achievability

Readiness
Must Haves
Objectives
Decisions
Tensions
Resolutions

SYSTEMS

Priorities
&
Policy Goals

The Learning

Honouring the conversations to date

Hubs can...

- Create a sense of community and reduce isolation
- Bring supports and service close to seniors

But might...

- Foster a sense of feeling unsafe at home
- Utilize space tenants want for other activities

Let's explore how seniors can...

- Feel safe and have supports close to home?
- Access the services and social spaces they want and need?
- Share their perspectives alongside stakeholder considerations?

Process

Engagement
plan
development

Seniors speaking
to the notion of
hubs

Stakeholders
responding to
seniors'
preferences

Questions worth exploring

What is a hub (or alternative)?

What needs are hubs addressing?

Where should they go?

What is needed for them to succeed?

What is happening/included?

How might hubs support quality aging-in-place and bringing care closer to home?

But also...

What might future engagement with senior tenants look like?

How might seniors' input inform decision making?

The Process



Scope the purpose and process

Let people know what's happening

Engage with key seniors groups

Gather background and contextual understanding

Reach out to broad set of seniors but also surface voices not yet heard

Talk to seniors about how they feel about hubs and what they want from hubs (or alternatives)

Talk to stakeholders about the considerations and feasibility of seniors' preferences

Bring the voices of seniors and stakeholders together

Generate insights, and validate and enrich with further engagement

Sketch out possible versions of what hubs (or alternatives) might look like

Present findings at June TSCH Board meeting

Create 1-page summary for the public, including participants

Deliver final report, including possible ways forward given the input of seniors and others

Share findings with various audiences



Develop engagement plan

February

March-April

May

June

The Input

Engagements have only just begun, but we are hearing and incorporating seniors' voices

Identifying who
we should hear
from now

Exploring ways to
reach out to them

Providing
platforms for
input

Influencing
the engagement
plan

Thank You

Contact us:

seniors@Toronto.ca

Item # 8

Review of Tenant Focus Group Feedback on Service Delivery

Tenant Focus Group & Survey Summary Report on Service Delivery

March 8, 2022

Arlene Howells &
Maureen Clohessy



**Toronto Seniors
Housing Corporation**

Purpose



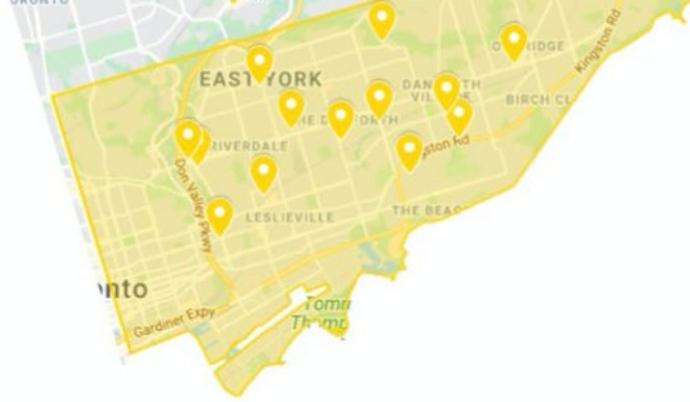
Gather tenant input on service delivery priorities as identified in the ISM Phase 1 Tenant Experience Survey at Toronto Community Housing



Provide tenants an opportunity to reflect on, validate and enhance the findings of the original survey



Provide tenants with an opportunity to prioritize areas of focus for the TSHC's first 100 days and beyond



18

Number of buildings surveyed

1,114

Total number of respondents

39%

Overall response rate

Background

- Used results of ISM Phase 1 Tenant Experience Survey conducted in November 2020 sent out to 2,826 households in the southeast region in late 2020
- Results were available in late 2021
- Data gathered tenant perspectives at that time
- Leveraged survey data for our focus groups

**Toronto Seniors
Housing Corporation**

Survey Topics Covered



Property
Management



Safety &
Security



Communication
with Staff



Access to Supports
& Services



Community
Development



Tenancy
Management



General
Satisfaction

**Toronto Seniors
Housing Corporation**

Process & Survey Methodology



Methodology

- In this follow-up survey, tenants were asked to rank items in each priority area
- The average rank of each item was used to create a prioritized list of items in each priority area

Outreach & Participation

- Outreach
 - Agenda input provided by STAC
 - STAC members invited to co-host
 - Posters in buildings to invite all tenants
 - Emails to STAC members and tenant leaders
 - Follow-up email to tenant leaders to encourage participation
 - Use of staff members to reach out to tenants
 - Social media posts to support communications
 - Partnered with Maureen Clohessy, STAC member to deliver session in southeast region
 - sole STAC volunteer
- 23 people participated in focus groups

About The Survey

- All input posted to TSHC website from each focus groups
- 23 Total Responses
- 13 Completed
- 10 Incompletes
- 36 Views

What We Learned

Informing TSHC Priorities

**Toronto Seniors
Housing Corporation**

Key Themes

- Areas for improvement identified in the original survey are still valid and need addressing
- The need for health, wellness and day-to-day living supports were heightened by the pandemic: isolation and mental health supports are very important
- Tenants need help preparing for services such as pest control as they cannot remove and replace items on their own
- Senior tenants would like staff to better understand the ever changing challenges of aging

Key Themes

- Consistent staffing helps seniors feel more secure and helps to build trust
- The lived experience for those who are abled vs. those who are less-abled is quite different
- Common spaces for tenant activities is important because it builds community and reduces isolation
- Language barriers continue to impact tenants for whom English is not their first language

First 100 Days

71

- Operations
- People Development
- ISM Supports
- Wellness

Recommendation Summary

Priority Area	#1	#2	#3
Property Management	Pest Control	Unit Upgrades	Common Area Cleaning
Safety & Security	Key Fob Access	CCTV & Lighting	Evening & Weekend Security Staff
Communications with Staff	Empathy, Patience, Respect	Stronger People Skills	Knowledge of How To Work With Seniors
Access to Supports & Services	In-Home Housekeeping Support	Social Workers, PSWs, Healthcare Workers	Personal Care, Unit Care, Healthcare
Community Development	Social Gatherings	Tenant Feedback Meetings	Access to Building Space
Tenancy Management	Onsite Help With Rent Review	How to File Taxes	How to Apply for Pensions/Government Applications
General Satisfaction	Group Activities & Interactions for Mental Health	Peer Support Training	People with Accessibility Needs Should Be On First Floor

Next Steps



Bring forward recommendations to the Board from tenants on TSHC priorities for the first 100 days and beyond



Short-term action plan to be developed to address priorities for the first 100 days



Close the loop with seniors on the findings and what's next



New leadership team to include priorities into longer-term strategic planning work

