

**Toronto Seniors
Housing Corporation**

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: September 29, 2022

Time: 8:30 A.M. – 11:30 A.M.

Location: WebEx

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Toronto Seniors Housing Corporation BOARD OF DIRECTORS MEETING AGENDA

Item #2

Date: Thursday, September 29, 2022

Time: 8:30AM-11:30AM

Location: Webex & Livestream

	Time	Description	Action	Supporting Documents	Presenter
1.	8:30 3min	Chair's Remarks	Information	N/A	Fareed Amin
2.	8:33 1min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
3.	8:34 1min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
4.	8:35 2min	Approval of Public and Closed Session Special Meeting Minutes of June 30, 2022	Approval	Public Meeting Minutes of June 30, 2022	Chair
5.	8:37 5min	Matters arising – Action Items	Information	Action Items List	Chair
6.	8:42 1min	Motion to move into Closed Session	Approval	N/A	Chair
7.	8:43 1min	<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</i>	Approval		Chair
8.	8:44 20min		Information		Tom Hunter
9.	9:14 20min		Approval and Information		Fareed Amin
10.	9:34 2min		Approval		Chair
11.					Chair

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		<ul style="list-style-type: none"> • Quality Improvement Projects • Listening Tour Update 	<p>Information</p> <p>Information</p>	<p>report</p> <ul style="list-style-type: none"> • f) QIP Board Report Presentation • g) Listening Tour Report • Tenant Perspective 	
16.	10:33 10min	<p>Communications & Engagement Report</p> <ul style="list-style-type: none"> ▪ Communications Update ▪ Tenant Engagement Update 	<p>Information</p> <p>Information</p>	<p>Verbal Report</p> <p>Verbal Report</p>	Wendy Dobson
17.	10:43 10min	Corporate Governance and Human Resources Committee Report	Information	<p>Verbal Report</p> <ul style="list-style-type: none"> • Development of a Governance WorkPlan 	Fareed Amin
18.	10:53 15min	Audit & Finance and Risk Committee Report	Information	Verbal Report	Vice Chair
19.	11:08 15min	TSHC Financial Results through July 31, 2022	Information	<p>Board Report</p> <ul style="list-style-type: none"> • Statement of Operations • Statement of Financial Position 	Vince Truong
20.	11:23 5min	2022 Planning for Success: June to September Accomplishments and Planning Ahead	Information	<p>Board Report</p> <ul style="list-style-type: none"> • Presentation 	Mary Tate
21.	11:30	Adjournment	Approval	N/A	Chair

Public Session Minutes

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its public meeting on June 30th, 2022, at 8:30 a.m. (EDT) via video conference. The meeting was live streamed on YouTube and subsequently posted to the City's [website for TSHC](#).

Directors in Attendance:

Lawrence D’Souza – Vice Chair
Linda Jackson
Carrie MacNeil
Warren Law
Brenda Parris
Jim Meeks
Paul Johnson, *Deputy City Manager, (Ex-Officio Member)*

TSHC representatives present:

Tom Hunter, *Chief Executive Officer*
Rajni Vaidyaraj, *Interim Executive Assistant*
Mary Tate, *Interim Project Management Lead*
Norman Rees, *Interim Financial Lead*
Arlene Howells, *Interim Communications and Stakeholder Relations Lead*
Grant Coffey, *General Manager, Operations (I)*
Brad Priggen, *Assistant General Manager*
Dave Slater, *Interim Lead-People and Culture*
Teri Nghiem, *Interim HR Consultant*
Andrea Austen, *Director, Seniors Services and Community Programs*
Liz Dizig – *Interim Executive Assistant*

Wendy Dobson –*Communication and Stakeholder Relations Lead*

Vince Truong – *Controller*

Jennifer Dockery-GM, *Senior Services and Long Term Care*

Sophia Ikura, *Sinai Health*

Board Secretary present:

Monique Hutchins, *Managing Director – DSA Corporate Services Inc.*

Alejandro Morales – Account Executive– *DSA Corporate Services Inc.*

CONSTITUTION AND NOTICE OF MEETING

Mr. D’Souza served as Chair of the Meeting and Ms. Hutchins served as recording secretary.

All the Directors being present with notice of the Meeting being given, the Chair declared the Meeting to have been properly called and constituted for the transaction of business.

ITEM 1: CHAIR’S REMARKS

The Chair welcomed everyone to the ninth Board meeting of 2022 and stated that the meeting was being live streamed on YouTube. He noted that there are only final approvals of agreements before transition and thanked the interim transitional team for assisting in its preparation.

The Chair provided an Acknowledgement of the Land that are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples and that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit and the Williams City signed with multiple Mississaugas and Chippewa bands.

Toronto Seniors Housing Corporation

The Chair also provided an African Ancestral Acknowledgement stating that most of the citizens have come to Canada as settlers, immigrants, newcomers in this generation or generations past. He acknowledges those who came here forcibly, particularly as a result of the Trans-Atlantic Slave trade. Therefore, we honour and pay tribute to the ancestors of African Origin and Descent.

The Chair noted the full agenda including information on the event launch, communication changes, tenant engagement, financial review and one deputation from a caller.

At the invitation of the Chair, Mr. Hunter thanked Arlene Howells, Norman Rees, and Mary Tate for their services prior to the transition, as formally this meeting was their last Board meeting

Mr. Hunter also thanked Rajni Valdyaraj for her services, as it was her last day working at TSHC.

Mr. Hunter welcomed the new members of the Corporation, remarking their new roles as follows:

- Liz Dizig – Interim Executive Assistant
- Wendy Dobson –Communication Specialist Lead
- Vince Truong - Controller

ITEM 2: APPROVAL OF PUBLIC MEETING AGENDA

The Chair tabled the agenda for the meeting.

<i>Motion carried</i>	UPON MOTION , duly made by Mr. Law and seconded by Ms. MacNeil and unanimously, IT WAS RESOLVED THAT the public meeting agenda is hereby approved.
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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, together with the nature of the interest, with any public agenda item.

No conflicts were declared.

ITEM 4 APPROVAL OF PUBLIC AND CLOSED MEETING MINUTES OF MAY 18th, 2022

The Chair tabled the minutes of the public meeting held on May 18th, 2022 and asked that they be taken as read.

Motion carried **UPON MOTION**, duly made by Ms. Jackson and seconded by Mr. Law. and unanimously, **IT WAS RESOLVED THAT** the public meeting minutes of May 18th, 2022, as tabled, are hereby approved.

ITEM 5 APPROVAL OF PUBLIC AND CLOSED MEETING MINUTES OF MAY 30th, 2022

The Chair tabled the minutes of the public meeting held on May 30th, 2022 and asked that they be taken as read.

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Mr. Law. and unanimously, **IT WAS RESOLVED THAT** the public meeting minutes of May 30th, 2022, as tabled, are hereby approved.

ITEM 6: MATTERS ARISING: ACTION ITEMS

The Chair reviewed the matters arising action items list and noted that there were no updates. He reviewed the outstanding items and asked if there were any questions. Ms. MacNeil inquired if item 32 regarding the Suicide Prevention

Training and discussion ensued about the changes made including the items approved without consultation. She indicated that the name should be changed to Crisis Prevention.

ITEMS 7-11 CLOSED SESSION

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously agreed on, **IT WAS RESOLVED THAT** the Board moved into a closed session.

ITEM 12: MOTION TO APPROVE CLOSED SESSION DECISION

Proposed TSHC Executive Structure

Motion carried **UPON MOTION**, duly made by Ms. Parris and seconded by Ms. MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the Board of Directors approve the TSHC organization structure of 20 incremental positions, which includes funding for 3 Director positions and 17 non-union staff positions.

ITEM 13: CEO'S REPORT AND REGIONAL LAUNCH EVENTS SUMMARY

Mr. Hunter provided a verbal report. He also provided a video regarding the TSHC launch week events, which included lunches with senior tenants and tree planting events where the CEO had the privilege of meeting and interacting with tenants of the buildings, including visits of local councilors and dignitaries to offer their perspectives and best wishes. The video also outlined the goals of the TSCH. Additionally, Mr. Hunter noted that the launch events and the listening tour were opportunities to engage with tenants to gain knowledge of areas of focus and learn the uniqueness of each building.

Mr. Hunter indicated that the Steering Committee met yesterday to realign the organization and engagement. He noted that the Steering Committee's mandate is focused on building TSHC and ensuring that objectives and are being accomplished.

Ms. Parris inquired on how the members of the Board were going to engage with the tenant engagement activities per building. Mr. Hunter stated there will be alignment between the Board, senior management and the committees in order to gauge feedback for the tenant engagements.

ITEM 14: 2022 PLANNING FOR SUCCESS: MIDYEAR ACCOMPLISHMENTS

At the invitation of the Chair, Ms. Tate provided an overview of report (BD: 2022-63) noting the actions taken in the first half of the year and the plan moving forward. Ms. Tate reviewed the guide and planning phases noting that all agreements were signed and agreed upon and that the immediate follow up to the transition was to establish the Steering Committee. Through her presentation, she outlined the accomplishments from January to June 2022 which enabled a successful transition and discussed the planning through to December 2022 including priority improvements and reporting the requirements to the City of Toronto. She reviewed the guiding principles and planning phases noting that tenant and staff input would be a key aspect of all the steps in the planning processes.

Ms. Parris inquired about the objectives and purpose of data collection activities and its influence on decision making. Ms. Tate informed that the data would assist in matters of analysis to learn from past actions and to set improvements and priorities to achieve service excellence.

Ms. Parris then highlighted the importance of informing all decisions taken so TSHC could create the strategic planning goals and to achieve growth in an orderly manner.

Ms. Jackson commented that a process is needed that is directed by tenants in order to plan appropriately and highlighted the importance of their involvement in strategic planning.

ITEM 15: QUALITY AND TENANT ENGAGEMENT COMMITTEE REPORT

At the invitation of the Chair, Ms. Jackson provided a review of informational report (BD: 2022-64), item 15a, noting that the QTE committee met on June 13, 2022 and that three important reports were brought forward by City staff for the consideration of the Corporation. She indicated that the QTE committee also discussed and considered STAC recommendations on tenant engagement, preliminary report from the seniors health and wellness initiative and an update from the City as requested from the QTE committee on understanding their role in ISM moving forward.

DEPUTATION: The following verbal deputation was received with respect to Item # 15a

The Chair welcomed the deputant and indicated that he had five minutes to address the Board after which time the Board may ask questions.

Mr. Lohman provided a verbal report regarding STAC's recommendations on Tenant Engagement noting that although he agreed with the approach, he reiterated the need to review all policies and procedures with STAC. He remarked the importance of tenants and staff engagement process, while reminding the Board that the City mandates for STAC inclusion and influence and the need to change the staff's direct relations with the tenants through training.

Ms. Dobson highlighted in reference to the recommendations the importance of having clear goals and to be mindful when considering which areas to prioritize on improving to deliver specific and short-term improvements.

Ms. Parris reminded the Board that when engaging with senior tenants, it must be meaningful consultations and not just pro forma, so it can result in meaningful outcomes and in strengthening the trust with the tenants.

Item # 15b

At the invitation of the Chair, Ms. Ikura provided an overview of informational report (BD: 2022-65) remarking that the objective was to update the full Board on the subject, while also promising a final report in Fall 2022. She stated that in Spring 2022, her team spoke with 87 senior tenants of different ages, backgrounds and living conditions, all of them highlighted the importance of being heard, seen, and valued for their overall wellness. She stated that the engagement with the tenants improved their wellness in a significant manner as seniors were able to share their experiences in a meaningful way. She noted the urgent need to tackle the issues of ageism and disrespect, as both threaten the tenants' wellbeing.

Ms. Ikura reported a number of critical issues and proposed actions to remedy them, such as program evaluations, tenant-led recreational activities, platforms to solicit tenant's ideas, light housekeeping, a "door-key person", door-to-door check-ins, IT support, health and educational care, integration activities and social activities. She stated that response time to complaints and questions as well as access to staff must be standardized.

Following, Ms. Jackson thanked and congratulated Ms. Ikura for the report and commented on how important this work is for the strategic planning.

DEPUTATION: The following verbal deputation was received with respect to Item # 15b

The Chair welcomed the deputant. Mr. Lohman remarked the importance of taking the Health Report and creating an overarching process to tackle all said issues and to address the community's needs. He indicated that he was in agreement with the report.

Item # 15c

At the invitation of the Chair, Ms. Jackson provided an overview of informational report (BD: 2022-66) stating that the City will continue to evaluate if Integrated Service Model (“ISM”) is working for senior citizens.

Mr. Paul Johnson, Deputy City Manager informed the Board that the ISM was not a clinical model, but a broad set of objectives that the City of Toronto and TSHC together are going to build and continue building relationships of trust and confidence of the tenants they serve.

Ms. Parris reiterated the need to address pest management and safety issues.

ITEM 16: COMMUNICATIONS & ENGAGEMENT REPORT

At the invitation of the Chair, Ms. Dobson provided an overview of informational reports (BD: 2022-67 and BD: 2022-68).

Item # 16a

Ms. Dobson noted that there were four launch events with tenant speakers at each one of their regional locations with approximately 520 guests in attendance across the locations (approximately 25-30% from each building), 1,400 welcome guides including translated versions were delivered, tree planting activities were held at the four events and had social media increases thanks to the great reception at the events.

Ms. Dobson also remarked that all stakeholders received information concerning the transition and how it might impact them including one-on-one stakeholder meeting opportunities.

Item # 16b

In reference to the tenant engagement, Ms. Dobson advised that they received a confidential list of tenant representatives and that her team was working to

connect with the leaders of the different buildings in order to receive the most amount of information and feedback.

Item # 16c

In reference to the report on information transitioned to TSHC on June 1, Ms. Dobson stated that there were going to create community leader e-mail addresses to prevent modifying it if the building leader changes. Finally, Ms. Dobson stated that the team was still in the process of hiring their last four community coordinators.

Ms. Parris commented that some tenants indicated that the new system was user friendly and that they are seeing the upgrades comparing the quality of the new system verses the old.

ITEM 17: CORPORATE GOVERNANCE & HUMAN RESOURCES COMMITTEE REPORT

At the invitation of the Chair, Mr. Law provided a verbal update of the corporate governance and the human resources (“CGHR”) committee meeting held in June 2022, noting that management, on the Committee’s advice, has included an internal audit position in the leadership structure and it is reflected in the revised organizational chart. He noted that the CGHR committee recommended to the Board that the City’s mandates should be expressly followed in an effective and efficient manner.

ITEM 18: AUDIT & FINANCE RISK COMMITTEE REPORT

Mr. D’Souza provided a verbal update indicating that the Audit and Finance Risk committee met on June 27, where the interim finance lead presented the financial results up to May 31st, as well as the forecast for the fiscal year ending December 31, 2022.

ITEM 19: TSHC FINANCIAL RESULTS THROUGH MAY 31ST 2022

At the invitation of the Chair, Mr. Rees provided a review of report (BD: 2022-70) noting that starting June 1st the Corporation had started using the Holmes Yardy System therefore the financial results of the statement of operations and the

statement of financial position have been transferred over and entered into the Holmes' financial system. He noted that through the first five months of the year the Corporation incurred in costs of \$2.1 million and recognized a similar amount of revenue and about a million dollars' worth of payables that had already been dispersed. He indicated that the Corporation now has sufficient working capital as the City had advanced its funds.

Mr. Rees noted the new additions to the online banking system and officers that were removed.

ITEM 20: OPERATIONS REPORT

Item # 20a

At the invitation of the Chair, Mr. Coffey provided a review of informational report (BD: 2022-71) regarding the Eviction Prevention Policy for Nonpayment of Rent. He indicated that an eviction moratorium had been in effect at TCHC since December 2020 and prior to the transition of the Seniors Portfolio to TSHC. He stated that it will be necessary for the staff to initiate the process for eviction for arrears again, which suspended as a response to COVID-19.

Item # 20b

Mr. Coffey, in reference to the Tenant Funds Distribution Policy, provided a review of report (BD: 2022-72). He advised that the proposed TSHC Tenant Funds Distribution Policy had been adapted from the Toronto Community Housing Corporation (TCHC) Tenant Funds Distribution policy similar to other tenant facing policies adapted from TCHC to TSHC. He indicated that the approval of this policy will provide the framework for tenant groups to apply for community development funding, as well as the framework for staff to process and distribute those requests, allowing for tenant led activities to be supported.

Ms. Parris indicated that the application process was very long and considering summer had already begun, it would be in the best interests of tenants by showing some goodwill, if the application forms were reduced in pages. Mr. Coffey stated that the forms should have the sufficient information in it so that the committee that reviews the applications can assess them.

Toronto Seniors Housing Corporation

Motion carried **UPON MOTION**, duly made by Mr. Meeks and seconded by Ms. Parris and unanimously, **IT WAS RESOLVED THAT** the Board approve the Tenant Funds Distribution Policy appended to this report for an interim period through December 31, 2022, including a significantly reduced application process, communication to tenants regarding access to funds and the quick formation of the tenant action fund committee.

ITEM 21: ADJOURNMENT

Motion carried **UPON MOTION**, duly made by Ms. MacNeill and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the public meeting terminate at 12:11 a.m. (EDT).

Lawrence D'Souza, Interim
Chair, Board of Directors

Monique Hutchins, Secretary

TORONTO SENIOR HOUSING CORPORATION

Action Items List

As at September 29, 2022

	<u>MEETING ARISING FROM</u>	<u>DESCRIPTION</u>	<u>RESP.</u>	<u>STATUS</u>
1.	June 30, 2021	Chair to work with Transitional Lead and Chief Corporate Officer and City staff to amend as necessary and implement the preliminary workplan and re-submit for review by the Board	Maureen	Completed
2.	June 30, 2021	Create initial understanding of Board Committee structure and Board policies	Maureen	Completed
3.	June 30, 2021	What are the current processes for tenant engagement? Board needs to understand before shaping.	Maureen	Completed
4.	June 30, 2021	TCHC have some elected tenants, so need list of current tenants elect and where there are missing positions.	Maureen	Completed
5.	June 30, 2021	Concern over not meeting until September 28, 2021 therefore meet to engage with senior tenants during summer?	Maureen	Completed
6.	August 11, 2021	Provide detailed budget and capital plan for 83 buildings moving to TSHC	MS	Completed
7.	September 28, 2021	N/A		
8.	October 27, 2021	Provide list of outstanding tenant issues sent to TCHC and raised by deputant Mr. Bill Lohman to Mr. Jim Meeks	MS	Completed
9.	November 23, 2021	Add page number references in the agenda	Monique	Completed
10.	November 23, 2021	Board reports to include perceived risks and proposed mitigation	MS	Completed
11.	November 23, 2021	Revise Joint Transitional Workgroup composition to include one tenant representative from each corporation	Maureen and MS	Completed
12.	November 23, 2021	Amend Principles in Report BD:2021-29 to include tenants input on areas of the joint transition workplan excluding confidential Board matters	Maureen	Completed
13.	November 23, 2021	Circulate Mr. Bill Lohman and Ms. Janet McLeod's written deputation to the Board	Rajni	Completed

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14.	December 14, 2021	Inquire about the concerns surrounding access to recreational activities	Mr. Johnson	Completed
15.	December 14, 2021	Discuss the membership consistency issue with the seniors service team and senior housing unit within TCHC and report back with a presentation on various issues	Mr. Johnson	
16.	December 14, 2021	To replace the term “elected tenant leaders” with “building representatives” on the tenant input plan for transition	Ms. Howells	Completed
17.	December 14, 2021	City Council be advised of the candidate profile and salary range for CEO	MS	Completed
18.	December 14, 2021	To begin preliminary negotiations with TCHC on the functional service delivery agreement that will outline the terms under which TSHC will purchase services from TCHC	MS	Completed
19.	December 14, 2021	To enter into preliminary negotiations with TCHC on the lease agreement for the operation of the 83 seniors-designated buildings	MS	Completed
20.	December 14, 2021	To sign the Memorandum of Understanding, entitled ‘To Enable Transitional Operating Funding to Support Long-Term Sustainability’ with the City of Toronto	Maureen & MS	Completed
21.	December 14, 2021	To ensure that the Senior Tenants Advisory Committee (STAC) has input into the creation of the agendas related to the tenant input plan	Mr. Johnson	Completed
22.	January 21, 2022	Update ELT Organizational Chart	MS	Completed
23.	January 21, 2022	Prepare a Preliminary Shared Services Model	MS	Completed
24.	January 21, 2022	Provide list of non-unionized employees	Ms. Ferreira	Completed
25.	January 21, 2022	Financial flow of funds from the City and tenants including amount of subsidies; capital repairs	Mr. Rees	Completed
26.	January 21, 2022	Transition team to bring full list of policies to February 2022 Board meeting	Mr. Law	Completed
27.	January 21, 2022	List of non-unionized positions	Ms. Ferreira	Completed
28.	February 23, 2022	Salary Scale and position summary list of new hires	Ms. Ferreira	
29.	February 23, 2022	Oversight by City of Toronto re: COI	Mr. Sherar	Completed
30.	March 31, 2022	List of job titles for all units contained in the MOA with CUPE Local 79	Ms. Ferreira	
31.	April 28, 2022	Inclusion of data regarding race, culture, sex, language in QTE KQPIs and in the ISM project reporting indicators,	Mr. Hunter	
32.	April 28, 2022	Inclusion of overall wellness and suicide prevention in staff trainings	Mr. Hunter	
33.	May 30, 2022	Transition Agreement: Outstanding Items	Mr. Hunter	Completed

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34.	May 30, 2022	Service Delivery Agreement: Outstanding Items	Mr. Hunter	Completed
35.	May 30, 2022	Financial Arrangement: Outstanding Items	Mr. Hunter	Completed

**Toronto Seniors Housing Corporation (TSHC)
Board of Directors Meeting
First 100 Day Priorities Report**

Item#15a

September 29, 2022

Report: BD: 2022-77

To: Board of Directors

From: Grant Coffey, General Manager (I) Operations team

Date: September 29, 2022

PURPOSE: For Information

RECOMMENDATION:

At its meeting of September 12, 2022, the Quality and Tenant Engagement Committee received this report for information. It is recommended that the Board of Directors receive this report for information.

REASON FOR RECOMMENDATION:

Earlier in 2022, tenants, tenant leaders and Senior Tenants Advisory Committee (STAC) members were engaged to provide input on the Corporation's First 100-day priorities. Critical to the success of our first 100 days was to solicit feedback from tenants prior to the launch of TSHC. This feedback informed our First 100 Day Priorities, and set out an ambitious agenda for advancing important immediate priorities directly identified by tenants.

The Board approved the First 100 Days Priorities in May 2022 and this report is to provide an update on progress associated with the actions and indicators contained in the 100 Day Priorities since launch.

During the first 100 days, we sought as many opportunities as possible to hear directly from tenants and staff to learn about the current state and future aspirations of our community. Right from the get-go, we launched the CEO Listening Tour for Tom Hunter to visit all 83 of our seniors buildings (in ten months) and meet directly with staff and tenants to listen and see firsthand the opportunities and challenges that our frontline staff and tenants are facing. We also continue to meet with City Councillors, our health and community

partners, and our counterparts at Toronto Community Housing to hear their perspectives on how we can improve services for senior tenants.

In the First 100 Day Priorities there are actions and indicators associated with:

- Safety and Security
- Communications with Staff
- Access to Supports and Services
- Community Development
- Tenancy Management

These are consistent with what we have also heard in the first 100 days from our broad engagement with the Toronto Seniors Housing Community including:

- Tenants want to feel safe in their homes and in their buildings
- Tenants want increased protection against pests that is effective
- Tenants want to be informed through clear, appropriate and accessible communication.
- Tenants want streamlined access to TSHC's community and health partners to get access to the support services that they need.
- Tenants feel increasingly isolated following the COVID-19 pandemic and want more meaningful opportunities to socially connect with their communities
- Tenants need ongoing support with administrative functions, such as reviewing rent notices and assessments, filing taxes, applying for government assistance, etc.
- Tenants want more opportunities to have their voices heard early in the decision-making process alongside staff and key decision-makers, preferably in in-person settings.

Attachment 1 provides a summary of what we have accomplished to date on the First 100 Day Priorities and items that we to continue to work on. You will see progress has been made on each theme and moving forward we will continue to focus on identifying action through our stakeholders voices, especially the voices of our tenants.

Grant Coffey
General Manager (I) Operations team

List of attachments:

Attachment 1 – First 100 Day Priorities – Indicator Report Status

Item 15a

Attachment 1

First 100 Day Priorities Presentation

Attachment 1 - First 100 Day Priorities – Indicator Report

Progress Report – September 7, 2022

Early in 2022, tenants, tenant leaders and Senior Tenants Advisory Committee members were asked for advice. They provided their input on what they felt the priority areas for improvements should be for Toronto Seniors Housing Corporation as it begins operations on June 1, 2022. Below are the identified priorities.

We will be using this report to provide regular updates to both the Board and to tenants.¹

¹ Currently reporting can only be done on items tracked in existing systems. We will work to improve reporting in the future as systems may change. Many of the areas identified for improvement have long standing issues; therefore, some changes will take much longer than 100 days to address, others may move to our longer-term planning process.

Priority Area	What Needs Changing	Action	Signs of Progress	Are We on Track
Safety & Security Tenants want to feel safe in their homes and in their buildings.	Key Fob Access Tenants want only those with this type of key to have access to come into the building. Tenants believe that this will reduce unwanted visitors coming into their buildings.	Work can begin immediately Engage with Community Safety Unit (CSU) to undertake an audit of all active FOBs within TSHC. Ensure that only current tenant and staff FOBs are active and cancel all those that are inactive.	X #of buildings audited X# of fobs deactivated because people no longer live or work in one of our buildings	The Community Safety Unit (CSU) has completed electronic access audits at four TSHC developments resulting in the cancelation of 191 active electronic keys (FOB's). CSU has sole administrator access of the FOB system and have committed to prioritizing the auditing of high needs communities.
Safety & Security	Improve Closed Circuit Television (CCTV) and lighting	Work can begin immediately	By X date an audit schedule will be created	Safety and Security audits have taken place at 6

Priority Area	What Needs Changing	Action	Signs of Progress	Are We on Track
	<p>Tenants felt that this change was needed, particularly in hallways and entrances.</p> <p>Tenants feel that without this they are more vulnerable to intruders.</p>	<p>Work with CSU to create a schedule of Community Safety Audits which looks at both CCTV and lighting and broader security issues and resident concerns.</p> <p>Work with CSU to prioritize high needs buildings in the first 100 days.</p> <p>The Board will receive an action report to make sure</p>	<p>By X date all audits to be completed</p> <p>Ensure that all recommendations are followed up in within an appropriate timeframe</p>	<p>TSHC buildings this year. The Community Safety Unit has committed to inspections on high needs communities as identified by the Operations team.</p>

Priority Area	What Needs Changing	Action	Signs of Progress	Are We on Track
		that recommended changes are made.		
Safety & Security	Increase presence of evening and weekend security staff Tenants believe they would feel safer with a greater staff and security presence.	Work can begin immediately Provide the Board with a report on the cost for additional staffing and security. Use that input for decision-making on priority areas.	By X date provide Board report At X Board meeting seek to have a decision	TSHC Quality Improvement project – Safety and Security will bring stakeholders together to address this area. The cost for full time (24/7) security at each development is <ul style="list-style-type: none"> • \$23k per month • \$284k annually
Communications with Staff	Empathy, Patience, Respect, Stronger People Skills,	Work already underway Provide staff	By X date X # of staff to receive training in X area	Operations is working closely with People and Culture to develop a

Priority Area	What Needs Changing	Action	Signs of Progress	Are We on Track
	Knowledge of working with Seniors Tenants believe that staff skills need strengthening in these areas to better support the varying stages of aging for seniors.	training to improve skills in these areas	Ongoing staff coaching	comprehensive staff training plan that focuses on supporting tenants from a seniors-specific lens.
Access to Supports and Services	In-Home Housekeeping, In-Unit Care, Personal Care, Health Care Tenants identified that having access to this type of care in their unit or building would	Work can begin immediately Staff will support tenants through referrals to providers that	X # of referrals made ²	From June-August staff have made 363 tenant referrals. TSHC has allocated 4 FTEs to provide pest control support including preparation assistance for

² Through our Integrated Service Model, we are able to provide referrals to support services such as these. To protect a tenant's privacy, there is no communication between these service providers and Toronto Seniors Housing about how these services are used by an individual tenant or even service usage volume.

Priority Area	What Needs Changing	Action	Signs of Progress	Are We on Track
	help them to better age in place.	support them in their ability to age in place		this tenants that require assistance.
Community Development	Social Gatherings, Group Activities, and Interactions for Mental Health Tenants require social gathering spaces and activities to keep their body and minds active and connected to each other, their community, and their buildings so that they are not so isolated. Many tenants are single and having these gatherings gives them a sense of belonging and community.	Workplan to be developed to support actions Create meaningful opportunities for tenants to be engaged in their communities, buildings. Work with existing tenant leaders to gather information on current tenant activities and share ideas	X # of tenant-led programs X # of agency-led programs X # of activities supported through funds identified for distribution to tenants (previously called Tenant Action Funds). TSHC needs to consider adoption of TCHC's tenant distribution funds	June 30 th the Board approved the interim Tenant Action Funds (TAF), to date 17 tenant led community events have been approved at a cost of \$14,293.77 Current Social programming across TSHC noted below Faith Based – 6 Health and Wellness –10 Food Security – 11 Personal Development – 19 Social Recreation –70

Priority Area	What Needs Changing	Action	Signs of Progress	Are We on Track
		across tenant leader group(s)	policy (recently approved)	
Community Development	Tenant Feedback Meetings Provide tenants with a means to share and raise concerns in their building and community and suggest changes	Workplan to be developed to support actions Work with tenant leaders to host tenant feedback meetings	# Of meetings held with tenants and tenant leaders	The CEO's listening tour has held events in 22 communities and 600 tenants have provided feedback. This has resulted in the development of the Quality Improvement projects. TSHC has also allocated an FTE to hire a Complaint Resolution Specialist. This staff member will monitor and respond to tenant complaints as well as supporting CEO escalations
Community Development	Access to building space	Work already underway to support Access	# Of consultations planned/completed	Completed tenant engagement for 85 tenant

Priority Area	What Needs Changing	Action	Signs of Progress	Are We on Track
	Tenants feel strongly that they should have access to space in their own buildings to do activities they wish to run. Tenants are concerned about being vulnerable to people from outside their building, particularly post-pandemic.	to Building Space but workplans to be developed to review policies Review use of space policy with tenant input as a priority policy		and agency led programs across 48 buildings. Consultations are pending for 30 programs across 20 buildings. Planning for future engagement with tenants on Use of Space policy
Tenancy Management	Onsite help with Rent Review Many tenants would like to have staff support in this area as it affects their ongoing tenancy	Work already underway This is a core function of the Seniors Services Coordinator Staff have received	# Of outstanding rent reviews Decreased # of RGI loss of eligibility notices (due to non-return of annual review package)	Staff have seen a decrease in the number of outstanding rent reviews June: 2014 July: 1991 From June-August TSHC has issued 46 Loss of RGI eligibility.

Priority Area	What Needs Changing	Action	Signs of Progress	Are We on Track
		extensive training in the RGI Rent Geard to Income process and its requirements.	Staff interactions with tenants are not able to be tracked to this level of detail.	June: 18 July: 21 August: 7
Tenancy Management	How to File Taxes Tenants would like to have tax clinics available to them, preferably onsite	Workplan to be developed to support actions Staff to put up information posters and work with local leaders to educate tenants on clinics that they can access	The first 100 days falls outside of tax filing season (Feb/April) so would remove from the 100 days reporting, but report on # of tax clinics arranged for onsite tenant access with proper use of space agreements for the 2023 tax season Referrals are not able to be tracked	Will be undertaken in the new year 2023 during tax season.

Priority Area	What Needs Changing	Action	Signs of Progress	Are We on Track
			to this level of detail.	
Tenancy Management	How to Apply for Pensions/Government Application Tenants would like more information about these processes to help them better support themselves	Work already underway Staff to help tenants when applying for government assistance programs.	By x date provide front-line staff with knowledge and resources so they can help tenants with applications for government programs targeted for seniors	Operations is working closely with People and Culture to develop a comprehensive staff training plan that focuses on supporting tenants from a seniors-specific lens.

**Toronto Seniors Housing Corporation (TSHC)
Board of Directors Meeting
Vacancy Plan**

Item# 15b

Date: September 29, 2022

Report: BD: 2022-78

To: Board of Directors

From: Grant Coffey, General Manager (I) Operations team

Date: September 29, 2022

PURPOSE: For information

RECOMMENDATION:

At its meeting of September 12, 2022, the Quality and Tenant Engagement Committee received this report for information. It is recommended that the Board of Directors receive this report for information.

REASON FOR RECOMMENDATION:

Since August 2021, the Seniors Housing Unit (SHU) at Toronto Community Housing Corporation (TCHC) and now TSCH experienced a gradual increase in the vacancy rate due to the unintended impacts of COVID-19, business transformation initiatives, implementation of the Integrated Service Model and transition of contract managed buildings into the direct managed portfolio. To address this increase, a vacancy action plan was created in partnership with TSHC, TCHC and the City of Toronto Service Manager with the sole focus of vacancy reduction.

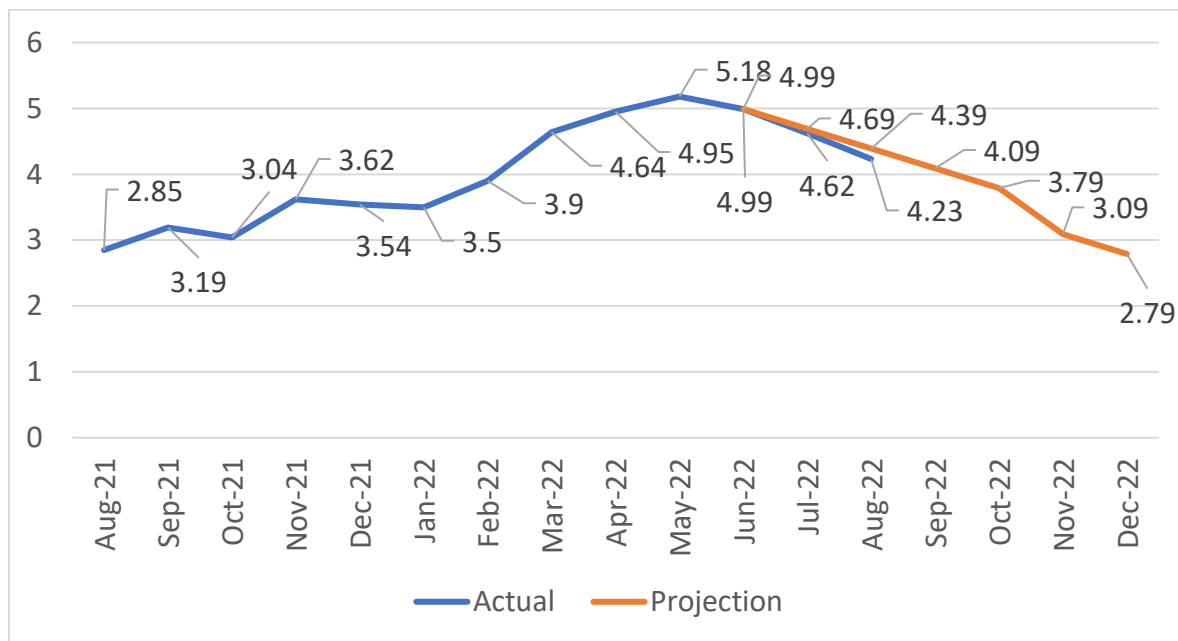
Breakdown of TSHC Vacancies:

Over the past year, SHU and now TSHC's vacancy rate increased from 2.85% in August 2021 to a high of 5.12% in May 2022. Currently at a rate of 4.23%, TSHC is on steady downward trajectory from the peak vacancy rate. As the

Toronto Seniors Housing Corporation

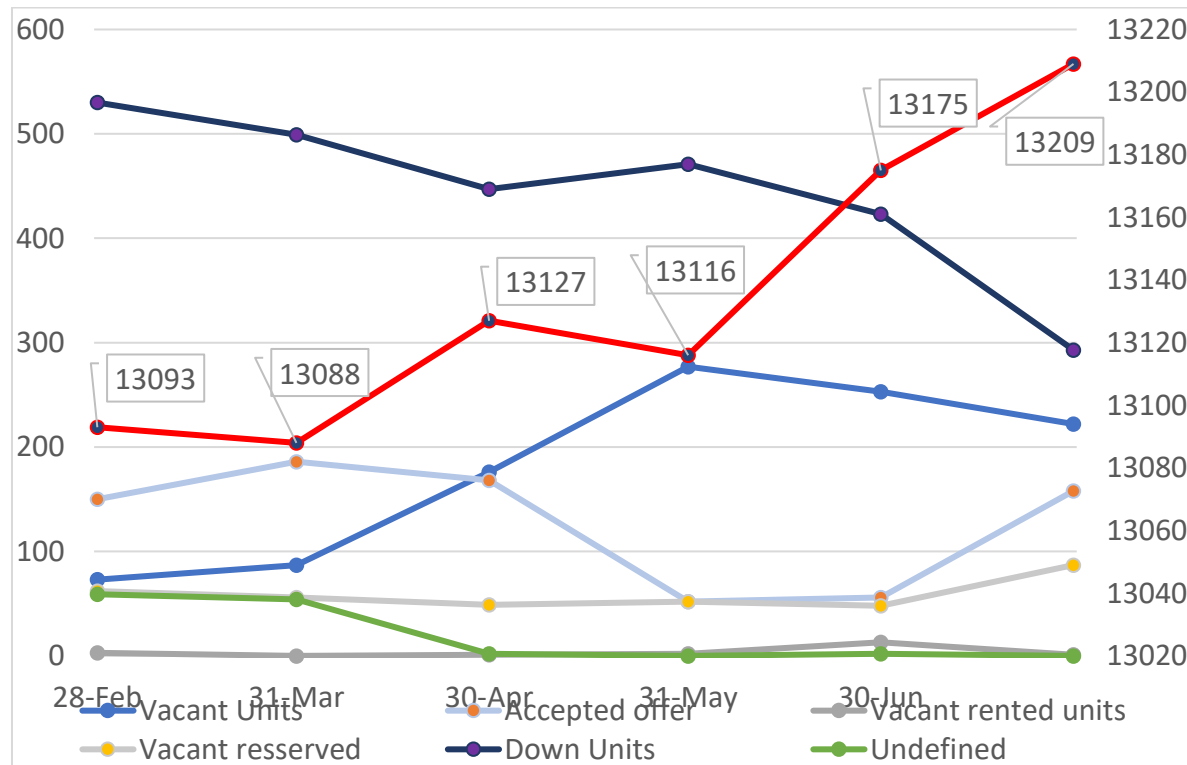
0.89% decrease from May 2022 to August 2022 reflects, TSHC has taken a focused and measured approach to achieve a vacancy rate of 2.79% by year-end, with the ultimate goal of achieving a 2% Vacancy Rate (approximately 276 units) by April 2023. Table 1 shows the Actual and Projected vacancy rates on a monthly basis. Table 2 contains the number of Occupied Units per month and status of Vacant Units in more detail and shows trends of improved unit rental performance.