Thank you

متشكراً

Σας ευχαριστώ

감사합니다

Dziękuję Ci

Спасибо

谢谢

Gracias

நன்றி

Дякую

Cảm ơn bạn

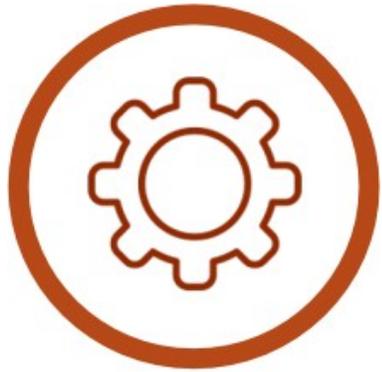


APPENDIX

Feedback By Priority Areas



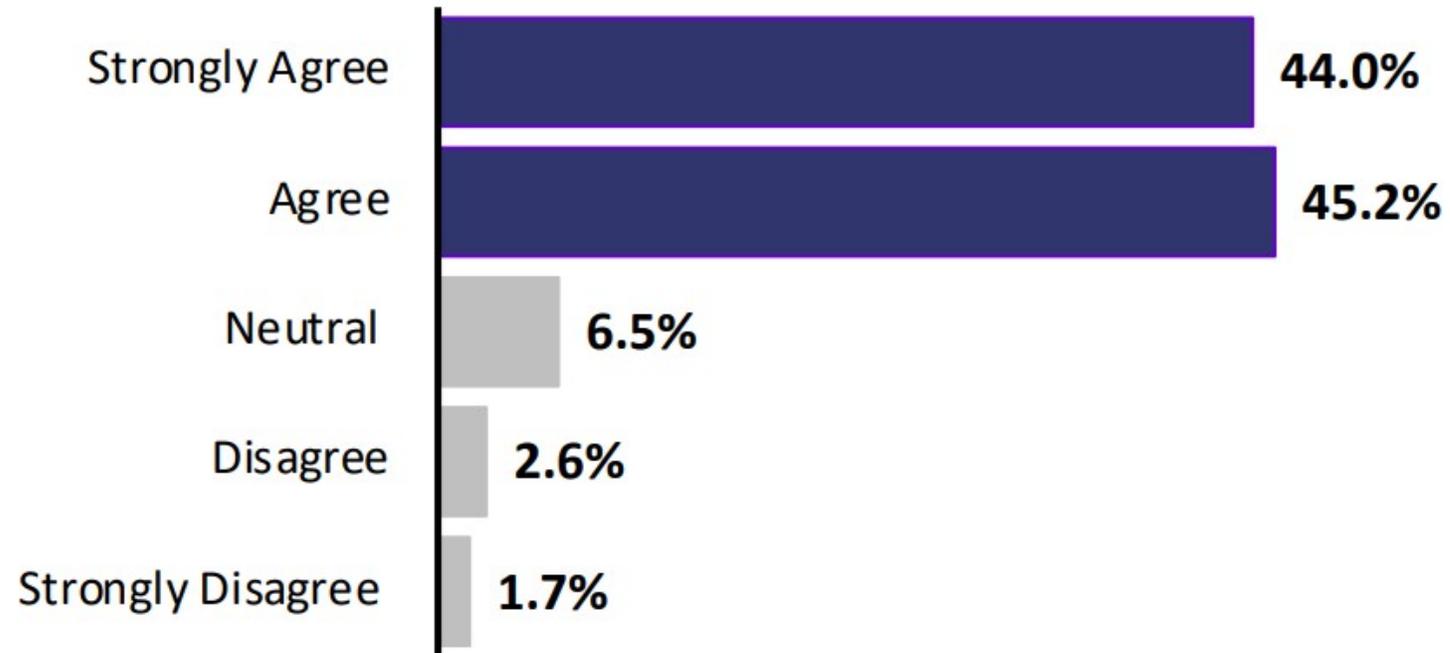
ISM Survey Input on Property Management



Property Management

Nearly 90% felt that their building was clean

Based on 1,069 responses

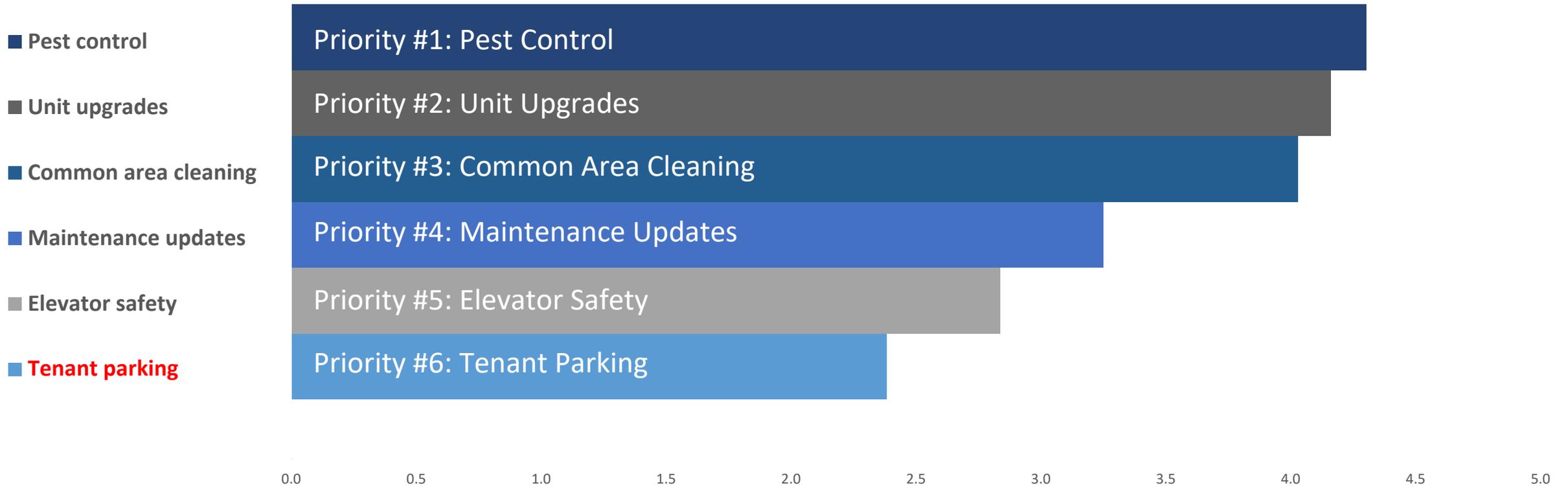


**Toronto Seniors
Housing Corporation**



TSHC Tenant Engagement Survey Input

Ranked Priorities in Improvements to Property Management



Item marked in red notes a new area identified in TSHC focus group

**Toronto Seniors
Housing Corporation**

Comments on Property Management

- Pest control, safety, upgrades, constant cleaning, maintenance all come before parking.
- Pest management and clean buildings affect the lives of tenants all day every day.
- To me all items rank equally. I live in a new building and none of these items are a major problem.
- Tenants in my building are concerned that the building is always clean to impress visitors that they live in a nice place.
- With pest control most tenants cannot prepare or put back items for pest control (age related disabilities).
- Parking issue is that no one does anything about tenants who do not pay for parking while others do. Even when reported no enforcement or tow aways. ”

**Toronto Seniors
Housing Corporation**

ISM Survey Input on Safety & Security



Safety &
Security

87%

Felt safe in their unit

Based on 1,060 responses

85%

Agreed that building's common
areas are safe

Based on 1,058 responses

**Toronto Seniors
Housing Corporation**

TSHC Tenant Engagement Survey Input



Safety &
Security

Ranked Priorities in Improvements to Safety and Security

- Adding key fobs to exits, elevators, and common areas
- CCTV and lighting at entrances
- Higher staff/security presence evenings and weekends
- Mental health/crisis intervention training for staff



0.0 0.5 1.0 1.5 2.0 2.5 3.0

Comments on Safety and Security

- Higher intervention and staffing levels means less need for security.
- Crises don't just occur on weekdays during office hours! On weekends many visitors are around.
- Having a key person will help mitigate unnecessary CSU time and staff resources. Unchecked mental health issues cause friction and enmity that interferes with community well-being.
- Seemed these issues are important in fact ali are important and could have all been [ranked] #1.
- My building has tenants with dementia who frequently wander the building.

**Toronto Seniors
Housing Corporation**

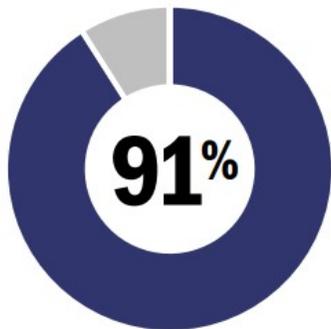


Communication
with Staff

ISM Survey Input on Communications with Staff

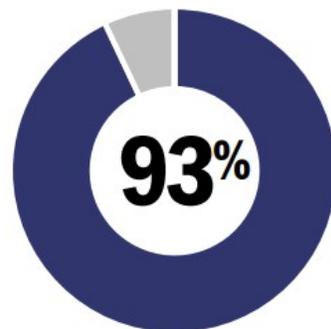
Staff were respectful to tenants

Based on 1,047 responses



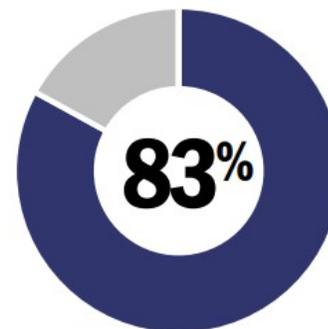
Tenants were informed about building changes

Based on 1,051 responses



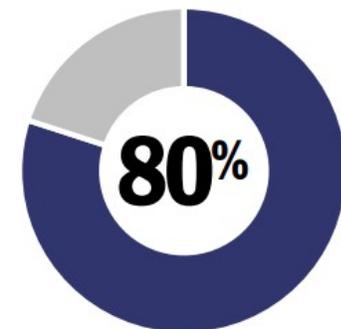
Tenants were comfortable sharing feedback with staff

Based on 1,025 responses



Tenants were satisfied with staff follow-up on their requests

Based on 1,043 responses



**Toronto Seniors
Housing Corporation**



Communication with Staff

TSHC Tenant Engagement Survey Input

Ranked Priorities in Improvements to Communication with Staff

■ More empathy, patience, and respect

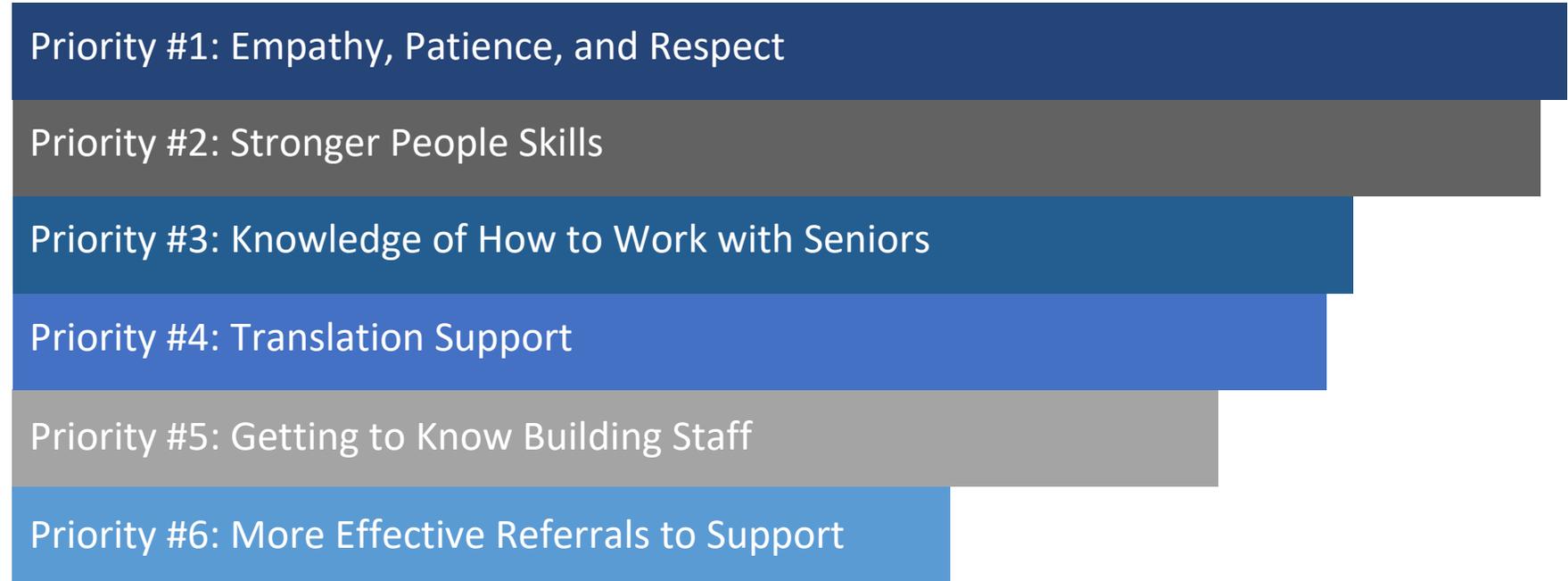
■ Stronger people skills

■ Knowledge of how to work with seniors

■ Translation support

■ **Get to know building staff**

■ **More effective referrals to support**



0.0 0.5 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5

Items marked in red notes a new area identified in TSHC focus group

Toronto Seniors Housing Corporation

Comments on Communication with Staff

- “
- All six points rate of equal importance.
 - Translation is a big issue, but staff are generally supportive of tenants, this building is a community where tenants and staff appear to be a family helping each other. Vulnerable tenants are reported by tenant rep to [TSC] immediately when identified.
 - Generally, staff are scarce here, and need to be more engaged with tenants.
 - The super MUST understand tenancy and pandemic rules, and in ALL CASES, ENFORCE THEM. Tenants doing whatever they want here, regardless of the rules or rights of other tenants, and the super's reluctance in enforcing them, has been one of our biggest problems.
 - Staff need to have better basic communication skills. "Seniors' are not a rare tropical plant that need to be delicately handled - working with 'older persons' requires a basic understanding of the ageing process we all go through, and common sense. Treating seniors as 'something different' is a form of ageism.”