Table 1: Vacancy Rate Projection vs Actual



Toronto Seniors Housing Corporation

Table 2: Occupied and Vacant Unit Status



NB: Down units include those under refurbishment for re-occupancy. Other units that are non-rentable due to various reason are noted below in Table 3.

Table 3: Non-Rentable Unit Breakdown (not included vacancy percentage)

	Feb	Mar	Apr	May	Jun	July
Relocation	3	3	3	3	3	3
Legal Proceedings	0	0	0	1	1	1
Agency Office use	1	1	1	1	1	1
Contractor Storage	1	1	1	1	2	2
Recreation	7	7	7	7	7	7
Staff Use	11	11	11	11	10	10
Accessibility	22	18	14	11	8	8

Toronto Seniors Housing Corporation

<i>Capital Repairs</i>	22	22	20	20	20	18
<i>Uninhabitable</i>	0	0	0	1	1	1
Total Non-Rentable Vacant Unit	67	60	57	56	53	53

Factors Contributing to the Vacancy Rate Increase

Final Integrated Service Model Implementation

In preparation for the transition to TSHC, the Seniors Housing Unit implemented a new organizational structure aimed to improve our senior tenant support. During this implementation, the SHU hired new administrative staff responsible for the management of vacancies and rent-geared-to-income (RGI). In September 2021, March and April of 2022, the Seniors Housing Unit launched three quarters of the portfolio in the final two phases of the Integrated Service Model. This resulted in the onboarding and training of the newly hired administrative staff at the same time as there was loss of experienced employees who transitioned to TCHC – Family Portfolio. Although this reorganization has already improved our Service Delivery to our senior tenants, it did have a short-term operational impact due to the new hires learning both the replacement housing system (HoMES) and the city's new Choice-based Housing Access System (Rent Café). With the goal of reducing our vacancy rate at a quicker pace, TSHC formed a Business Operations team in June 2022, at the point of the launch of the new corporation. With a priority focus of vacancies, the operations team:

- provides ongoing training and support to the regional teams
- fosters relationships with the City to support a quick flow of units to Rent Café
- actions a continuous audit of HoMES and Rent Café to remedy discrepancies because of the lack of integration between the City and TCHC's systems
- completes weekly reviews of the offer movement to ensure there are no administrative delays
- works with regional teams to support image collection needed for Rent Café

Transition of Contract Managed Buildings

The Seniors Housing Unit transitioned 993 units into direct-management for three seniors-designated buildings from Del Management in Q1/Q2 2022. The three previously contract-managed buildings had a vacancy rate of 5.44%,

immediately contributing to the vacancy increase. After the acquisition of the three buildings, the vacant units then went through the unit turnover process. TSHC was reliant on the unit data needed to add units into choice-based cycles, i.e. amenities, unit photos and floorplans collected by TCHC's vendor. SHU experienced further delays with those buildings as pictures were not available. With support of the Service Manager and in partnership with TCHC sharing collected data, TSHC has increased the unit flow into Rent Café cycles, resulting in future housing outcomes.

Business Transformation

In June 2021, TCHC replaced its legacy housing management system with HoMES. In April 2021, the City also replaced their waiting list management system TAWL (Tenant Applicant Waitlist) with the Choice-based Housing Access System (Rent Café). In addition to the system change, in January 2022 the process by which TSHC offers vacant units to applicants on the City of Toronto's centralized waiting list for subsidized housing significantly changed to improve the offer process. While these transformational initiatives have improved TSHC's ability to quickly house tenants, there are some initial start-up activities and system integration challenges that are negatively affecting staff's ability to fill vacancies as quickly as in the past. The change in the offer process requires housing providers to upload listings of current vacancies, including critical information, such as building and unit amenities, unit photos, floorplans, maps, and accessibility features. This improves the time spent by the housing provider to reach applicants and drastically decreasing the time spent between the offer and leasing process. There is, however, the initial time-consuming task of collecting unit and building details, photos, and floorplans for TSHC's units and transmitting those to the Choice-based-system, resulting in a delay in vacant units made available to rent.

The final integration between Homes and the Rent Café system is scheduled for October 2022, which will lead to further efficiencies for both TSHC and City of Toronto Staff.

TSHC Vacancy Action Plan

In a joint effort with TSHC, the City Service Manager and TCHC, an active evaluation of the challenges affecting our vacancies was initiated in June 2022 and since then several actions have been taken to address vacancy reductions. Action items underway include:

Toronto Seniors Housing Corporation

- Reintroduction of the Rent Waiver Process, to house applicants who require 60 days' notice 30 days sooner ☐ Completed
- Recruit three additional Business Operations Team Members to support the vacancy reduction effort. ☐ In progress – September Completion
- Create a Workflow/ Standard Operating Procedure for the Rental Process from Move-Out to Occupancy. Since the roll out the new systems by both the City and TCHC, and the implementation of the Choice-Based Model, there has not been an update to the process guide to support staff. ☐ Completed
- Simplify the process to update image information for sibling data in Rent Café and to support batch image uploads. ☐ Completed
- Conduct batch uploads of all units into Rent Café of all units ☐ In Progress – Mid-September Completion
- A physical inspection of all rentable vacant units over 90 days ☐ Completed to date and on going.

For a more detailed overview of the TSHC Vacancy Plan activities and timing associated with the actions, please refer to Attachment 1. Based on these actions TSHC will continue to action this plan with a goal of achieving a 2% Vacancy Rate by April 2023.

Grant Coffey
General Manager (I) Operations team

List of attachments:
Attachment 1: TSHC Short-Term Vacancy Action Plan

Item 15b

Attachment 1

Short Term Vacancy Plan

Attachment 1: TSHC Short-Term Vacancy Action Plan

			Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	
TASK		OWNER							IMPACT
1	Increase price lists on unit turnover contracts	TCHC							MED
2	Ensure staff make offers to applicants within 2 days at the end of choice based cycle	TSHC							HIGH
3	Conduct inspection of units requiring maintenance for extended time	TSHC							HIGH
4	Rent Waiver Process Re-Introduction	TSHC							MED
5	Conduct an exhaustive review of vacancy data in HoMES and address all data discrepancies across the maintenance and Rent Café system	TSHC							MED
5	Create a vacancy code to account for Rapid Housing vacancies	TCHC							HIGH
6	Ensure access is provided in HoMES to all TSHC administrative staff (TSAs) to update vacancy status	TCHC							HIGH
7	Provide batches of units under renovation for advanced upload into Rent Café (TSHC)	TSHC							HIGH
8	Provide Rent Café Training	City							HIGH
9	Work with Yardi and City of Toronto on integrated HoMES and RentCafe	All							MED
10	Provide 100% of outstanding photos and data to the City for all vacant units	TCHC							HIGH
11	Establish/Recruitment Business Operations Team TSHC	TSHC							HIGH
12	Reinstate one offer rule (City of Toronto)	City							MED
13	Inspection of all vacant units over 90 days	TSHC							
14	Workflow audit	TSHC							
15	Review of vendor performance (quarterly)	TSHC/TCHC							

Complete
 In Progress
 Not Started

Toronto Seniors Housing Corporation (TSHC)

Board of Directors Meeting

Topic: Community Programs Report

Item #15c

Report: BD: 2022-79

To: Board of Directors

From: Corporate Governance and Human Resources Committee
(CGHRC)

Date: September 29, 2022

PURPOSE: For information

RECOMMENDATION:

At its meeting of September 12, 2022, the Quality and Tenant Engagement Committee received this report for information. It is recommended that the Board of Directors receive this report for information.

REASON FOR RECOMMENDATION:

TSHC is committed to implementing successful community programs to support the wellbeing of TSHC tenants through tenant engagement and partnership development. This report provides an update on programming for tenants along with background and context on how Toronto Seniors Housing Corporation (TSHC) programs, partnerships and use of space data was collected beginning in 2021 while still part of Toronto Community Housing Corporation (TCHC). This includes an update on our ongoing efforts and an overview of partnership data collection over the course of transitioning into the new Toronto Seniors Housing Corporation.

Partnership, Programs and Use of Space Summary

The following tables provide an overview of programming that was in place pre- COVID restrictions before March 2020 and post-COVID restrictions being lifted in March 2022. During the period of COVID restrictions programming was paused in most cases and limited only to essential requirements including food security and health related, including on-site COVID testing and over 300+ vaccination clinics.

Toronto Seniors Housing Corporation

Table 1: Programs in Seniors Buildings, Pre COVID-19 Restrictions: Prior to March 2020 – not operating post-COVID Restrictions

	Buildings	Unique Agencies¹	Tenant-led Programs	Agency-led Programs	Total Programs
Programs, Pre-COVID Restrictions Not Running	15	14	3	14	17

Table 2: Programs in Seniors Buildings, Post COVID-19 Restrictions: March 2022 onwards – operating now or in stages to restart

	Buildings	Unique Agencies¹	Tenant-led Programs	Agency-led Programs	Total Programs
Programs, Pre-COVID Restrictions, Continuing Now³	46	30	3	75	78
New Programs, Post-COVID Restrictions⁴	26	7	12	25	37
Total	52⁵	37	15	100	115

¹ The number of agency-led programs is greater than the agencies as they offer programs across multiple buildings.

² **Programs, Pre- COVID Restrictions**-Programs that were operating in seniors buildings prior to the COVID outbreak but are not currently running.

³ **Programs, Pre-COVID Restrictions, Continuing**-Programs that operated before and after the COVID outbreak.

⁴ **Programs, Post-COVID Restrictions**-Programs that started operating after the COVID outbreak.

⁵ Pre & Post COVID Restriction programs are running in some of the same buildings

Table 3: Programs by Category

	Total Programs: Pre-COVID Restrictions			Total Programs: Post-COVID Restrictions		
Program Categories	Programs, Pre-COVID Restrictions ²	Programs, Pre-COVID Restrictions, Continuing ³	Total	Programs, Pre-COVID Restrictions, Continuing ³	Programs, Post-COVID Restrictions ⁴	Total
Health and wellness	3	5	8	5	5	10
Food security	5	10	15	10	1	11
Personal development	0	3	3	3	16	19
Social recreation	4	56	60	56	13	69
Faith-based	5	4	9	4	2	6
TOTAL	17	78	95	78	37	115

There are currently 33 programs in operation across 28 buildings with the remainder of programs planned to be in operation by the end of September 2022. For a summary of ongoing programming per building, please refer to Attachment 1. A more detailed view of specific programming including activity/name and day/time in buildings is being prepared as well. In addition to the ongoing programming above, we have also completed 64 one-time Use of Space agreements for tenant/community and agency-led events this year.

In April 2022, prior to transition to TSHC, the former TCHC Seniors Housing Unit consulted with the Senior Tenants Advisory Committee on an interim approach to restart programming in buildings and in particular renewals of pre-COVID programming and opportunities for new programming and where possible more tenant-led programming. As part of this, all renewals and new program requests have to be considered from a tenant engagement perspective to ensure feedback from tenants prior to formally implementing programs. This work to engage tenants has been undertaken to ensure tenant input and feedback on preferences regarding how programming can best fit and benefit within their communities.

Programming/Use of Space Data Collection: Background & Context

As part of TCHC's restructuring, the Strategic Service Partnerships and Compliance (SSPC) division was created approximately two years ago in order to oversee the design, implementation, monitoring and evaluation of policies, processes and procedures related to programs, partnerships and use of space. Their key responsibility was to renew long-term Use of Space agreements as they expired.

In 2020, SSPC undertook a historical review of programs across TCHC as part of this renewal process and engaged TCHC's community engagement staff including their Community Safety and Support Division and Community Services Coordinators to establish an inventory of programs that were operating within their buildings prior to the COVID-19 outbreak.

Prior to the SSPC, many previous partnerships were based on local building level arrangements that may not have included formal Use of Space agreements as a reference. Additionally, a number of frontline staff and site staff were relatively new due to TCHC's recent restructuring and did not have the historical knowledge of partnerships within their newly assigned buildings.

The COVID-19 outbreak further hindered TCHC's ability to collect up-to-date program information on previous partners as only essential services were deemed eligible to continue within TCHC spaces over a two-year duration during the pandemic. Records of past programs were limited as a result of these factors.

The Seniors Housing Unit (SHU) received all historic and pending non-exclusive Use of Space agreements from SSPC in January 2022 that consisted of 12 unique partners.

TCHC implemented an opt-in process in early 2022 in order to reinitiate any additional partnerships that may have been previously operating within TCHC / SHU spaces and may not have had a Use of Space agreement previously in place. This opt-in process was to welcome back partners who may have ceased programming during COVID. Groups wishing to resume activities in TCHC spaces

were given until the spring of 2022 to complete the Use of Space application form

(Opt-in survey). Through this opt-in process, SSPC shared eight unique partner requests to resume programs within Seniors Housing Unit buildings.

As the Seniors Housing Unit transitioned into the new Toronto Seniors Housing Corporation (TSHC), tenants and agencies have been completing Use of Space applications in order to reinitiate community programs across our common spaces. The preceding tables summarize programming across TSHC buildings prior to and after COVID-19 restrictions were lifted.

Next Steps

With the work over Q2/Q3 2022, there has been a noted increase in tenant-led programs and an overall increase in programming for tenants across buildings. As we complete the program renewal process, our goals related to community programs over the next quarter also include initiating a policy review over the fall that includes consulting with tenants regarding TSHC's Use of Space policy. This will also include the Senior Tenants Advisory Committee.

We are also in the process of completing an initial inventory of our common amenities, to better track utilization in preparation to develop program calendars across our buildings in 2023.

Grant Coffey
General Manager (I) Operations team

List of attachments:
Attachment 1: TSHC Community Programs – Tenant & Agency Led

Item 15c

Attachment 1

TSHC Community Programs

Attachment 1: TSHC Community Programs–Tenant & AgencyLed

Address	Agent or Tenant Group Name	Partner Type	Agency/Tenant Type	Status	Status
10 Deauville Lane	Flemingdon Park Ministry	Agent	Food security	Pre-COVID	Ended, Follow-up
	Toronto Intergenerational Partnerships in Community (TIGP)	Agent	Social recreation	Pre & Post COVID	In process
100 Cavell Ave	Hope Church	Agent	Food security	Pre & Post COVID	Operating
	Toronto Public Library	Agent	Personal development	Post- COVID	Operating
	Etobicoke Services for Seniors	Agent	Social recreation	Pre & Post COVID	In process
12 Thorncliffe Park Dr	The Neighbourhood Organization (TNO)	Agent	Food security	Pre & Post COVID	Operating
	Thorncliffe-Overlea Baby Boomers Club	Tenant-led	Social recreation	Post- COVID	In process
120 Town Haven Place	Toronto Intergenerational Partnerships in Community (TIGP)	Agent	Social recreation	Pre & Post COVID	In process
	Sri Sathya Saibaba Centre of Scarborough	Agent	Food security	Pre & Post COVID	In process
	Transcare Community Support Services	Agent	Social recreation	Pre & Post COVID	In process
130 Eglinton Ave E	Toronto Public Library	Agent	Personal development	Post- COVID	Operating
130 Vaughan Rd	Mint Nutrition Clinic	Agent	Health and wellness	Pre- COVID	Ended, Follow-up
	Working Skills Centre	Agent	Social recreation	Pre- COVID	Ended, Follow-up
	Dr. Smith	Agent	Health and wellness	Post- COVID	In process
	Reconnect Community Health Services	Agent	Social recreation	Pre & Post COVID	In process
	Toronto Public Library	Agent	Personal development	Post- COVID	Operating

Address	Agent or Tenant Group Name	Partner Type	Agency/Tenant Type	Status	Status
1315 Neilson Rd	Carefirst (formerly Chinese Seniors' Support Services Association)	Agent	Social recreation	Pre & Post COVID	In process
	Neilson Hall Seniors COVID-19 Free Food and Grocery Organization Group	Tenant-led	Food security	Pre & Post COVID	In process
	Senior Scarborough Senior Tamil's Association	Agent	Social recreation	Pre & Post COVID	In process
1420 Victoria Park Ave	Friends of Jesus Christ Church	Agent	Food security	Pre & Post COVID	Operating
	The Laughing Clinic	Tenant-led	Social recreation	Pre & Post COVID	In process
	Toronto District School Board (TDSB)	Agent	Personal development	Pre & Post COVID	In process
	Transcare Community Support Services	Agent	Social recreation	Pre & Post COVID	In process
	Community Paramedics	Agent	Health and wellness	Post- COVID	Operating
1447 King St W	West Neighbourhood House	Agent	Social recreation	Pre & Post COVID	In process
145 Strathmore Blvd	Eastview Community Centre	Agent	Social recreation	Pre & Post COVID	Operating
	South Riverdale Community Health	Agent	Health and wellness	Pre-COVID	Ended, Follow-up
	Sunshine Centres for Seniors	Agent	Social recreation	Post-COVID	In process
	Toronto Intergenerational Partnerships in Community (TIGP)	Agent	Social recreation	Pre & Post COVID	In process
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
168 John St	Carefirst (formerly Chinese Seniors' Support Services Association)	Agent	Social recreation	Pre & Post COVID	In process
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating

Address	Agent or Tenant Group Name	Partner Type	Agency/Tenant Type	Status	Status
17 Brimley Rd	Satellite Food Bank	Tenant-led	Food security	Pre-COVID	Ended, Follow-up
	The Church at Brimley	Tenant-led	Faith-based	Pre-COVID	Ended, Follow-up
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
	17 Brimley Social Club	Tenant-led	Social recreation	Post-COVID	In process
	Community Paramedics	Agent	Health and wellness	Post-COVID	In process
	Transcare Community Support Services	Agent	Social recreation	Pre & Post COVID	In process
175 Cummer Ave	Praise the Lord Church	Agent	Faith-based	Post-COVID	In process
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
1775 Eglinton Ave W	Baycrest Hospital	Agent	Health and wellness	Pre & Post COVID	In process
	Loyola Arrupe Centre for Seniors	Agent	Social recreation	Pre & Post COVID	In process
	Reconnect Community Health Services	Agent	Social recreation	Pre & Post COVID	In process
193 Wilson Ave	Bernard Betel Centre	Agent	Social recreation	Pre & Post COVID	In process
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
20 WestLodge Ave	Bible Group	Agent	Faith-based	Pre-COVID	Ended, Follow-up
	West Neighbourhood House	Agent	Social recreation	Pre & Post COVID	In process
	Community Paramedics	Agent	Health and wellness	Post-COVID	Operating
2008 Pharmacy Ave	Carefirst (formerly Chinese Seniors' Support Services Association)	Agent	Social recreation	Pre & Post COVID	In process
	Senior Persons Living Connected	Agent	Social recreation	Pre-COVID	Ended, Follow-up
	Wishing Well Manor Seniors Association	Tenant-led	Social recreation	Post-COVID	In process

Address	Agent or Tenant Group Name	Partner Type	Agency/Tenant Type	Status	Status
	Wishing Well Manor Tenants Association	Tenant-led	Social recreation	Post-COVID	Operating
250 Twelfth St	Hope Church	Agent	Food security	Pre & Post COVID	In process
252 Sackville St	Carefirst (formerly Chinese Seniors' Support Services Association)	Agent	Social recreation	Pre & Post COVID	In process
	Sunshine Centres for Seniors	Agent	Social recreation	Pre & Post COVID	In process
	The Neighbourhood Group	Agent	Social recreation	Pre & Post COVID	In process
266 Donlands Ave	WoodGreen Community Services	Agent	Social recreation	Pre & Post COVID	In process
	Toronto Intergenerational Partnerships in Community (TIGP)	Agent	Social recreation	Pre & Post COVID	In process
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
2950 Lawrence Ave E	Daily Food Bank & Second Harvest	Agent	Food security	Pre-COVID	Ended, Follow-up
	South Scarborough Chinese Alliance	Agent	Faith-based	Pre & Post COVID	In process
	Transcare Community Support Services	Agent	Social recreation	Pre & Post COVID	In process
3036 Bathurst St	Bernard Betel Centre	Agent	Social recreation	Pre & Post COVID	In process
310 Dundas St E	Carefirst (formerly Chinese Seniors' Support Services Association)	Agent	Social recreation	Pre & Post COVID	In process
	Margaret's Housing + Community Support Services	Agent	Food security	Pre & Post COVID	Operating
3174 Bathurst St	Baycrest Hospital	Agent	Health and wellness	Pre & Post COVID	In process
	Bernard Betel Centre	Agent	Social recreation	Pre & Post COVID	In process
	LUMACare	Agent	Social recreation	Post-COVID	In process
	Canadian Red Cross	Agent	Health and wellness	Pre & Post COVID	In process

Address	Agent or Tenant Group Name	Partner Type	Agency/Tenant Type	Status	Status
3330 Danforth Ave	Daily Bread Food Bank	Agent	Food security	Pre-COVID	Ended, Follow-up
	Scarborough Food Security Initiative	Agent	Food security	Pre & Post COVID	In process
34 Oxford St	Carefirst (formerly Chinese Seniors' Support Services Association)	Agent	Social recreation	Pre & Post COVID	In process
340 Royal York Rd	Hope Church	Agent	Food security	Pre & Post COVID	Operating
35 Park Home Ave	Bernard Betel Centre	Agent	Social recreation	Pre & Post COVID	In process
	Toronto District School Board (TDSB)	Agent	Personal development	Pre & Post COVID	In process
35 Shoreham Dr	North York Vedic Sabha	Agent	Faith-based	Pre-COVID	Ended, Follow-up
	LOFT	Agent	Social recreation	Pre & Post COVID	In process
	Geet Niralla Signing Cultural Group	Tenant-led	Social recreation	Post-COVID	Operating
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
369 Pape Ave	Toronto Chinese Christian Short Term Mission Training Centre (TorSTM)	Agent	Social recreation	Pre-COVID	Ended, Follow-up
	Eastview Community Centre	Agent	Social recreation	Pre & Post COVID	Operating
3825 Sheppard Ave E	Carefirst (formerly Chinese Seniors' Support Services Association)	Agent	Social recreation	Pre & Post COVID	In process
384 Mount Pleasant Rd	Bingo 384 Mount Pleasant Rd	Tenant-led	Social recreation	Post-COVID	In process
	384 Mount Pleasant- Tenant Naima	Tenant-led	Social recreation	Pre-COVID	Ended, Follow-up
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
4000 Don Mills Rd	Chinese Gospel Church of Toronto	Agent	Faith-based	Pre-COVID	Ended, Follow-up

Address	Agent or Tenant Group Name	Partner Type	Agency/Tenant Type	Status	Status
	Toronto District School Board (TDSB)	Agent	Personal development	Pre & Post COVID	In process
41 Mabelle Ave	Community Paramedics	Agent	Health and wellness	Pre & Post COVID	Operating
	Etobicoke Services for Seniors	Agent	Social recreation	Pre & Post COVID	In process
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
423 Yonge St	Community Paramedics	Agent	Health and wellness	Post-COVID	Operating
	LOFT	Agent	Social recreation	Pre & Post COVID	In process
4455 Bathurst St	Baycrest Hospital	Agent	Health and wellness	Pre & Post COVID	In process
	Bernard Betel Centre	Agent	Social recreation	Pre & Post COVID	In process
	VIBE Arts	Agent	Social recreation	Pre & Post COVID	In process
5430 Yonge St	Bernard Betel Centre	Agent	Social recreation	Pre & Post COVID	In process
	Jewish Russian Community Centre	Agent	Faith-based	Pre & Post COVID	In process
55 Bleecker St	Carefirst (formerly Chinese Seniors' Support Services Association)	Agent	Social recreation	Pre & Post COVID	In process
	Saint Elizabeth Health Care	Agent	Health and wellness	Pre-COVID	Ended, Follow-up
	The Neighbourhood Group	Agent	Social recreation	Pre & Post COVID	In process
55 Outlook Ave	Reconnect Community Health Services	Agent	Social recreation	Pre & Post COVID	In process
55 Rankin Cres	Loyola Arrupe Centre for Seniors	Agent	Social recreation	Pre & Post COVID	In process
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
600 Rogers Rd	Hebrew Church of God	Agent	Faith-based	Pre-COVID	Ended, Follow-up
	Reconnect Community Health Services	Agent	Social recreation	Pre & Post COVID	In process
6250 Bathurst St	Bernard Betel Centre	Agent	Social recreation	Pre & Post COVID	In process

Address	Agent or Tenant Group Name	Partner Type	Agency/Tenant Type	Status	Status
	Ohalei Yoseph Yitzchak	Agent	Faith-based	Pre & Post COVID	Operating
65 Greencrest Cir	Sri Sathya Saibaba Centre of Scarborough	Agent	Faith-based	Pre & Post COVID	In process
	65 Greencrest Social Club	Tenant-led	Social recreation	Pre & Post COVID	In process
	Transcare Community Support Services	Agent	Social recreation	Pre & Post COVID	In process
7/11 Arleta Ave	LOFT	Agent	Social recreation	Pre & Post COVID	In process
	Northwood Neighbourhood Senior Services	Agent	Social recreation	Pre & Post COVID	In process
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
71 Merton St	71 Merton - Meditation Plus	Tenant-led	Social recreation	Post-COVID	In process
72 Clinton St	Tenant Knitting Group	Tenant-led	Social recreation	Post-COVID	Operating
80 Danforth Ave	Eastview Community Centre	Agent	Social recreation	Pre & Post COVID	In process
	Sunshine Centres for Seniors	Agent	Social recreation	Pre & Post COVID	In process
801 Mount Pleasant Rd	801 Mount Pleasant- Tenant Group	Tenant-led	Social recreation	Post-COVID	In process
	Moore Place Tango Club	Tenant-led	Social recreation	Post-COVID	In process
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
828 Kingston Rd	Community Centre 55	Agent	Food security	Post-COVID	Operating
	The Neighbourhood Group	Agent	Social recreation	Pre & Post COVID	In process
9 Haldon Ave	East York Community Garden	Agent	Social recreation	Pre & Post COVID	Operating
	Toronto Intergenerational Partnerships in Community (TIGP)	Agent	Social recreation	Pre & Post COVID	In process
	Toronto Public Library	Agent	Personal development	Post-COVID	Operating
	Haldon Community Fellowship	Tenant-led	Faith-based	Post-COVID	In process
	WoodGreen Community Services	Agent	Social recreation	Pre & Post COVID	In process

Address	Agent or Tenant Group Name	Partner Type	Agency/Tenant Type	Status	Status
91 Augusta Ave	Fort York Food Bank	Agent	Food security	Pre-COVID	Ended, Follow-up
	Carefirst (formerly Chinese Seniors' Support Services Association)	Agent	Social recreation	Pre & Post COVID	In process
98 Cavell Ave	Etobicoke Services for Seniors	Agent	Social recreation	Pre & Post COVID	In process
	Cavell Tenant Bingo	Tenant-led	Social recreation	Post-COVID	In process
	Hope Church	Agent	Food security	Pre & Post COVID	Operating

**Toronto Seniors Housing Corporation (TSHC)
Board of Directors Meeting
Operational Performance Dashboard**

Item#15d

September 29, 2022

Report: BD: 2022-80

To: Board of Directors

From: Grant Coffey, General Manager (I) Operations team

Date: September 29, 2022

PURPOSE: For Information

RECOMMENDATION:

At its meeting of September 12, 2022, the Quality and Tenant Engagement Committee received this report for information. It is recommended that the Board of Directors receive this report for information.

REASON FOR RECOMMENDATION:

This report contains the TSHC Operational Performance Dashboard including Key Performance Indicators for items including Vacancies, Arrears, Maintenance Requests, Pest Management, Community Safety and Security Incidents and Administrative Service requests.

Please see Attachment 1 for the Operational Performance Dashboard for July 2022.

Grant Coffey

General Manager (I) Operations team

List of attachments:

Attachment 1: Operational Performance Dashboard

Item 15d

Attachment 1

Operational Performance Dashboard

Toronto Seniors Housing Corporation

Operational Performance Dashboard – July 2022

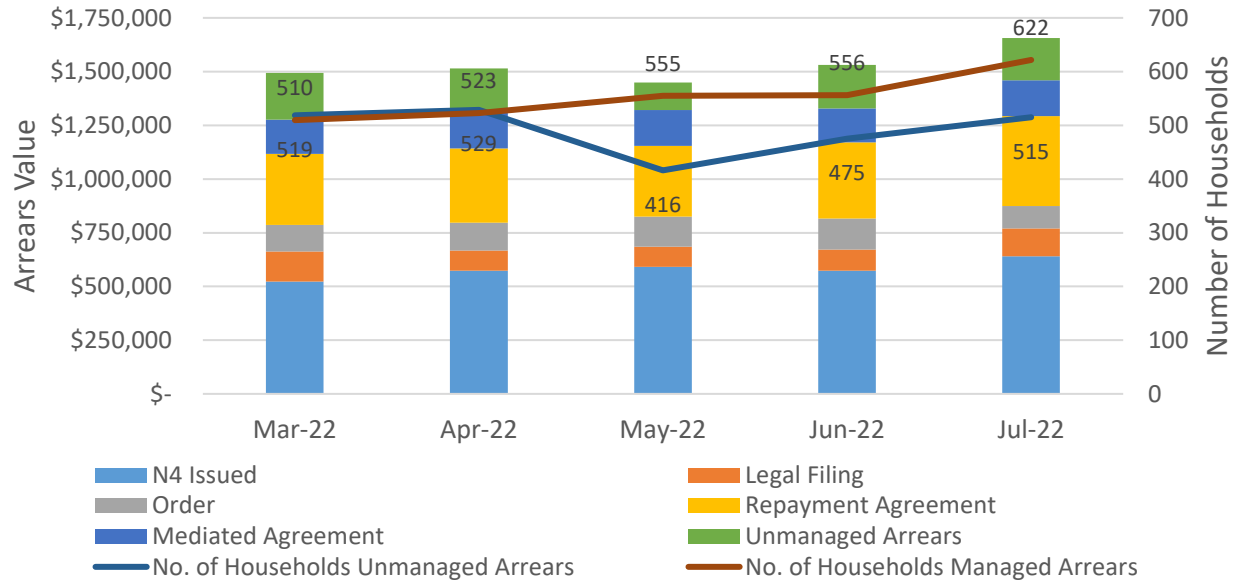
Quality and Tenant Engagement Committee Meeting
September 12, 2022



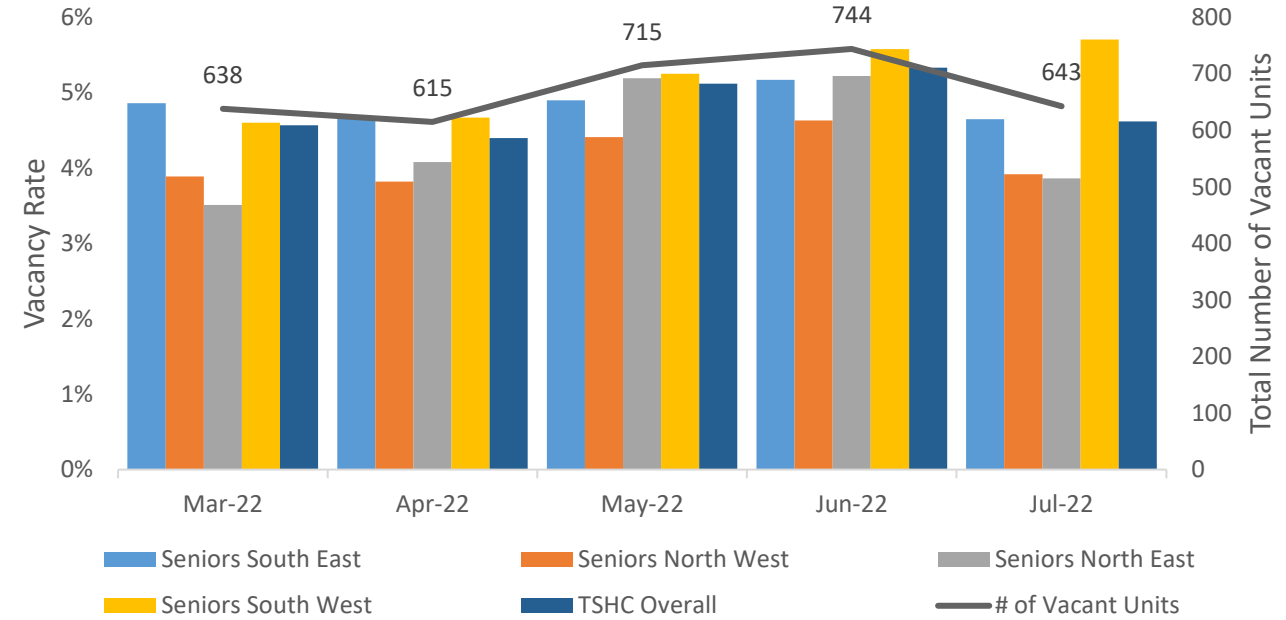
Summary – July 2022

DRAFT

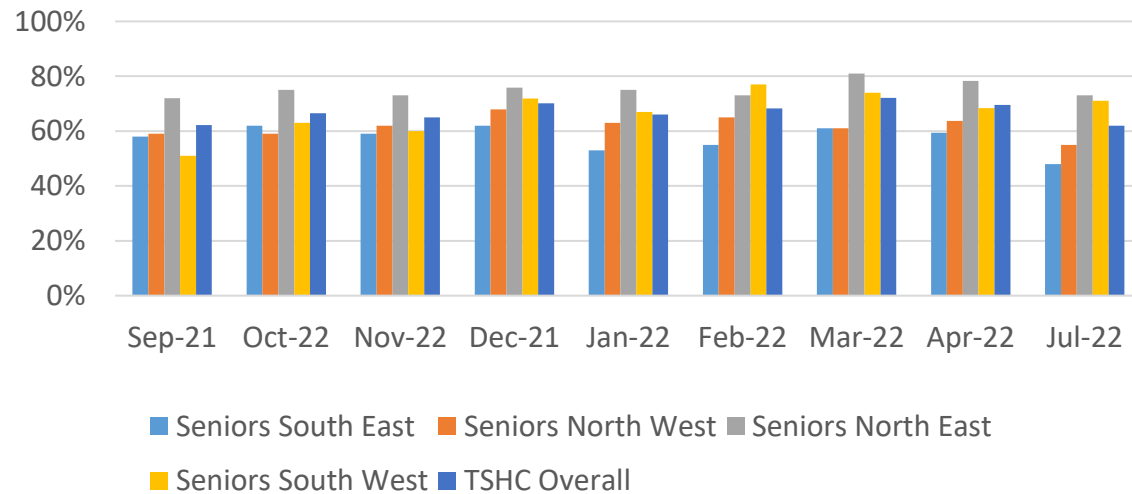
Arrears Collection Process (ACP) Stage Arrears and Tenants