**Toronto Seniors
Housing Corporation**

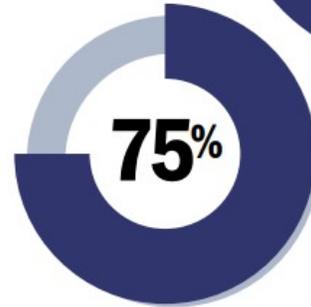


Access to Supports
& Services

ISM Survey Input on Access to Supports & Services

Role of Staff

Felt that TCHC staff should help them access services
(*N* = 916)



Access to Services

Accessed health and support services when needed
(*N* = 898)



Awareness

Were aware of who to ask for help if they needed access to health and support services (*N* = 961)



**Toronto Seniors
Housing Corporation**



Access to Supports
& Services

TSHC Tenant Engagement Survey Input⁸⁶

Ranked Priorities in Improvements to Access to Supports & Services

- In-home housekeeping support
- Social workers, PSW's, and other healthcare staff
- Personal care, unit care, and healthcare
- Geriatric support, education, seminars, talks or programs
- **Proactive wellness checks on vulnerable tenants**
- **Programs that reduce social isolation**

Priority #1: In-Home Housekeeping Support

Priority #2: Social Workers, PSWs, and Healthcare Workers

Priority #3: Personal Care, Unit Care, and Healthcare

Priority #4: Geriatric Support, Education, Seminars, Talks or Programs

Priority #5: Proactive Wellness Checks on Vulnerable Tenants

Priority #6: Programs that Reduce Social Isolation

0.0 0.5 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5

**Toronto Seniors
Housing Corporation**

Items marked in **red** notes a new area identified in TSHC focus group

Comments on Access to Supports and Services

- “
- This was difficult to rank as all areas are necessary.
 - Presently I'm very self-sufficient. So, education about issues that I my encounter as I age are of interest to me. Also, how to maintain my health and self into old age. Taking lessons on getting old - Ageing 101 and so on. I've seen many people deteriorate to the point of needing support in the 5-6 years I've lived here.
 - This building has caring PSWs [and] vulnerable tenants are identified quickly, and supports are contacted immediately. It is an interactive building with tenants wanting programs of any type to exchange ideas, mingle and be entertained.”

**Toronto Seniors
Housing Corporation**



Community
Development

ISM Survey Input on Community Development

60%

of tenants felt that
the current
programs available
in their building met
their needs and
interests

58%

felt that their
building had a
strong sense of
community

60%

felt they had
opportunities to
share their ideas
with staff

**Toronto Seniors
Housing Corporation**



Community
Development

TSHC Tenant Engagement Survey Input⁸⁹

Ranked Priorities in Improvements in Community Development

■ Social gatherings

■ Tenant feedback meetings

■ **Access to building space**

■ Staff check-ins

■ Community gardens

■ **Training opportunities for tenant leaders**

■ Language classes

Priority #1: Social Gatherings

Priority #2: Tenant Feedback Meetings

Priority #3: Access to Building Space

Priority #4: Staff Check-Ins

Priority #5: Community Gardens

Priority #6: Training for Tenant Leaders

Priority #7: Language Classes

0

1

2

3

4

5

6

Items marked in **red** notes a new area identified in TSHC focus group

**Toronto Seniors
Housing Corporation**

Comments on Community Development

- “
- All points equally important. The awareness of community is a priority for me.
 - Tenants want their views and opinions to be taken seriously.
 - Anything interactive is a priority our building. [It] has a group that enjoys gardening, and a great deal of time and money is used for this activity. [The] only problem [is that] as tenants age [they] need the availability of youth to dig holes or do heavier work for them.
 - Tenants should have priority and be able to enjoy ALL the facilities. Outside agencies must respect the spoken wishes of the tenants and not be the sole providers of programs. The landlord should welcome initiatives coming from the tenants.
- ”

**Toronto Seniors
Housing Corporation**

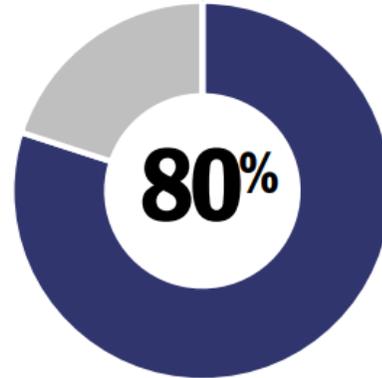
ISM Survey Input on Tenancy Management



Tenancy
Management

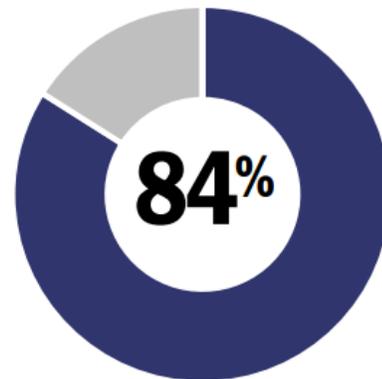
Know where to go for help

Based on 1,012 responses



Understand their legal rights and obligations as tenants

Based on 1,000 responses



**Toronto Seniors
Housing Corporation**



Tenancy Management

TSHC Tenant Engagement Survey Input

Ranked Priorities in Improvements in Tenancy Management

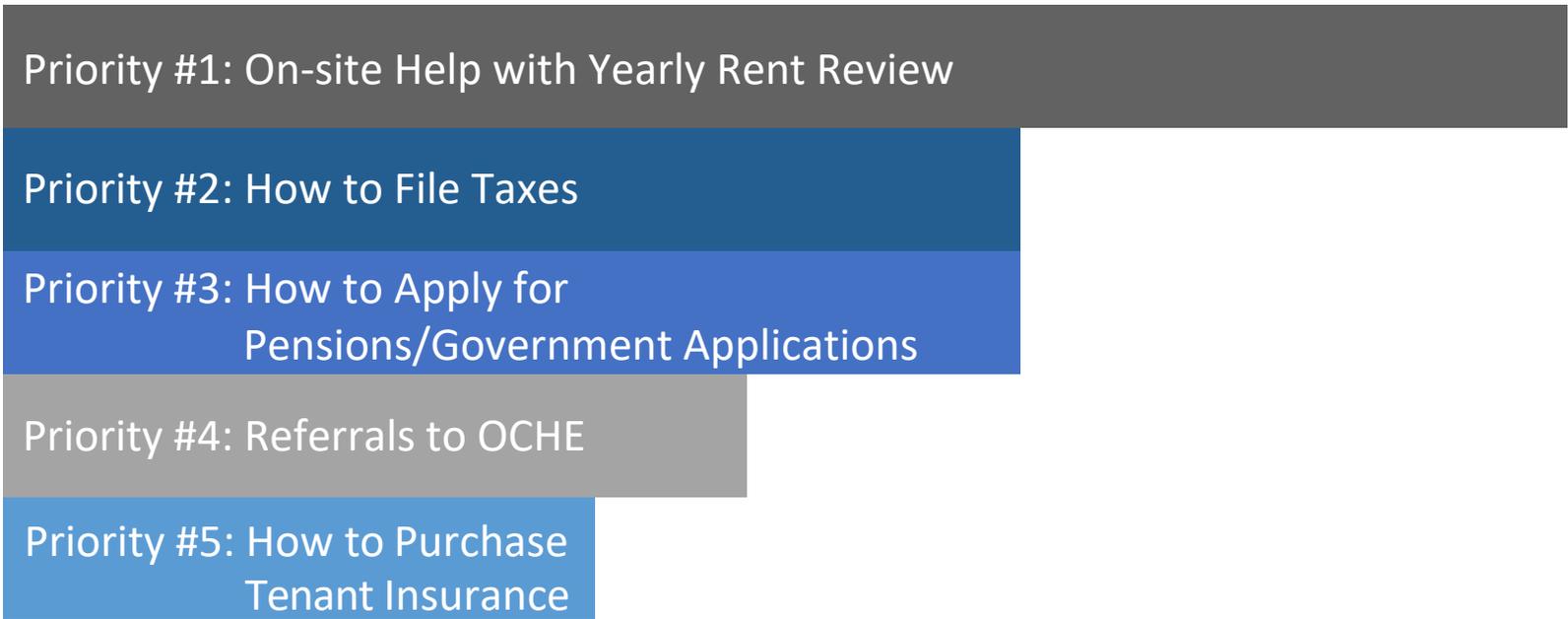
■ On-site help with yearly rent review

■ How to file taxes

■ How to apply for pensions/
government applications

■ Referrals to OCHE

■ How to purchase tenant insurance



0.5 1.0 1.5 2.0 2.5 3.0 3.5 4.0 4.5 5.0

Item marked in red notes a new area identified in TSHC focus group

Toronto Seniors Housing Corporation

Comments on Tenancy Management

- Tenants should have year-round access to staff that can assist them with documents/forms, in a non-judgmental way.
- Most tenants do not have a clue about OCHE the major concern is who is going to do my taxes and how much will it cost. Getting their RGI forms in early and having someone to show them what documents are needed and to photocopy the forms for them to keep.
- Bottom line is filling out the forms so we can file [them].



General
Satisfaction

SURVEY CATEGORY	DISABILITY	NO DISABILITY
Property Management Score out of 10	8.29	8.58
Repairs Score out of 15	11.57	12.39
Safety Score out of 10	8.07	8.52
Communication with Staff Score out of 20	16.58	17.23
Access to Services Score out of 15	11.16	11.29
Community Development Score out of 15	10.14	10.85
Tenancy Management Score out of 10	7.97	8.13

The shaded cells highlight those categories where respondents with a disability reported a statistically significantly lower satisfaction than those without a disability.

ISM Survey Input on General Satisfaction

39%

self-reported a
physical, mental,
cognitive, learning,
communication, sight,
hearing or
functional limitation

**Toronto Seniors
Housing Corporation**

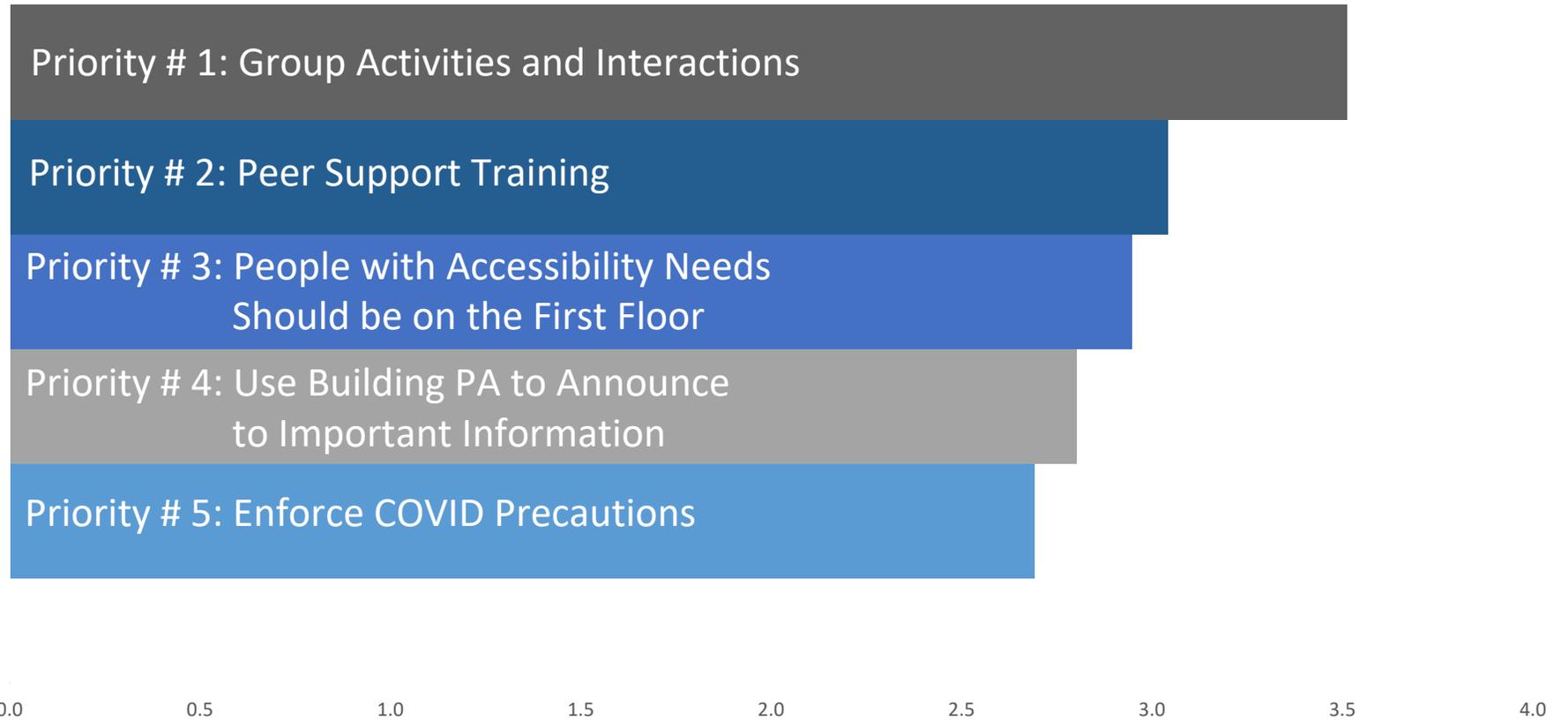


General Satisfaction

TSHC Tenant Engagement Survey Input

Ranked Priorities in Improvements in General Satisfaction

- Group activities and interactions for mental health
- **Peer support training**
- People with accessibility needs should be on the first floor
- Use building PA system to announce important information
- Enforce COVID precautions



Item marked in red notes a new area identified in TSHC focus group

Toronto Seniors Housing Corporation

Comments on General Satisfaction

- “• None of the units in our building are accessibility friendly, and except for the installation of a light elevator, can't be made so by moving tenants elsewhere in the building. None of our units are at ground level.
- PA system is confusing to some tenants as they do not understand the language spoken
 - Staff have given up [on enforcing mask policies, etc.]; some tenants do not care and will do what they want.
 - I do agree that more modified units should be offered to meet the needs of various disabilities, not only wheelchairs. It would be wise for wheelchair users be on one floor (lower floor) incase of evacuation for fire or major flood.”