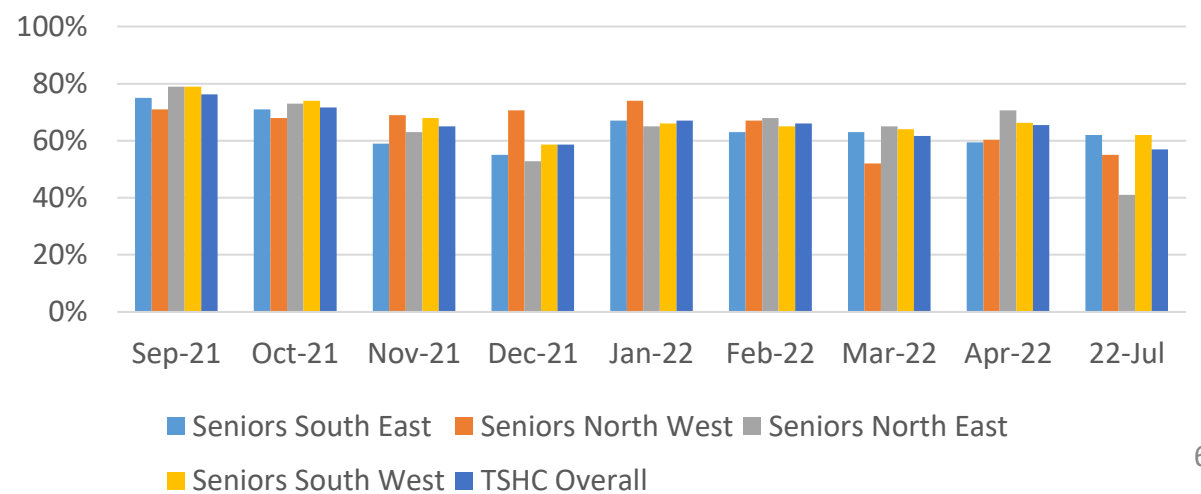
Vacancy Rate



Maintenance Requests



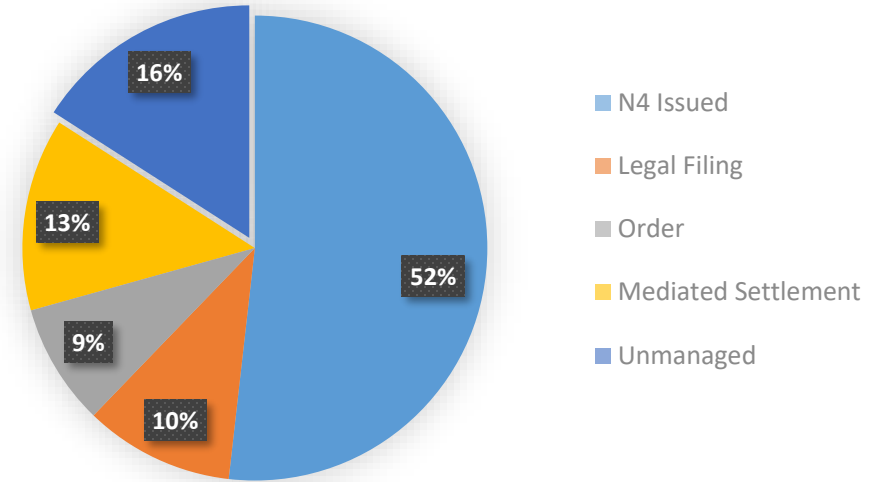
Administrative Requests



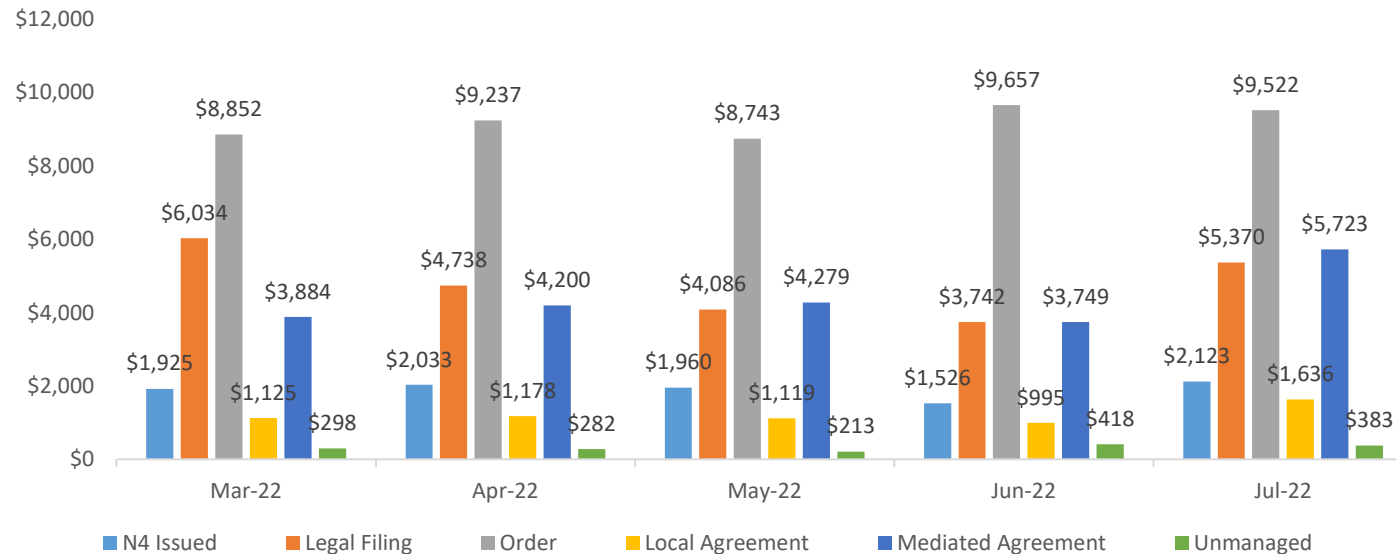
Arrears

- Arrears overall increased to \$1,657m with an increase of \$125k from the previous month
- Largest increase with files that are at the N4 stage of the Arrears Collection Process (ACP) arrears collection process (an increase of \$67k).
- Unmanaged arrears decreased by ~\$6k indicating that staff are process arrears files into the ACP.

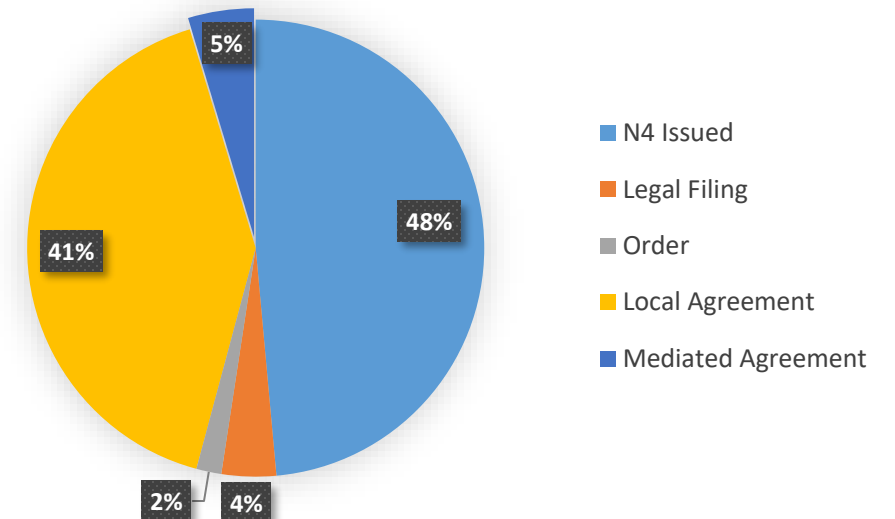
% of Tenants at each stage of ACP



Average Arrears per Stage



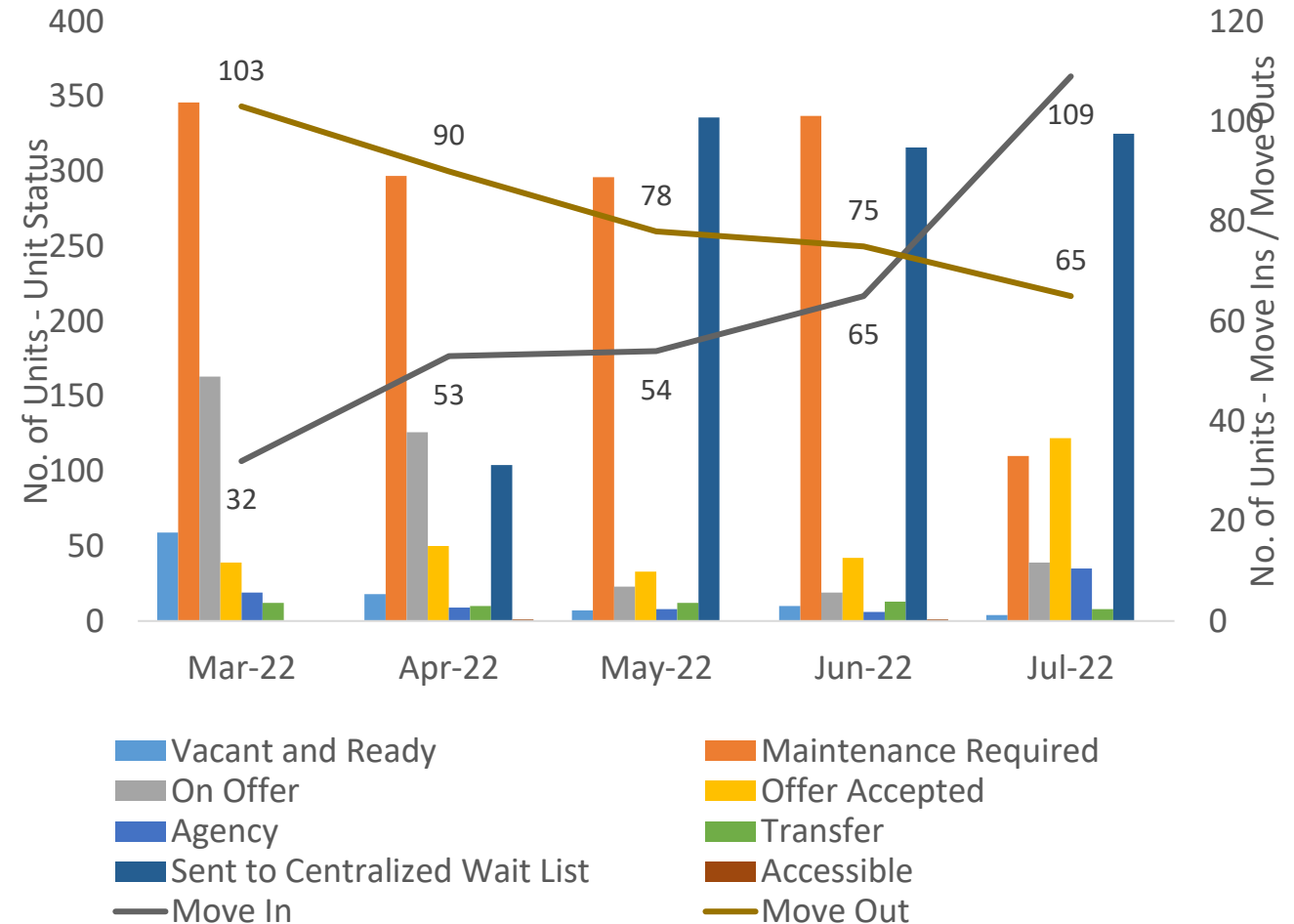
Arrears Percentages



Vacancy rate

DRAFT

- TSHC has a Vacancy Action Plan developed with the City Service Manager and TCHC with a target to achieve a 2% vacancy rate by April 2023
- In July 2022, the unit status category, 'Offer Accepted' saw a significant increase of more than 190% (*from 42 units in June to 122 in July*)
- The 'Agency' unit status category also saw an increase of almost five times (5x) units compared to June (*from 6 in June to 35 in July*) this is due to change in definition as rapid rehouse units are now coded as Agency.
- During the same period, there were decreases in the units categorized as;
 - 'Maintenance Required' from 337 (*June*) to 110 (*July*)
 - 'Transfer' from 13 (*June*) to 8 (*July*)
 - 'Vacant and Ready' from 10 (*June*) to 4 (*July*)
- For the first time in 2022, the number of Move Ins (109) was greater than the number of Move Outs (65)



Vacancy Rate	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actual %	5.18	4.99	4.62	4.23*				
Projected %	-	4.99	4.69	4.39	4.09	3.79	3.09	2.79

* As per Vacancy Plan report

Maintenance Work Orders

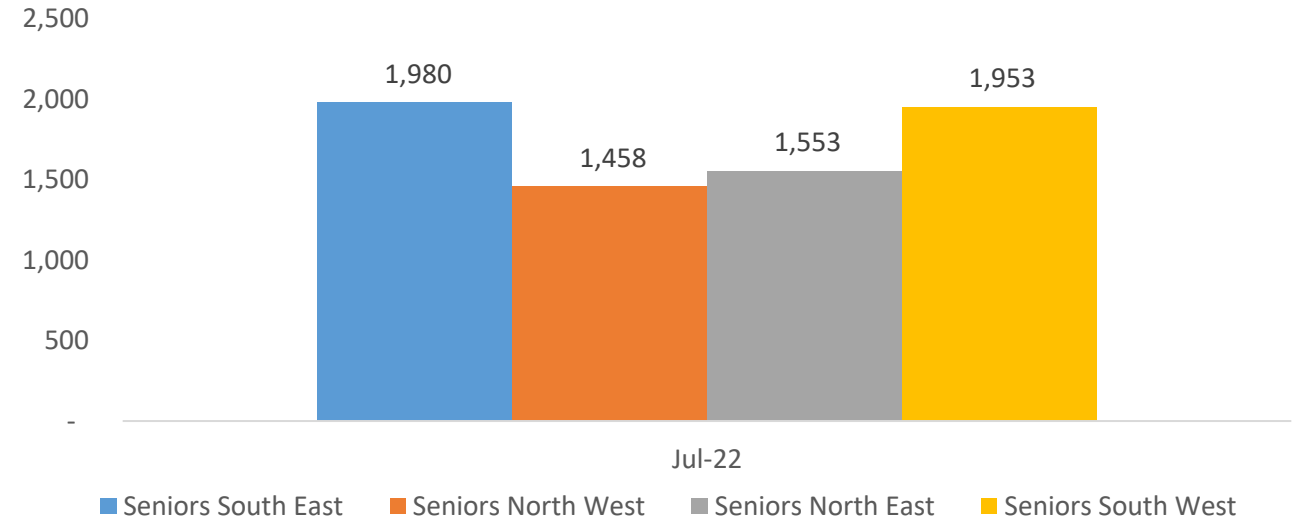
DRAFT

- In July staff and vendors completed 6,944 work order requests with 62% resolved within the 5 days.
- The majority of requests were with regard to pest control requests (see next slide).
- TSHC Staff completed 85% (4,149) internal work orders within 5 days. Vendor targets need refinement.
- In May/June 2022 TCHC transitioned from a legacy system to HoMES for work orders. This created a gap in reporting for May/June while both systems were in use during the transition.

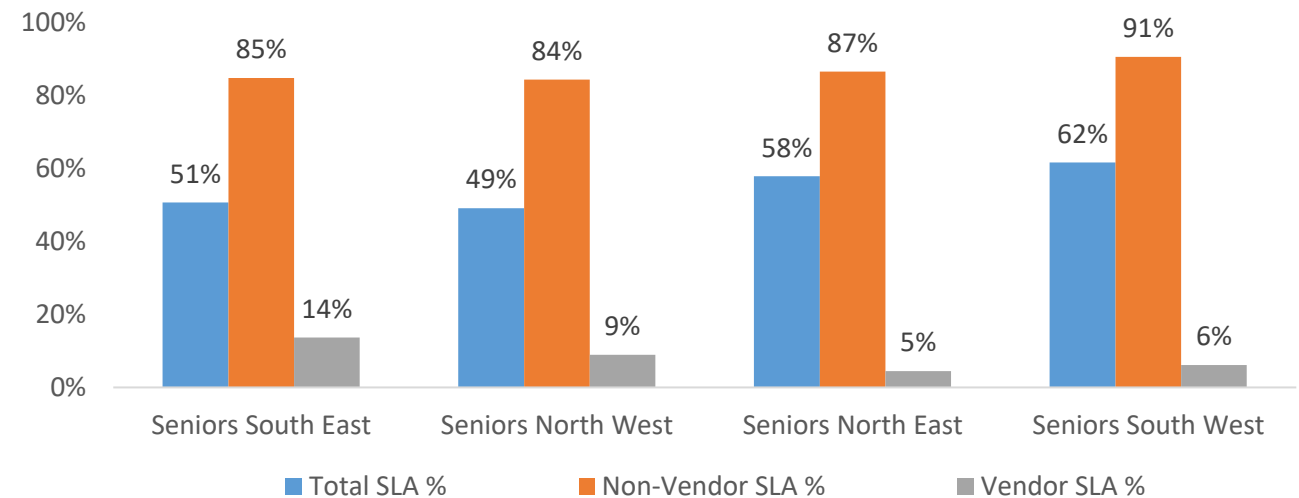
- Top 5 Work Order Categories Completed in July 2022

Work Order Request Category	%
Pest Control	17%
Plumbing	16%
Janitorial	9%
Appliances	9%
Doors	8%

Number of Work Orders Received



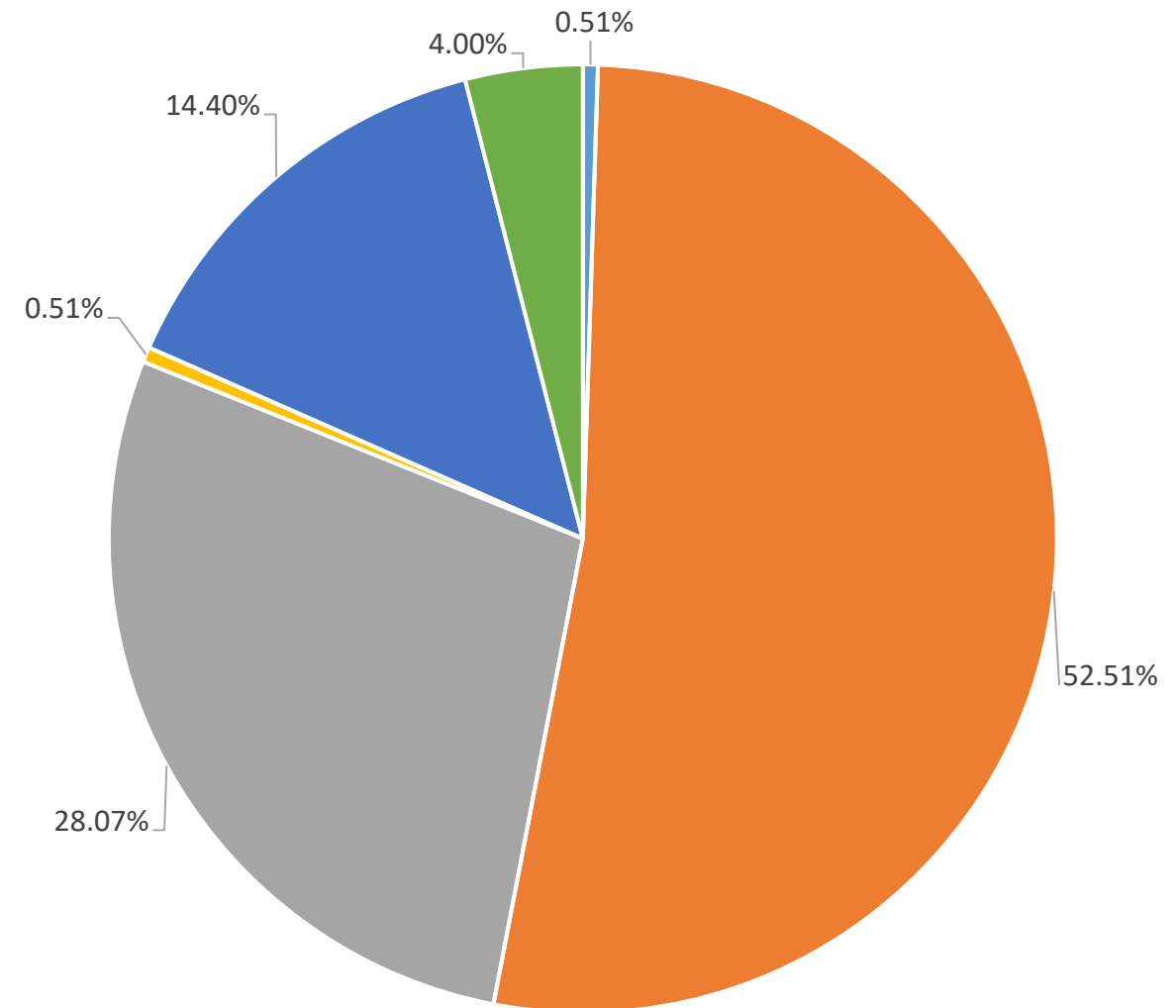
Percentage of Work Orders Closed within 5 Days
July 2022



Pest Control

- In July staff processed 1375 requests for pest control service.
 - 634 units received a single treatment
 - 249 units received two treatment's
 - 73 units received three or more treatment's
- TSHC staff have undertaken an audit of the common area and in suite pest control application at one building within each of the four regions and are aggregating the findings.
- TSHC has allocated seven existing FTE's to focus on pest control.
 - Two inspectors (licensed technicians) to work with staff to ensure the effective application of the TCHC pest control service as well as to apply best practices to larger infestations.
 - One supervisor to monitor the Pest Services received from TCHC, provide tenant and staff education sessions, collect and analyze treatment results to ensure effective use of resources.
 - Recognizing the ability of seniors to prepare their homes for treatment, four front line maintenance positions have been allocated to the pest control team to assist residents with preparation of their units to allow for effective treatment.
- Going forward reporting will include monthly trends

Pest Treatment Type – July 2022



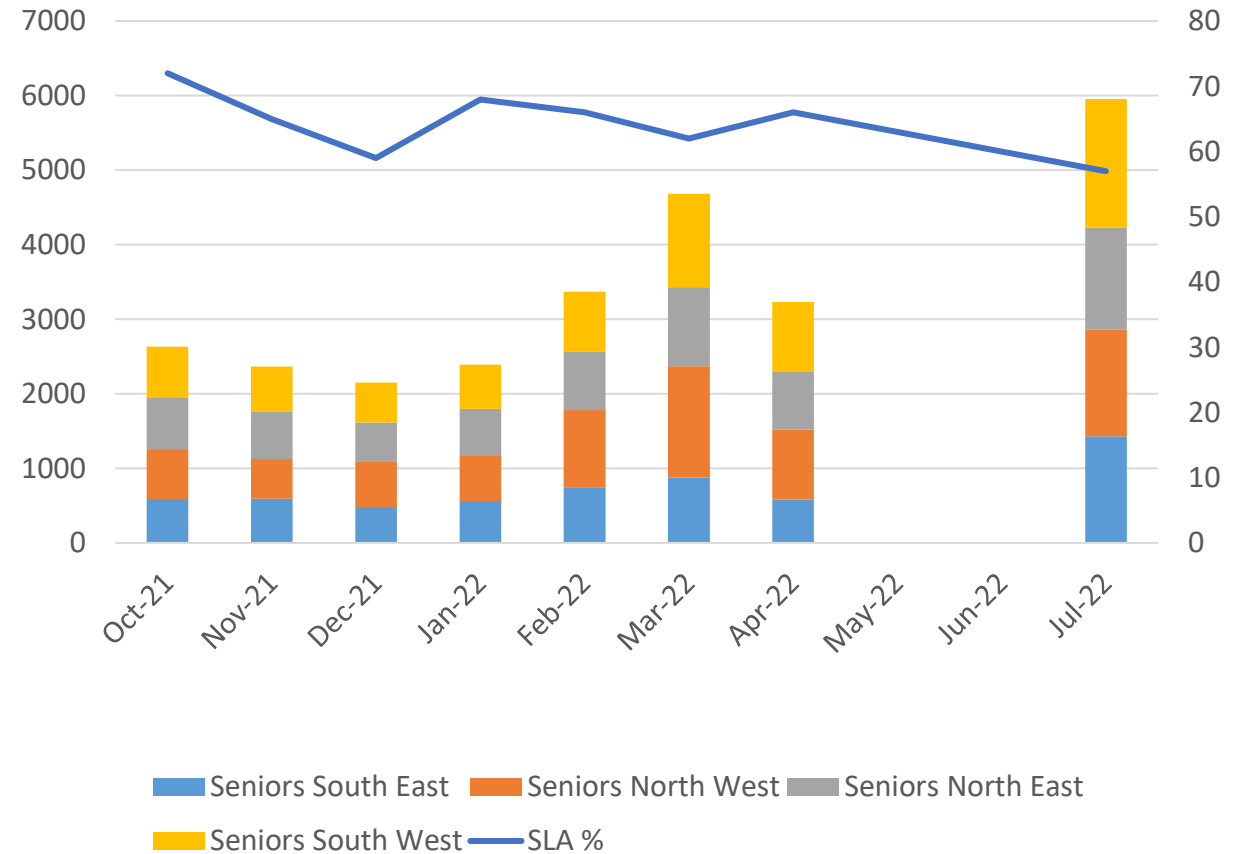
Administrative Requests

- In July 2022 staff processed 5,955 service requests from tenants.
- The majority of these requests were in relation to RGI calculations and the annual review process.
- In May/June 2022 TCHC transitioned from a legacy system to HoMES administrative requests. This created a gap in reporting for May/June while both systems were in use during the transition.

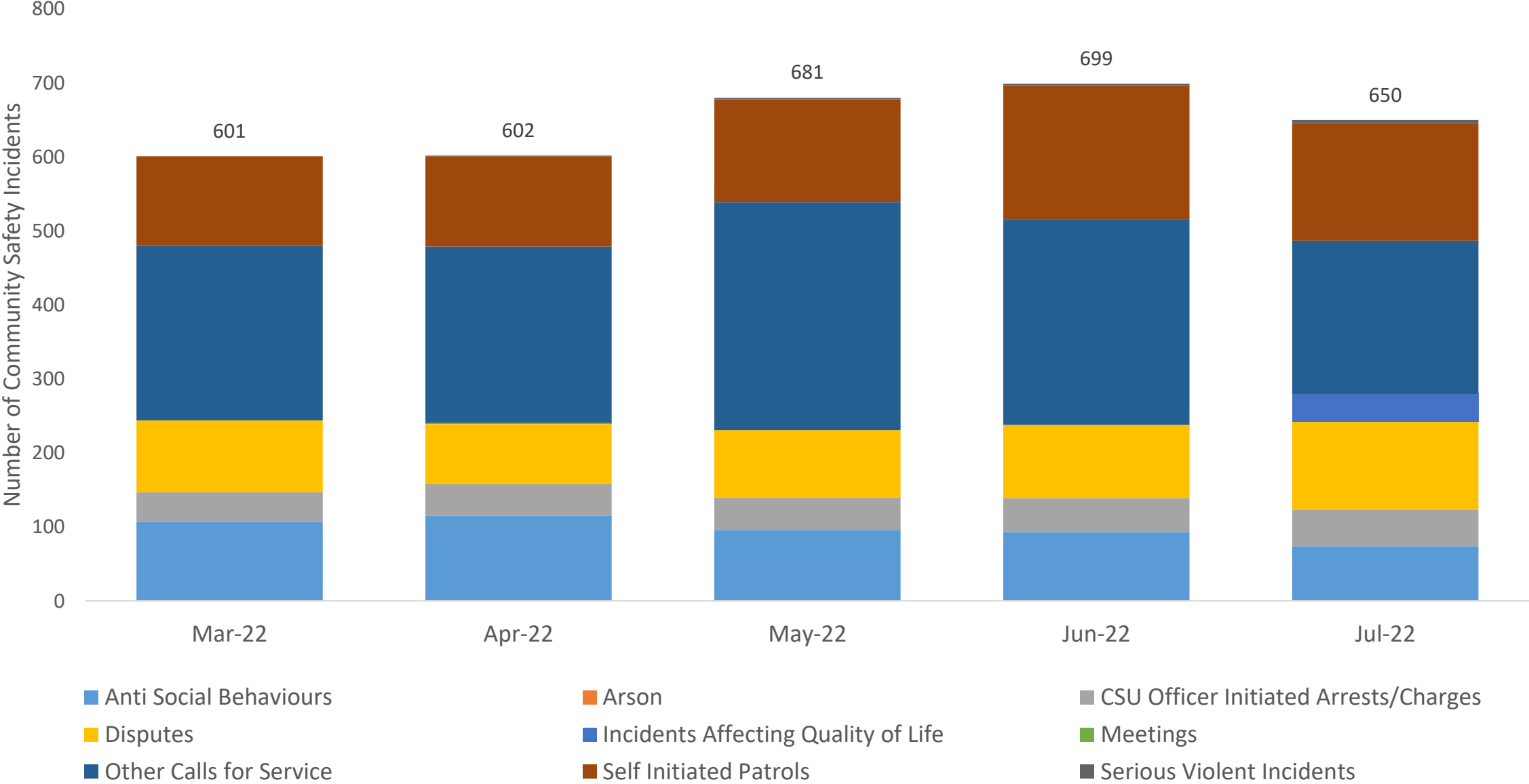
➤ Top 3 Service Categories Completed in July 2022

Service Request Category	%
Issue Notice of Decision re RGI	18.2%
Assistance with Annual Review	11.8%
Documentation Support	11.4%
Arrears Collection	8.9%
Referrals	3%

Administrative Requests Closed within 2 days



Community Safety Incidents



Glossary of Terms

Acronym	Definition	Acronym	Definition
ACP/Arrears Collection Process	The process by which staff collect outstanding payments from tenants	Vacant Ready	Units that are ready for new tenants to occupy
Unmanaged Arrears	Arrears that are outside of the arrears collection process	Maintenance Required	Units that require renovation prior to a new tenant being able to occupy
N4 issued	Arrears for which staff have issue an N4	On Offer	Units that have been offered to applicants including Rent café and Rapid Rehouse
Order	Arrears for which staff have received an order from the Landlord Tenant Board	Offer Accepted	Units that have been accepted by applicants and are in the process of signing a lease or have been leased for a future date
Mediated Agreement	Arrears for which the Landlord Tenant Board has imposed a repayment agreement upon TSHC and the tenant	Good Standing	An account that is up to date with payments (including any arrears payments)
Legal Filing	Arrears which TSHC has filed for enforcement at the Landlord Tenant Board	Community Safety	Calls responded to by the TCHC Community Safety Unit
Repayment Agreement	Arrears for which staff or OCHE have negotiated a repayment of the outstanding balance	EasyTrac	The legacy software system that TSHC used to log all maintenance and administrative requests
Vacancy rate	The percentage of units that are vacant	HoMES	The current software system that TSHC uses to log all maintenance and administrative requests
Maintenance Level	Work orders that are completed by staff or vendors. The service level for work orders is five business days		
Administrative Service level	Administrative requests that have been received by staff there is a service level of two business days for these requests to be completed		

**Toronto Seniors Housing Corporation
Board of Directors
Seniors Health & Wellness Initiative Update**

Item#15e

September 29, 2022

Report: BD: 2022-81

To: Board of Directors

From: Grant Coffey, General Manager (I) Operations team

Date: September 29, 2022

PURPOSE: Information

RECOMMENDATION:

At its meeting of September 12, 2022, the Quality and Tenant Engagement Committee received this report for information. It is recommended that the Board of Directors receive this report for information and that TSHC develop a clear action plan in consultation with the City.

REASON FOR RECOMMENDATION:

This report provides an update on the work and a report commissioned by the City of Toronto and undertaken by Health Commons Solutions Lab to better understand the views of seniors tenants related to implementing a Seniors Health and Wellness initiative.

This report was developed in consultation with TSHC senior tenants and with the expert advice of the Seniors Tenant Advisory Committee. The report findings and recommendations inform this important aspect of opportunities for TSHC to more effectively address the health and wellness needs of seniors tenants. These findings and recommendations will be considered by TSHC in the further development of next steps and service planning associated with the Health and Wellness initiative and aspect of the Integrated Service Model. We wish to extend thanks to the City of Toronto and the Health Commons Solutions Lab team for this valuable work and report.

Please see Attachment 1 – Letter from Andrea Austen, City of Toronto Senior Services and Long-Term Care and Attachment 2 - Health Commons Solutions

Toronto Seniors Housing Corporation

Lab report entitled Seniors Health and Wellness Initiative: Tenant voices improving quality of life.

Grant Coffey
General Manager (I) Operations team

List of attachments:

Attachment 1: Letter from Andrea Austen, City of Toronto Senior Services and Long-Term Care

Attachment 2: Health Commons Solutions Lab report entitled Seniors Health and Wellness Initiative: Tenant voices improving quality of life.

Item 15e

Attachment 1

Board Cover Letter

Fareed Amin
Chair of the Board of Directors
Toronto Seniors Housing Corporation

Sept 22, 2022

Dear Fareed,

Please find attached the final, AODA-compliant, and formatted report produced by Health Commons Solutions Lab (HCSL), with expert advice from members of the Senior Tenants Advisory Committee (STAC).

In December 2021, through the adoption of [MM38.51](#), Council directed the General Manager, Seniors Services and Long-term Care (SSLTC), to lead a review of the Seniors Health and Wellness model, including how hub sites are selected and make recommendations to Toronto Community Housing Corporation and Toronto Seniors Housing Corporation related to implementation. Under the same motion, Council requested that Toronto Community Housing Corporation, given feedback from senior tenants, remove 145 Strathmore Boulevard from consideration as a hub site pending review of Seniors Health and Wellness model.

City staff have completed a number of actions resulting in the attached report, including:

- Engaging a not-for-profit partner, HCSL, to lead the review
- Supporting HCSL to engage 87 tenants over Spring 2022 through group conversations, short (15 minute) one-one-one interviews or longer (60 minute) interviews depending on their comfort and/or preferences
- Supporting HCSL to hold meetings with a STAC working group, twice-weekly over eight weeks, to provide ongoing input into the report and recommendations

Based on these engagements, HCSL has returned with key insights, recommendations, and strategies for moving forward with respect to senior tenant health and wellness.

SSLTC thanks HCSL and STAC for their stellar work on this report. We will continue providing strategic support to TSHC in responding to Board direction and advancing an action plan, with recognition that full implementation of the recommendations will take time, collaboration, and will be subject to financial considerations.

Recommendation: This report is being provided for information and to shape service planning that better and more responsively addresses the health and wellness needs of TSHC tenants.

Sincerely,

Andrea Austen
Director, Community Programs and Seniors Services

Item 15e

Attachment 2

Health Commons Report Presentation



Seniors Health and Wellness Initiative:

Tenant voices improving quality of life

August 2022

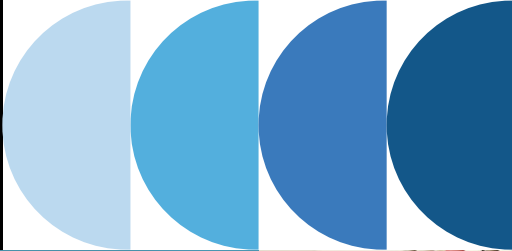


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Acknowledgments

The Seniors Health and Wellness Initiative was made possible through the generosity of the senior tenants who shared their time, experiences and wisdom with our project team.

This project was designed and implemented by Health Commons Solutions Lab with expert advice from members of the Senior Tenants Advisory Committee*. Their advice about what questions to ask seniors, how we should connect with people and making sense of what we were hearing back from the interviews were invaluable to this work. We are grateful to them for their investment of time and trust—and for the knowledge they imparted. This project is stronger for it.

*Note: Throughout this document the acronym 'STAC' is used to represent the Senior Tenants Advisory Committee, an advisory body to Toronto Seniors Housing Corporation and the City of Toronto.

Executive Summary

The new Toronto Seniors Housing Corporation operates 83 buildings across the Greater Toronto Area, housing approximately 15,000 seniors. As part of the City of Toronto's ongoing oversight of the Integrated Service Model, Health Commons Solutions Lab was funded by the City to lead a project to engage senior tenants living in Toronto Seniors Housing Corporation buildings about the services and supports these tenants need to promote health, wellness and ageing in place.

The initial goal of the project was to understand more about Seniors Health and Wellness Hubs as part of the Integrated Service Model, and potential models and locations for service delivery. Through engagement with senior tenants, however, it soon became apparent that the solution provided by the proposed hubs was not the solution tenants were looking for and that, in fact, Toronto Seniors Housing Corporation would be better served by a consultation that was framed to understand the question: "What services and supports do seniors need and prefer, and what is the best way to offer those services and supports?"

Based on important conversations with tenants and City staff, and to arrive at an answer to this question and give seniors a solution that would work for them, Health Commons took a step back and shifted the focus of the review to building an understanding of tenants' challenges, needs and preferences with respect to health and wellness. This review therefore served as a reset, a way of ensuring that any direction under the Integrated Service Model related to Seniors Health and Wellness Hubs, and seniors' health and wellness more broadly, would be meaningfully driven by senior tenant voices.

To do this, we hosted approximately 70 hours of conversations with 87 senior tenants. The seniors we engaged with had a variety of experiences and identities, but many common themes emerged that describe their priorities and the challenges they face around wellbeing and quality of life.