**Toronto Seniors
Housing Corporation**

Item # 9

TCHC Board Level Report on Operational Performance Measures



Operational Performance Measures

Item 6A

November 18, 2021

Tenant Services Committee

Report: TSC:2021-69

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: October 31, 2021

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

This report outlines TCHC’s operational performance for September 2021 and provides additional explanations for significant variances.

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

STAFF CONTACT:

John Angkaw
Senior Director, Business Operations
(416) 316-4029
John.Angkaw@torontohousing.ca

ATTACHMENT:

1. September 2021 Operational Performance Measures

Item	Measure	Sep 2021	2020 Avg	Change
1	Tenant Calls to Client Care	45,715	37,219	+ 8,496
2	Elevator Service Requests	667	636	+ 31
3	Demand Pest Treatments,	4,142	3,862	+ 280
4	Vacancy Rate (Percent)	2.43%	2.15%	+ 0.28%
5	Rentable Vacant Units	1,437	1,224	+ 213
6	Non-Rentable Vacant Units	2,472	2,320	+ 152
7	Rent & Parking Arrears (Million)	\$16.4	\$13.51	+ \$2.89
8	Crimes Against Property	134	177	- 43
9	Crimes Against Persons	88	107	- 19
10	Fire Incidents	14	18	- 4
11	Tenant Referrals Made to Internal/External Supports	616	472	+ 144

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in September 2021 were 8,496 calls higher when compared to the average call volumes for 2020. This can be attributed to various factors, including an overall increase in general calls, account-related calls, maintenance requests, and janitorial requests.

2. Elevator Service Requests

The volume of elevator service requests increased by 31 when compared to the 2020 average. The increase can be attributed to a combination of service requests related to vandalism to cabs and buttons, resetting of elevators and passengers using the elevator phones for non-service related issues.

3. Demand Pest Treatments

The volume of demand pest treatments increased by 280 when compared to the 2020 average. This increase coincides with the tapering of treatments delivered through the annual unit inspections.

Table 1: Demand Pest Treatments by Region, September 2021

	West	Central	East	SHU
Total	946	1029	756	1411

4. Vacancy Rate

The vacancy rate across TCHC in September 2021 was 2.43%, which is 0.09% higher than the previous month. The vacancy rate are as follows:

Family

- 2.22% (RGI & MKT) with a month-over-month increase of 45 units;
- Of 991 vacant units, 307 units (31%) are matched to a tenant; and
- 223 move-in and 265 move-out.

Seniors Housing Unit

- 3.19% (RGI & MKT) with a month-over-month decrease of 1 unit;
- Of 446 vacant units, 174 units (39%) are matched to a tenant; and
- 83 move-in and 68 move-out.

Table 1: Vacancy by Region/Portfolio, September 2021

	West	Central	East	SHU
Total	2.25%	2.23%	2.35%	3.19%

Figure 1: Vacancy – Family

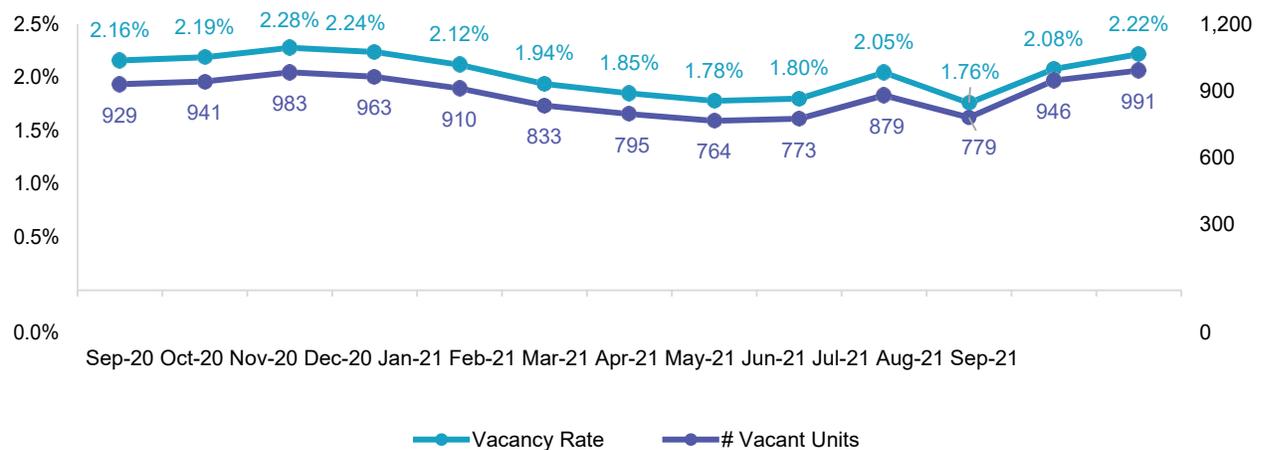
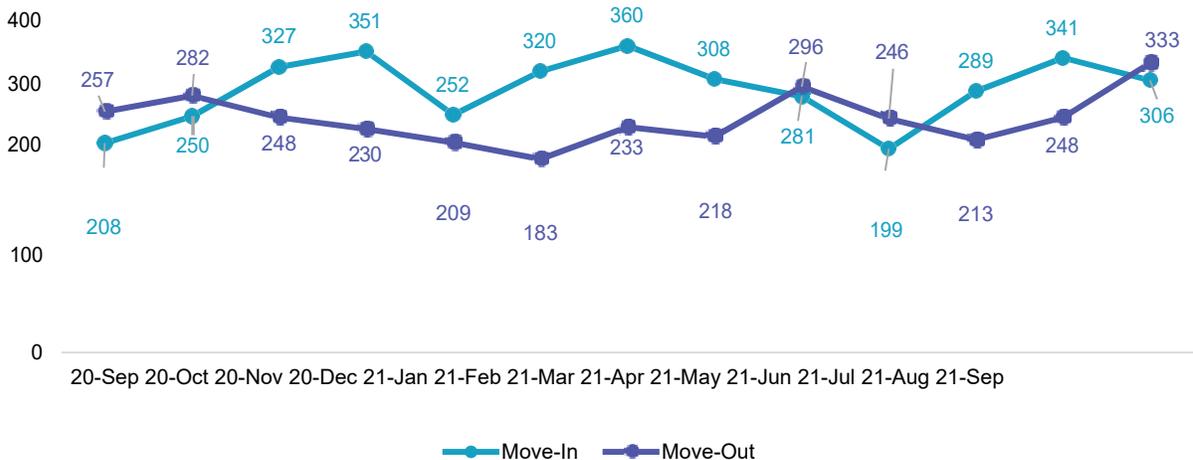


Figure 2: Vacancy - SHU



Figure 3: Move-in Move-out, September 2020-September 2021



Note: The high number of move-outs in the West region were attributed to tenants that were moved out of units in Firgrove, as those units were scheduled for demolition.