What We Heard from Senior Tenants

Tenants identified many ideas for improving:

- Culture by fostering trust, respect, and mutual support
- Services with specific advice around priorities and improvements
- Living Spaces and what makes “housing” a safe and connected home

A Roadmap of Recommendations

Thirty-four recommendations for action are categorized into four main areas:

1. Follow Me: How Toronto Seniors Housing Corporation can advance an understanding of the what, when and where of services and supports for person-centred ageing in place
2. Building Community: How Toronto Seniors Housing Corporation could develop a building-specific understanding of senior tenants needs and preferences
3. A Working Network: How Toronto Seniors Housing Corporation can create a framework that enables tenants to provide input into system-level planning that affects their health and wellness
4. Mechanisms for Accountability: How Toronto Seniors Housing Corporation can address insufficient responses to seniors’ concerns that threaten wellbeing and erode trust

Framing a Plan

Strategies for moving forward reflect:

- The urgency required to fix existing problems and understand the needs of more senior tenants, but also the opportunity for some ‘quick wins’ to demonstrate that tenants’ needs matter and are being addressed
- The ‘game changing’ potential of embedding tenant voice into as many places as possible to support wellness now and the success of future wellness service planning

In addition to the issues and recommendations highlighted above, one of our most critical learnings was that autonomy and meaningful engagement are key to addressing tenant needs. **While the engagement was originally intended to find out which services senior tenants want and where, what we heard is that services alone are not the answer—empowerment and ongoing influence in decision-making are themselves critical interventions to improve health and wellness.** In addition to receiving the right services and supports at the right time, and in the right place, tenants told us how important it is to be involved in the design, delivery and decision-making related to services and supports. They also made it clear that emphasis needed to be placed on broader wellness, not just health care or health services.

The seniors we heard from are seeking improvements and expressed a desire for change as well as opportunities to collaborate. In essence, we learned that while there are **no shortcuts to listening, listening is the shortcut**—drawing ideas from the expertise and wisdom of lived experience helps avoid creating solutions that don't work for people in the real world.

It is a promising moment for system transformation in social housing for seniors. Senior tenants have told us what matters right now and, with the recent transition of operations, Toronto Seniors Housing Corporation is ready to champion a new way of managing housing for seniors in the city. The recommendations in this report are aimed at furthering this transformation and have been derived from the ideas, experiences, and challenges of the tenants Health Commons engaged with. Health Commons also brings forward urgent actions as well as deeper changes that can reflect a shift around tenant engagement, participation and partnership.

We want a service system and set of actions that reflect the wide array of interests and preferences seniors have told us are important to them. There is no one-size-fits-all solution, but good processes can ensure seniors tenants are cared for and feel valued rather than left behind or ignored. These recommendations can be the foundation of a new roadmap for addressing the complex and dynamic nature of needs as people age at home.

Introduction



Toronto Seniors Housing Corporation originated through Council direction in July 2017 under 'Tenants First,' a broad strategy to improve the delivery of housing in Toronto Community Housing Corporation that included the creation of a new, standalone Seniors Housing and Services entity responsible for the management of the 83 seniors buildings and the provision of service to approximately 15,000 low- and moderate-income senior tenants.

To advance the Tenants First strategy, the City undertook a comprehensive tenant engagement process to develop the Integrated Service Model, a new approach to enhance seniors' access to a holistic set of services and supports that address their needs and facilitate their sustained engagement in vibrant, active communities. With the goal of enabling tenants to age in their homes with dignity, respect, comfort, and the supports they need, the Integrated Service Model was initially forged as a partnership between the City of Toronto under Tenants First, Toronto Community Housing Corporation, and the Toronto-Central Local Health Integration Network, and designed to include four innovations:

- A New Staffing and Training Model
- Seniors-Specific Policies and Procedures
- Seniors Health and Wellness Hubs
- Aligned Care Coordinators and Health Partnerships

In December 2020, the Seniors Housing Unit at Toronto Community Housing Corporation began implementing the Integrated Service Model in 18 seniors buildings in the Southeast Region. In December 2021, based on important feedback from tenants (e.g., concerns related to building security and use of common space), City Council directed the General Manager, Seniors Services and Long-Term Care, to lead a review of the Seniors Health and Wellness Hub component of the Integrated Service Model, including how hub sites are selected, and make recommendations to Toronto Community Housing Corporation and Toronto Seniors Housing Corporation related to implementation.

Health Commons Solutions Lab was brought on board to lead this review, which was conducted between February and June 2022. Recognizing that community knowledge is key to unlocking new solutions, the first step was to focus on building an understanding of the breadth and depth of the problems, barriers, challenges, needs and preferences from the senior tenant perspective when it comes to supporting their health and wellness where they live. To that end, we undertook an engagement process with tenants, tenant groups, the Senior Tenants Advisory Committee (STAC) and other key stakeholders to help identify both the health and wellness needs and preferences of senior tenants living in Toronto Seniors Housing Corporation buildings, as well as the best ways to ensure those needs are met.

This was a targeted review that asked seniors what they need to support their health, wellness, and ability to age well at home, with the intention of validating, enhancing or shifting the initially proposed 'hub' model for service delivery.

However, direction from senior tenants and other stakeholders shifted the focus. Our goal became understanding tenants' perspectives about their health, recreational, and social needs and what would make it easiest for them to access a diverse range of services to ensure those needs are met. As part of this engagement, we also endeavoured to understand how and where services should be provided, taking into consideration factors such as security, use of space, distance travelled, and access barriers—all with a view to providing a set of recommendations to guide service delivery planning in a way that:

- Is directly connected to what people told us they needed
- Is smarter, faster and more responsive
- Builds sustainable relationships and gains trust

This work was carried out during a period of significant change. First, the seniors we spoke with had been affected by the impacts of the COVID-19 pandemic, which had changed the ways they were able to interact with each other and their surroundings. As a result of the pandemic, seniors experienced the closure of the common spaces they had relied on for community, as well as programs supporting senior wellness. As one senior resident put it: "We have 14,000 people who have been pretty much cooped up inside their apartments for two years and told to stay there. After two years, you almost think that people don't know how to engage anymore." With the launch of the new Toronto Seniors Housing Corporation on June 1, 2022, some seniors were optimistic about this transition and what it could mean for them, while others expressed skepticism that the positive changes they were hoping to see would actually come to fruition. Recognizing that outside influences shape how people are experiencing health and wellness reminds us that system planners should be mindful that change is always underway, and that quality service offerings should be resilient in the face of change.

Features of this report include:

1. **Quotes** – All quotes are in the voice of senior tenants.
2. **‘What we learned’** – Key areas of learning that shaped how this engagement process unfolded, shared to demonstrate transparency about how this project was iterative and reflective.
3. **‘Spotlights’** – Useful context information but not findings from this engagement process. This report may offer complementary information to support planning in these other areas of work.
4. **‘Ideas from seniors’** – Solutions senior tenants voiced alongside many of the challenges identified. Seniors, staff, service providers or others could be inspired by an idea or have discussions about these ideas and what might work in their context.
5. **‘Recommendations’** – Action areas compiled and synthesized by Health Commons, and validated by senior tenant reviewers.



Spotlight

Seniors Services and Long-Term Care Evaluation of the Integrated Service Model

The City has a role to “oversee and evaluate” the Integrated Service Model, and is actively conducting an evaluation of the model’s first year with a goal of improving the implementation. As part of this evaluation, Seniors Services and Long-Term Care will engage tenants, staff, and other key stakeholders to develop recommendations for the Toronto Seniors Housing Corporation.

The findings and recommendations from this report can inform this ongoing evaluation and help shape recommendations about the future of the Seniors Health and Wellness Hubs in the Integrated Service Model.

Working Collaboratively and Iteratively



This review was divided into two phases, and took an iterative and responsive approach, adapting the questions, project plan and engagement structure in real time, based on the feedback we were hearing from seniors and other key stakeholders.

Phase 1: How do we define engagement?

During the first phase of the project, we recruited senior tenants in formal roles (such as tenant representatives in buildings, tenant association members, STAC members, and tenant members of governance committees) to participate in an engagement design process with us. Tenant leaders were also identified by other tenants and staff as seniors who are active in their building, whether recognized as a formal tenant representative or not.

We engaged 22 senior tenant leaders during the design phase of the process to:

- Describe the project and scope of work funded by the City of Toronto
- Seek advice on who to recruit across various identities and experiences (such as age, ethnicity, language and culture, mobility issues, 2SLGBTQ+)
- Interpret differences and similarities across buildings and regions (such as size, facilities, location in 'service deserts')
- Hear their perspectives on how best to reach out to senior tenants
- Identify conversation approaches that are comfortable and generative
- Understand how tenant leaders wish to be involved in Phase 2

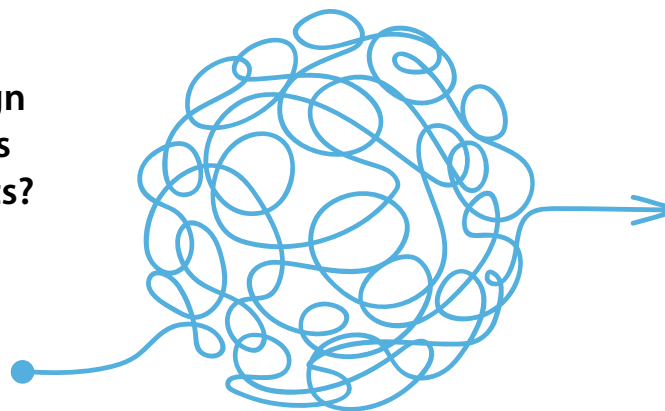
Key learnings about project design from Phase 1:

- Need to move from engagement about 'hubs' to a broader understanding of seniors' needs and preferences to support health and wellness—Don't start the conversations talking about the 'solution'. Take the time to understand the problems seniors face and work toward a solution from there.
- Need to work closely with members of STAC who opt to participate in a 'STAC Working Group' to advise Health Commons on project design and implementation in real time—One or two meetings with STAC members is not enough. Create an approach that deeply embeds STAC input into all aspects of the project.

What does **wellness** mean to you?

How can we co-design
a health and wellness
initiative with tenants?

What services do
seniors want in
their buildings?



**Tenant Voices
Improving
Quality of Life**

How can we **reflect the context of TSHC**
to signal shift and change?

The creation of the STAC Working Group was informed by key messages from committee members:

- They are a group with deep expertise on the experiences of senior tenants
- They value an engagement process that is neutral and independent
- They want a comprehensive process that represents a range of seniors experiences
- They expect fair and transparent processes
- They are an advisory body to Toronto Seniors Housing Corporation and the City of Toronto
- They recognize that each building is different, with different characteristics, considerations and communities

We collaborated with STAC Working Group members by hosting two weekly working sessions over 8 weeks. The purpose of these 1.5-hour meetings was to shape project implementation by:

- Reviewing and refining the engagement plan
- Defining key concepts
- Developing outreach and recruitment strategies and messaging about the project
- Creating tailored interview guides for focus groups and one-on-one interviews
- Analyzing themes re: what we are hearing
- Contributing to insight generation
- Providing input on presentations and reports

***What we learned about communication approaches***

- Advertise to and address people in the language that they speak
- Employ face-to-face conversations (when preferred by the tenant)
- Make an effort to hear from everyone who wants to share
- Treat the engagement as an event that is for the people participating
- Keep senior tenants in the loop on the results of the engagement
- Take the time to set the context for the engagement – why it is happening, what happens next
- Communication approaches and information sharing should demonstrate respect to tenants and push back against stigmas and power differentials

***What we learned about how to adapt this process***

- Shift of ‘hubs’ focus to broader models of support—meaningful engagement requires that we do not presuppose a solution
- Tenant leaders should shape how engagement activities are envisioned and delivered
- Expectation of STAC membership that they would be involved in step-by-step implementation planning
- Regular streams of input, influence and responsibility for seniors and those working in the system – a model of embedded empowerment of seniors
- Organize workflow to include weekly touchpoints on key project activities (e.g., question guides, outreach strategies, analysis of themes and ideas)
- Enable active participation in the development and ownership of ideas and plans (input), don’t just ask tenants to react to decisions that have already been made (feedback)
- Prepare discussion materials, but leave lots of room for the conversations people want to have
- Deliver various models of conversations because seniors want conversations that work for them—on their schedule, in their language, using their preferred technology or no technology
- Protect ample time for review, discussion and reporting that authentically reflects the advice and voice of seniors
- Enable generative interactions about the ‘what’ and the ‘how’
- Make room for participants with a broad range of identities, allowing for consideration of the unique experiences of seniors and what matters most to them

Phase 1 concluded with a new focus on opening up conversations with senior tenants about broad health and wellness needs and supports, and hearing how best to meet those needs from a variety of stakeholders. We also launched a STAC Working Group with a co-written charter describing how to work together to implement and iterate on the engagement plan.

Phase 2: What should it look and feel like to talk about health and wellness?

Guided by ongoing involvement of a STAC Working Group, during this phase Health Commons:

- Focused on gaining a deep understanding from a broad cross-section of senior tenants about what service delivery looks like today, what services could change health and wellness for the better, and what access should look like
- Conducted conversation-based focus groups, short interviews and long interviews to understand and capture the voice of seniors in ways that suit their communication preferences and recognize existing groups (e.g., Tenant Associations)

Who we talked to

In Spring 2022 Health Commons engaged with 87 seniors, offering them the opportunity to participate in group conversations, short (15 minute) one-one-one interviews or longer (60 minute) interviews depending on their comfort and/or preferences. In total, Health Commons spent over 70 hours in dialogue with senior tenants. We also offered participants the opportunity to provide their input in-person, over-the-phone or via video conference – it was their choice.

We spoke with an approximately equal number of men and women between the ages of 61-90, living in 35 buildings across four regions whose seniors housing experience ranged from 'just moved in' to 25 years of tenancy. A few people had lived in more than one seniors building, and most lived alone, although a few participants were caregivers for a spouse and many people supported their neighbours. Our conversations were held in Vietnamese, Mandarin, Cantonese, Russian, and English. Compensation was provided.

From the beginning, we planned on engagement approaches that include the voices of diverse identities, experiences, ideas and priorities—and these are reflected in the descriptors seniors used to describe themselves below:



How senior tenants described their ethnicity*...

- African Canadian (Afro-Canadian)
- British-Canadian
- Canadian
- Canadian-Chilean
- Chinese
- Chinese-Canadian
- Columbian
- Dutch-Canadian
- English
- English-American
- English-Canadian
- English-Irish-Norwegian-Scottish
- European
- Filipino
- Filipino-Canadian
- French-Indian
- Guyanese
- Indian
- Irish-English
- Italian-Norwegian-Swedish-Sicilian
- Jamaican
- Jamaican-Chinese
- Korean
- Nigerian
- Polish
- Polish-Czech-German
- Scottish-English-Irish-Canadian
- Scottish-Irish-English
- Vietnamese



What else did senior tenants want us to know?* They are...

- 2SLGBTQ+
- A quiet person
- Activists
- Artists and craftspeople
- Grandparents
- Leaders
- Living with a disability
- Loves people and smiles a lot
- Parents
- Pet-people
- Professionals
- Speak multiple languages
- Survivors
- University grads
- And with many, many interests
- And so much more...

*Note that some seniors chose not to provide this information, but answered our questions about health and wellness, and we are grateful for their contributions.

What we asked senior tenants

Our question guide was designed to create space for senior tenants to talk about what matters most. We developed a series of prompts to understand:

- Tenant perspectives: What does 'health and wellness' mean to you (social, emotional, mental, physical, etc.)?
- Tenant needs and preferences: Do you feel you have what you need to care for yourself in the ways you want? What's there? What's missing?
- Use of space: How many days a week are tenants willing to give up their common areas for service provision?

- General safety: What needs to be in place for seniors to feel safe at home?
- Insiders and outsiders: How do you feel about people from outside accessing services in your building?
- Program and transportation planning: What kinds of activities would you like to see and where?

We also followed advice from tenant leaders to explore the meaning of independence and community, hopes and fears seniors hold today, sources of purpose and joy, and more.

Asking the right questions in the right way

We could have administered a survey, but we didn't. Surveys may come later, but for this engagement tenant leaders emphasized the importance of conversation—of demonstrating that we are listening—and the senior tenants we met expressed gratitude for this approach.



"But you being not with Toronto Housing, right? To be able to have a conversation like this from an outside source – that's a first for me."

"...you don't know how much I appreciate the time to be able to share the bad things that are going on in my house but I thank you very, very much. You don't know what it means to open up sometimes to people."

"Health and wellness means a lot to seniors in the building. I think we're in a good direction. What you guys are doing is very good because you'll know what they need, what they lack, and improve it at the same time."

Non-tenant stakeholders and audiences

The focus of this engagement was on the senior tenant's voice and experience, although we also spoke with a limited number of key stakeholders to better understand the history, current context and future of the new corporation (as this work unfolded during the transition period to Toronto Seniors Housing Corporation). Stakeholders we spoke to included Toronto Seniors Housing Corporation reps and staff via interviews, Quality & Tenant Engagement Committee meetings, and Toronto Seniors Housing Corporation Board meetings. We also held regular meetings with Seniors Services and Long-Term Care (on behalf of the City of Toronto) as the funders of this project to provide progress updates and fulfil accountability expectations.

With the STAC Working Group, we identified other stakeholders (associations, agencies, caregiver groups, etc.) that are important audiences for this work, and should be considered for communications related to these recommendations. Some providers are local to a building and others may reach multiple buildings: health care, social care, security, translation and interpretation, transportation, emergency services, and community groups all have a role to play in partnering with senior tenants and improving quality of life and service.

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What We Heard From Senior Tenants



"I'm here because I advocate for people."

Stemming from an understanding that listening can serve as an engine for wellness, we had two key objectives for this engagement:

- To hear from seniors about their needs and preferences and the services and supports required to meet them
- To understand some of the key issues that had emerged related to the proposed 'hubs,' issues such as use of space in a building, input on program planning, safety and non-resident access, and service location and transportation

We heard from senior tenants that health and wellness includes

many aspects of life and is personal. Recognizing that there is no one-size-fits-all solution and that seniors are the experts in their own experiences are core principles of this engagement. We engaged with enough people to be able to surface a number of key themes and ideas that were heard across many conversations, but are also very mindful that not everyone would agree on any given point; any planning and engagement going forward should take this into account.

Insights and Ideas we gained through this process follow, along with



Getting to know senior tenants and what matters to them

"[Housing staff person] said all you do is knit. They don't even know what we do. We're very active. Some are working, some do advocacy work and volunteer work. We enjoy our families, our neighbours. We enjoy doing the things that we do while we were younger. That's been lost."

"...I've seen some people fall by the wayside, they've had a stroke, heart conditions, and you see someone in the wheelchair. So, the support is required, and we know it is required, but it cannot trump the need to build community and good will for ourselves."

"People out here are not allowed to actually advocate...if you're not allowed to advocate with that, there's something wrong with the system."

A Roadmap of Recommendations and Framing a Plan now and over the longer term.