TCHC continues to face challenges in hard-to-rent areas and where there has been an increase in market rent unit vacancy; the 445 vacant units in these areas comprises 45% of all vacant units in the Family portfolio:

- West: OUC (Jane & Finch), 98 vacant units;
- Central: OUK (Sherbourne Strip) + CM, 155 vacant units; and
- East: OUG (North West/South Scarborough) + CM, 192 vacant units

TCHC continues to implement the following activities to lower its vacancy rates:

Virtual Rental Campaigns

TCHC has completed three virtual open-houses and continues to work with its Service Manager to plan an additional virtual open-houses to address buildings with high vacancy rates and clusters of vacant units to expedite vacancy filling across all the regions.

Rapid Re-housing

Phase 2 of the rapid rehousing (“RRH”) program continues to be implemented, including allocating 450 units with furniture and supports for individuals being transferred from the shelter system. To date, 330 units have been occupied by 380 individuals.

Suspend Offers to Over-Housed Households

TCHC has received a time-limited extension from SSHA until December 31, 2021. The extension will allow TCHC to continue implementing its vacancy strategy and align with the launch of the one-offer rule and choice-based system.

5. & 6. Rentable Vacant Units & Non-Rental Vacant Units

Rentable and non-rentable vacant units have increased by increased by 44 and 377 units respectively, when compared to the previous month. Specifically for the non-rentable units, the increases are attributed to coding issues which were preventing units from receiving turnover service and eventually being placed as rentable units. These have been identified and are being rectified.

Table 3: Rentable Vacant Units by Region/Portfolio, September 2021

	West	Central	East	SHU
Total	339	325	327	446

Table 4: Non-Rentable Vacant Units by Region/Portfolio, September 2021

	West	Central	East	SHU
Total	618	1053	595	206

Table 5: Non-Rentable Vacant Units by Category, September 2021

Vacancy Category	Vacancy Sub-Category	# of Units
Revitalization	Hold for Demolition	736
	New Unit	73
	Relocation - Confirmed	42
	Under Construction	537
Legal	Legal Proceedings	4
	Pending Transfer or Sale	138
Non-Residential Use	Contractor Storage	7
	Staff Use	83
	Recreation Purposes	49
	Agency Office Use	1
Repairs Required	Accessibility Needs	21
	Maintenance Required	465
	Planned Capital Repairs Required	304
	Demand Capital Repair	12
Grand Total		2,472

7. Rent & Parking Arrears

The rent and parking arrears across TCHC for September 2021 was \$16.4 million. Of this amount, \$5.6 million are in repayment agreements (e.g. local or mediated agreements); these tenancies have been maintained. The arrears are as follows:

Family

- \$15.2M in arrears, up from \$15.1M;
- Arrears in repayment agreements are \$5.1M, up from \$5.0M;
- Managed arrears are \$6.4M, down from \$7.4M; and
- Non-managed arrears are \$3.7M, up from \$2.7M.

Seniors Housing Unit

- \$1.2M in arrears, up from \$1.1M;
- Arrears in repayment agreements are \$461K, up from \$453K;

- Managed arrears are \$394K, down from \$397K; and
- Non-managed arrears are \$316K, up from \$248K.

Table 6: Arrears by Category - Family Portfolio, September 2021

Family Portfolio	Total (M)
Managed Arrears	\$ 6.4
Unmanaged Arrears	\$ 3.7
Net arrears	\$ 10.1
Arrears in a repayment agreement	\$ 5.1
Total	\$ 15.2

Table 7: Arrears by Category – Seniors Housing Unit, September 2021

Seniors Portfolio	Total (M)
Managed Arrears	\$ 0.4
Unmanaged Arrears	\$ 0.3
Net arrears	\$ 0.7
Arrears in a repayment agreement	\$ 0.5
Total	\$ 1.2

Table 8: Arrears by Region/Portfolio, September 2021

	West*	Central	East	SHU
Total	\$ 6,838,018	\$ 4,446,003	\$ 2,940,348	\$ 1,171,492
Unmanaged	\$ 1,633,048	\$ 1,114,625	\$ 730,206	\$ 316,295
Rep. Agr.	\$ 2,194,774	\$ 1,420,814	\$ 1,311,764	\$ 461,047

*Note: Arrears for the West region include arrears that were transitioned from the previous contract managed properties.

TCHC continues to implement the following activities to lower arrears and ensure tenants receive the appropriate supports to maintain their tenancy.

Arrears Support

TCHC has conducted a renewed engagement campaign with those tenants with high amounts of arrears or have not obtained the appropriate supports to maintain their tenancies; and

Early Support via Arrears Collection Process

TCHC partnered with OCHE and subject matter experts to develop the new ACP. It continues to deliver support in alignment with the ACP to provide early intervention to prevent eviction and maintain tenancy; when vulnerabilities are identified, tenants are connected to the appropriate supports.

8. & 9. Crimes against Property & Crimes against Persons

There were 134 crimes against property in September 2021, a decrease of 43 crimes compared to the 2020 average. As well, there were 88 crimes against persons (CAP) in September 2021, a decrease of 19 compared to the 2020 average.

Figure 4: Crimes Against Persons & Property, September 2021

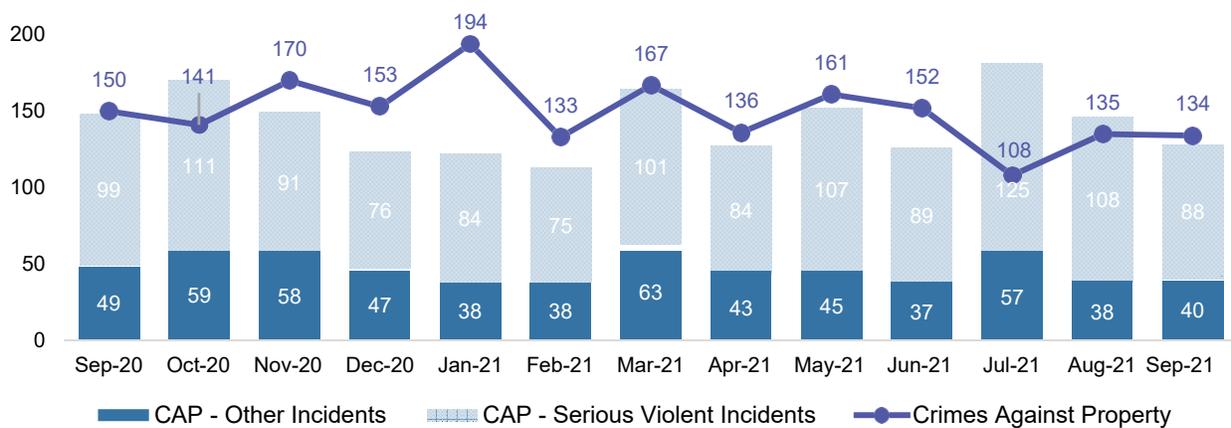


Figure 5: CSU Patrols, 2018 – 2021YTD

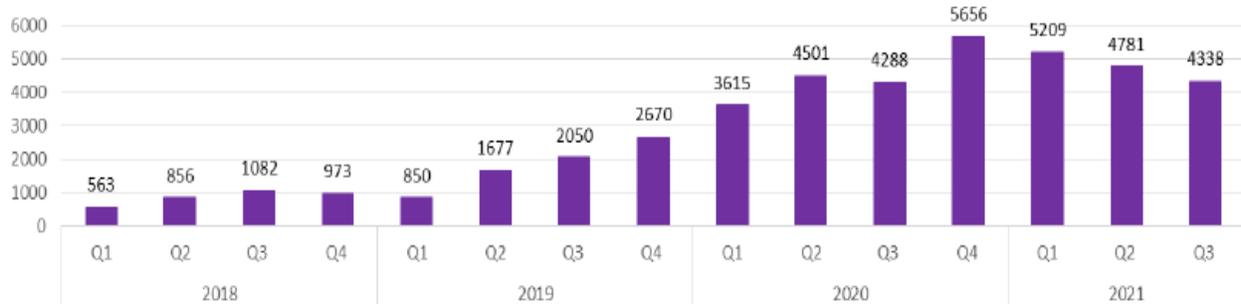
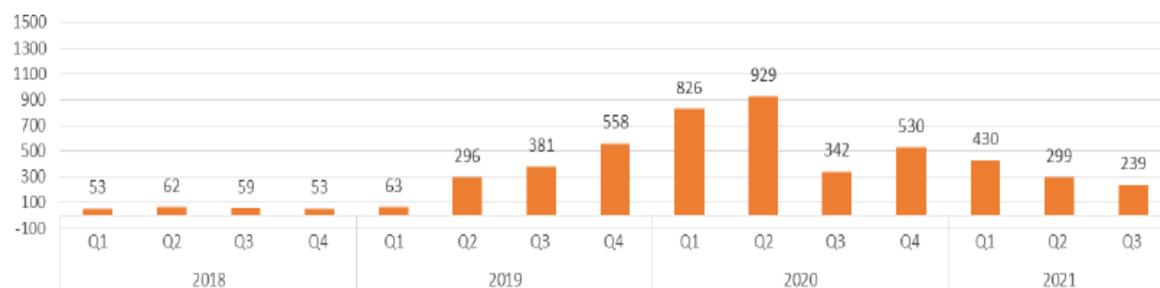


Figure 6: Incident Response, 2018 – 2021 YTD



Figure 7: Welfare Checks, 2018 – 2021YTD



10. Fire Life and Safety

In September 2021, there were 14 fire incidents reported across the TCHC portfolio, a decrease of four incidents when compared to the 2020 average. The fire incidents consisted of arson, electrical, cooking and smoking-related incidents.

Table 9: Fire Incidents by Region/Portfolio, September 2021

	West	Central	East	SHU	CM
Total	5	4	3	0	2

TCHC continues to implement the following fire safety prevention through the following:

- **Cooking Safety Pop-Up Education:** To raise awareness on cooking fire safety, TCHC delivered a series of education sessions at four TCHC sites (4301 Kingston Rd., 120 Townhaven, 341 Bloor St. W., 55 Outlook). The sessions included lobby-intercepts as well placement of education door hangers. In total, 283 tenants were engaged through the sessions and over 1,170 door hangers were delivered.
- **Monthly Fire Safety Posters:** Monthly fire safety poster campaigns continue to be distributed to all TCHC buildings, with a focus on specific fire safety topics and safety tips.

11. Tenant Referrals Made to Internal/External Supports

There were 616 tenant referrals made to internal and external supports, an increase of 144 referrals compared to the 2020 average. This increase is due to the continued need for wellness checks during the COVID-19 pandemic, which has resulted in the provision of additional supports for tenants, weekly delivery of meal and food hampers, and scheduling follow-up wellness checks.

Table 11: Tenant Referrals by Region/Portfolio, September 2021

	West	Central	East	SHU	CM
Total	116	214	99	68	119

Item # 14

Approval of Motion on updates to QTE Board Committee Terms of Reference

TORONTO SENIORS HOUSING CORPORATION (TSHC)

QUALITY AND TENANT ENGAGEMENT

Terms of Reference

(Approved by Board on Nov. 23, 2021 – Updated at January 13, 2022 meeting)

Purpose

The Quality and Tenant Engagement Committee (the Committee) is a standing committee of Toronto Seniors Housing Corporation (the Corporation) Board of Directors (the Board). The purpose of the Committee is to monitor significant financial planning, management, reporting, and risk matters of the Corporation.

Accountability

The Committee is accountable to:

- The Board

The Committee will retain external advisors as appropriate to provide relevant expertise and any other support as required or deemed appropriate, following a Board-approved selection process.

Applicable Policies and Documents

As determined by a resolution of the Board from time to time.

Committee Membership

The Committee consists of a minimum of two, all of whom are members of the Board of Directors, are independent of the Corporation's management and are financially literate. At least one member should have an accounting background or related financial management experience. The Board Chair is an ex Officio non-voting member of the Committee.

The Board shall appoint one of the Committee members to be the Committee Chair.

Committee members are appointed for a one-year term with the possibility of renewal.

Meetings, Meeting Schedule and Frequency

The Committee meets once in advance of every Board meeting. The Committee may choose to hold additional meetings if it considers them necessary for it to carry out its responsibilities effectively. Meetings can be held at any time and place as determined by its members, provided notice of such meeting is given to each member of the Committee. Meetings may be held by teleconference or videoconference, provided members have a means to vote. If members cannot participate in person, they may participate in a meeting that is held in-person via the teleconference or telephone.

A majority of the Committee shall constitute a quorum for the transaction of business at any meeting thereof, and the act of a majority of the members of the Committee present at any meeting at which a quorum is present shall be the act of the Committee. The Chair, or in his or her absence, one of the directors shall preside at all meetings of the committee.

As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting.

In the event of a vote that results in a tie, the Chair of the Committee has a casting vote.

Committee meetings are subject to the Board of Directors Closed Meetings Policy

Committee meetings are open to the public

Committee meetings are open to deputations as per the Corporation's Deputations Policy

Minutes of meetings will be available to the Board.

Responsibilities

- Oversee the corporation's strategic plan, and operational performance including areas of building operations, tenant engagement, tenant safety, confronting anti-black racism, stakeholder relations and partnerships.
- Act as the lead Board standing committee in overseeing the development of the Corporation's strategic plan.
- Establish reporting framework for progress against strategic plan including metrics, annual targets, and milestone objectives.
- Receive semi-annual reports from management on progress against the Corporation's Strategic Plan.
- Establish operational performance framework including key performance indicators with annual targets.
- Monitor operational performance of the Corporation as measured by key performance indicators through quarterly performance reports.
- Work in conjunction with Toronto Community Housing on items where there is a high degree of shared responsibility and accountability between the two corporations.

The Committee will:

- assume other related responsibilities as assigned to the Committee by the Board.

Committee Performance

The Committee will:

- Ensure members are provided with the appropriate resources and education to fulfill the Committee's responsibilities.

Monitor the performance and effectiveness of the Committee and its individual members will be assessed annually as part of the Board's evaluation process.

- Review the terms of reference every six months

The Board will review the committee's charter on an annual basis to ensure that it remains appropriate to the circumstances of the Corporation and of the Board.