Insights into how senior tenants talk about health and wellness can be grouped into three themes:

1. On Culture: Building trust through a culture of respect and mutual support
2. On Services: Specific advice around priorities and improvements
3. On Living Spaces: What makes “housing” home

On Culture: Building trust through a culture of respect and mutual support

One of the key ideas to emerge from our discussions with seniors was the importance of relationships, specifically how people treat each other and the way decisions get made can contribute to—or detract from—feelings of trust.

In listening to seniors talk about what made for a positive culture, we heard about the factors (such as ageism and disrespect) that contribute to poor cultures, as well as the factors (such as independence, feeling seen, and communications in their own language) that contribute to positive ones. We also heard about the value of setting the right tone from the outset, when seniors first move into the building.

Ageism and disrespect threaten wellbeing

Seniors had a lot to say about how they are treated. Tenants spoke about a sense that, because they are older and live in social housing, they have been “cast aside and are unimportant,” that their security is not important, their grievances don’t matter, and their homes aren’t worth maintaining.

Seniors are not children, and speaking a language other than English doesn't mean they are not smart and worthy of respect. The creation of the new Toronto Seniors Housing Corporation directly affects them, but the conditions necessary to empower them to actively engage in and shape the impacts of this change are not present. This is compounded by seniors hearing staff and others talk about them in dismissive and disparaging ways.

For many, seniors housing feels like an end point instead of a beginning, and being spoken to with condescension makes the changes people may be experiencing with the introduction of the new housing corporation more difficult to manage rather than easier.



How did we get here?

"Seniors are only here by a twist of fate – divorces, bankruptcies, illnesses, disabilities, family interactions that went sour, jobs that they didn't reach because of their age, and a lot of other factors...they didn't leave anything for themselves."

"You don't know how life is going to stir you—all of a sudden you're not making money anymore and you don't have that insurance policy anymore. All at once, you're older and you have no place to live. I lived for 5 years in a mobile home—a motorhome. Uninsulated. At 50 below zero. You can imagine living like that for 5 years, so you know how grateful I am to be in housing. But, it doesn't mean I left my brain there."

"I'd like to mention that as a community, we are stigmatized living in community housing. One time, I was talking to a politician. I mentioned to her about tobacco smoke. She said, 'What do you expect when you live in community housing?'"

"Tenants have worked all their lives to create the world we live in today and we don't treat them with respect"



Ideas from seniors to reduce ageism

- Ensure any recommendations going forward address ageism and disrespect—while it's important that we talk to seniors, how we talk to them is equally important, as is how we talk about them
- Create a campaign highlighting tenants' strengths and contributions across the housing corporation
- Plan intergenerational activities with young people through local schools and community centres
- Initiate building beautification initiatives e.g., plants and pictures that reflect the floor and/or building community and character)
- Provide anti-ageism and de-stigmatization education for staff and tenants

Independent, together

Seniors had a lot to say about the meaning of 'independence,' defining it for themselves as doing for oneself what one can, while getting help when and where needed. This was seen as important for self-worth and self-esteem, and demonstrates respect for personal preferences and autonomy and varied stages of life.

Seniors also shared their insights on how to support their independence, including by leveraging their peers (other tenants) to encourage participation in activities that support wellness without threatening independence—they made it clear they value encouragement, but don't want to be told what they need and the decision to participate in something should always be their choice.



What does independence mean to you?

"I don't need the PSW to do what they think is good for me...I'm so embarrassed to ask the PSW to go buy something for me."

"I'm 68, and I want to say what I want to do. I'm not ready to lay back and have someone coming and say ok you've got to eat now, you've got to do this now. I want to remain independent. I think in the aspect of health, if you have proper programs to put in, this will help people to maintain their independence and wellbeing."

"Sometimes the [senior tenant] says no I don't want this or that, but if you say ok let's go to try and do it, they enjoy it and like it."

"Well, I call myself the most sociable unsociable person. It always gets a laugh but it's real. I'm perfectly fine on my own. And, I'm also perfectly fine in a group."



Ideas from seniors to promote autonomy

- Provide easier access to devices that support mobility (walkers, scooters and wheelchairs)
- Offer personalized training on how to use the exercise equipment, laundry equipment, smartphones and more
- Provide a regular 'light housekeeping' service available to everyone
- Coordinate and support 'light' and flexible volunteer roles with local organizations
- Facilitate education and hands-on support with filling out paperwork and ensuring seniors have access to all the benefits they are eligible for and complete mandatory processes (e.g., Service Canada, Service Ontario, annual housing forms, survivor benefits, taxes forms, etc.)

The power of asking how someone is doing

Tenants talked about the value of being seen, heard and respected, and someone checking in on how they are doing can be a demonstration of that. Tenants described how they keep ‘an eye on’ specific neighbours—they worry about others behind closed doors, and recognize that if they live alone and/or are not socially connected, serious health and emotional situations can and do happen inside a unit that nobody knows about until it is too late to help.

**What does it mean to check in?**

“I think if we love ourselves, I think there’s nothing wrong if I just knock on your door and say I’m just wondering if you’re ok.”

“The wellness check that goes on is often quite long. You don’t get an instant response. If the children can’t get in, somebody that gets that twitch about being worried for their parent, it needs to be reconsidered I think. It also needs to be reconsidered for those who haven’t heard from so and so. It’s too long of a process. I need to see a more crisp response.”

“You are lonely inside the house. When you go to bed, there’s no guarantee that you wake up. People will always say oh, something is smelling here. The other day, I don’t know if I spoke about this because it happened in my hallway here. Somebody died.”

“You know like in the hospital they have volunteers. Students or other people who volunteer and ask ‘would you like to have a glass of water or something?’ We need someone to go around and ask if [they] can help.”



Ideas from seniors to embed check-ins into building culture

- Undertake check-ins via phone calls, personalized letters, door-knocking and group events (ensuring these things are kept brief, informal, friendly and conversational)
- Initiate casual conversations about hot topics (e.g., “How do you feel about the changes taking place?”)
- Circulate a multi-language census and get to know what people’s hobbies and interests are
- Host a staff-led tea party and ask people ‘how are you doing today’?
- Ask everyone what they need (not just people already receiving assistance/support)
- Consider tenant-led check-ins as a way to help the tenant who hasn’t been seen in a while as well as the tenant who is worried about their neighbour
 - Or, this could be a role for the Seniors Services Coordinator – month by month, floor by floor, knocks on people’s doors

Start tenancies off well

Many tenants described how, upon moving into a new building, it would be helpful to receive information and to feel welcomed into the new community. In addition to starting a relationship between tenant and staff that is positive and supportive, and that sets the focus on tenant wellness right from the beginning, this would also be an opportunity to include the new resident’s input on key interests and needs for the building profile. Tenants considered this a critical step, as they described how needs and preferences at the building level change over time as the resident population changes (e.g., shifting language groups, more/fewer tenants using mobility devices, etc.).

A more active, focused welcome can set people up for self-directed service navigation before they need the service. What's more, it provides an opportunity to identify potential tenant leaders early in their tenancy.

Going back to the notion of check-ins, it was suggested that cultivating a practice of checking in from the beginning might make it feel less intrusive later.



What would you find welcoming?

"So, at least once a year to catch those new people. Or, whenever a new person comes in. The [housing corporation] have a new package ready to say these are the services that are available to you, right? When I came in, no I didn't do that."

"To have a little welcome package for every new tenant that comes in saying here's the services that are available and there will be surveys to know what you're interested in."

"For me it was very interesting moving here in 2015 to see there were people living here independently but also getting a little bit of help and getting what they need. But also for the tenants that don't require that type of service, I think it would be helpful for them to know where to go."

"The welcome idea I suggested to help with maintenance needs. That monthly, the super could go around with the maintenance cards and ring a bell on each floor. . . It's a way to integrate staff with tenants into a working relationship in a way. Something like that is particularly beneficial for folks who can't get out."



Ideas from seniors to start tenancies off well:

- Interview tenants about their needs prior to tenancy (supports in place at the earliest opportunity)
- Form a 'Welcome Wagon' group with staff and tenants providing information about the tenant's new home and neighbourhood, and showing kindness to the new tenant upon arrival
- Establish a door-key person and process to minimize extensive wait times for assistance when a tenant cannot access their unit

Voices in many languages

Toronto Seniors Housing Corporation buildings are home to tenants who speak a wide variety of languages, including those who do not speak English. A lack of translation and interpretation supports can lead to a lack of cohesion and camaraderie in a building or worse – it can be a driver of friction between linguistic groups, with people feeling left out, or that they are leaving others out. Recognizing this, many tenants want ways to better connect across language groups, and in our discussions highlighted the importance of inclusivity for programs and activities.

Often, the burden of translation falls to a small handful of people or even a single individual who speaks multiple languages, and efforts to support these people and expand the translation pool should be explored and must also be responsive to changing linguistic representation over time.

Tenants also pointed out that there are many activities that don't rely on language to deliver (e.g., dancing), but that an effort has to be made to ensure people are aware of them and know they are welcome.



How are different language groups supported in your building?

"Everything is in English. I have asked repeatedly that it be translated but I haven't heard anything."

"The only thing that I realized when I was asked at one time to get something together for all the seniors, there is a stumbling block here when you have a variety of people from all different cultures and heritages. I find they like to stay together and there's a lack of participation as a whole. It's all separate."

"I represent at least 200 people here. All the Chinese are represented by me... There's a language barrier sometimes, but I know as a tenant rep, some of them can't speak to the super but they're knocking on my door all the time asking can you help me with this. You gotta help them."

"We don't have any programs in our language. We would like to exercise, attend lectures and education sessions and listen to music, dance. Have concerts and intergenerational programs... Most of us are holocaust survivors and we often feel trapped in our tiny apartments. Sometimes we are haunted by our past and only music, art and mindfulness programs, concerts, socializing in our language help us to deal with our fears and nightmares."



Ideas from seniors to enhance multilingual communication:

- Deliver important announcements in multiple languages (many can be pre-recorded, such as 'false alarm' messages after a fire alarm, which is common)
- Organize regular tenant meetings by language groups (make sure there is a meeting available for everyone – not necessarily in every language)
- Communicate in multiple languages and recognize official languages when appropriate (Formatting tip: English does not always need to be at the top of the flyer)

On Services: Specific advice around priorities and improvements

Senior tenants described how to address gaps in services and supports, and how to make better use of what is available. They talked about how finding better ways to support tenant leaders who are well-positioned to assist other tenants, that navigation support can bring service providers and tenants closer together, and how frequent engagements to identify tenant interests could improve wellbeing. They also highlighted significant gaps in support that should be addressed now.

Tenants are ready and able to lead

Seniors had a long list of practical needs, as well as a clear need for more support for tenant-led activities—they emphasized that they are ready and able to contribute and that, in fact, many already are. Doing so provides tenants with a sense of purpose for both those leading the activities and those participating. Importantly, they talked about the need for “reasons to get up in the morning” and many said they find purpose and a sense of self-worth through giving back, making good memories for fellow tenants through self-determined programming at home and offering programming to their neighbours.

However, seniors flagged the need to reduce barriers and enable current tenant leaders and new tenant leaders. Some of the barriers to tenant leadership include: lack of visibility as leaders; activity funds that are very difficult to get; limited access to information and support; and lack of translation support for posters and flyers. One of the biggest barriers cited was not resource-based, but, rather, came back to the dynamics between tenants and staff and the sense tenants have that they are not trusted to have good ideas or to implement them.



What does it mean to be a tenant leader?

"The other point is that we always think that seniors need help, which isn't true. Seniors can also help, if they are involved. If they improve the communication, then the seniors are involved and all of them can be a volunteer to help each other. Everybody has skills that are needed."

"I think what senior tenants also need is a sense of being included and valued. It has to be on site for that to happen...they can't be expected to take 3 buses to do it."

"[Tenant leaders] brought me a lot of comfort because their intelligence and strength of character was apparent. They remind me of grandmother elders that our native population would respect. These people were not interested in the hassles, the dysfunction that exists."

"The downside of having been a tenant association founder is that you sometimes get knocks on your door at 10:30 at night about a clogged toilet. You have to have parameters."



Ideas from seniors to enable tenant-led programming and empower tenant leaders:

- Create a simplified proposal process for accessing space and staff support
- Ensure predictable funding for new ideas and activities
- Enable peer support initiatives that connect leaders across buildings (tenant leader to tenant leader)

How to improve current supports

For existing supports to be helpful, seniors need navigation support. Tenants talk about not knowing what services and supports are available for them in their unit, building and neighbourhood, and that navigating these systems can be daunting. Currently, many feel they need to go out of their way to find information about available supports, and many don't leave their apartments, meaning they can learn about any new activities or programs only by phone.

This could be addressed in part by improving the visibility of navigators so that tenants know where to go for help. Talking to tenants about what is in the resource handbook that might be relevant for them could also go a long way.

**What worries you about accessing services?**

"People want to stay in their apartments and we are ageing. Our bodies are ageing and there's not nearly enough home care or PSW support to match the ageing in place model. There's a lady who needs a little bit of help, and she would need to wait 2 years, and that's insane."

"I see a number of things happening in my building that don't really understand how seniors go about their day, what they need for help."

"I really don't expect the [service coordinator] to be able to answer a lot of questions. I expect them to be able to find out pretty fast, and to make a referral to somebody who is an expert in this stuff. So, yeah, I don't expect them to intervene with some stuff. But, I do expect them to have at their fingertips the people who are able to deal with it."

"We have support in our building, but for someone like me who does not speak English; it's hard to communicate with the English speaking staff."



Ideas from seniors to enhance access to supports:

- Post paper-based communications such as flyers on each floor, in elevators and throughout the building
- Provide senior tenants with navigation support in their own language
- Set up SSCs in the lobby rather than behind closed doors (for some of the time and for non-private interactions with tenants)
- Organize transportation to existing health, community and active living centres
- Offer medical providers who do house calls and/or escorts and transportation to medical appointments

Important role of service providers

Tenants value the important role service providers play, and have clear ideas about what they do and do not want. For example, they talked about expanding the scope of potential service providers to include local businesses and individuals who can offer something specific that tenants want (nearby coffee shop or a particular pharmacist), but they were also clear that they don't want service providers to 'take over' common space in the building or become the gatekeepers on space in the building.

We talked to seniors about what it might look like for tenants and service providers to partner on service delivery and heard clearly that tenants want a say in which programs are offered in their buildings, who has access to those programs, which providers are 'the best fit' and check-ins on how programs are going and when a refresh might be beneficial.

When this engagement is absent, tenants may not trust a service provider and then won't use that service – and trust is a key component of this (and all) relationships. We also heard that tenants and service providers can build relationships through programming, including programming that tenants lead (service providers can accompany others to that program or provide backbone support to that program). In essence, they want a collaborative relationship, one that supports 'bonding' through delivering or participating in programs together.



What should relationships with service providers look like?

"...we don't want to have one single [agency], we tried to ask our tenants, would they want one single monopoly or as many as possible?"

"Having an open door policy with community organizations that want to come in and visit for various reasons is a very good idea and should be fostered."

"...sometimes the larger organizations, and we've watched this happen through LHIN, that a few of the larger organizations sort of suck up all the life out of any of the smaller organizations that have excellent services to offer. And I think that's why tenants want to have their voices included in whoever is providing services."

"If you have a program without food or coffee, it's gonna fail. First year I was here, I had talked to the agency that we were involved with and they said they were going to come in and have music. And I went, 'what about coffee?' I said I'll supply the coffee. I went out and bought pastries. We had 60 people there."



Ideas from seniors to build relationships with service providers:

- Invite various service providers to lead informational workshops and seminars (e.g., medication interactions, diabetes, harm reduction, financial literacy and form-filling, First Aid awareness)
- Have service providers who speak different languages to lead activities that take seniors out of the building (e.g., go on walks) or inside the building (e.g., exercise classes)
- Operate a health truck—drive to the buildings and provide medical and other healthcare services

Biggest gaps in support right now

The seniors we spoke with identified significant gaps in support that erode trust in the housing system. A number of critical issues were identified including bedbugs, cockroaches, rats, second-hand smoke, disruptive substance use, mental health crises, emergency response, violence, elder abuse and people dying behind closed doors, alone.

These issues are detrimental to health and wellness—and when not addressed, interfere with seniors' ability to engage with wellness initiatives. We can't expect the full benefits of programming when these needs remain unmet. Services addressing these needs should be viewed as health and wellness services.

In the absence of these issues being resolved, tenants can feel stigma (and impose stigma on others), and there is significant worry attached to the sense of judgment that accompanies living in these circumstances. Tenants recognize privacy concerns, and want their own privacy maintained, but also note that routine checks can be important to supporting individual and community wellbeing. For example, tenants may have information that can help staff support their neighbours, but are unsure who to talk to and how to engage with that person.



What concerns seniors about the conditions they and their neighbours live in?

"This building should be knocked to the ground...You will never get the cockroaches out"

"There's a tenant that's bed bug infested. She's constantly bitten. I sent a notice to my super maybe three weeks ago asking where does the tenant go in that kind of situation. She doesn't have family to go to. She doesn't have anyone in there who wants to be in her apartment. That's the only place she can be isolated or where she can be safe."

"I think the issue of individual unit cleanliness, especially in the case of cleanliness, needs help. I don't know how you'll address privacy concerns, but there needs to be a way to address that issue for everyone's safety."

"A couple years ago my next door neighbour was having a lot of problems in regard to alcohol and falling down. I thought maybe the guy needs some assistance like a case worker because he's up at all hours slapping and banging and I'd hear him fall down at night. I asked around, the front office and Super if they could help him. They got him help."



Ideas from seniors to maintain safety and security:

- Create a specific buzzer code so paramedics can have immediate building access after security goes home (or if security is not onsite)
- Provide comprehensive pest control review and response in each building
- Review ventilation systems and make air quality improvements where necessary

Frequent engagement with seniors on program interests and impacts

Successful service and support offerings begin with asking senior tenants what programs they want delivered in their building. Seniors tell us they want to stay sharp and learn new things, which means services offerings need to be dynamic, while at the same time offering a sense of predictability and stability (people get tired of things that start and stop for no apparent reason). They recognize that not everyone will come to everything, but that there should be something for everyone—inclusivity is important, as are getting the timing right and being responsive to emerging areas of interest and needs.

Related to responsiveness, senior tenants also want the opportunity to evaluate programs and services and for things to change as needed. What don't seniors want? Tenants are skeptical of any approach to local service design that involves programming decisions being made without consideration for tenant preferences.

**What collecting input can change?**

"The main thing that I'm concerned about all of this is that we're not asking the seniors what they want and when they do they forget it."

"There might be an organization that would have the proper staff to basically come and investigate what the people would want and have specific times: morning, afternoon or maybe even evening."

"You think that the agency that comes in every morning with very nice staff actually asks me whether I'm happy with the service? Do you think that because I'm vulnerable I would be overly critical over them?"

"This is a fabulous opportunity for us to help shape services in years and years to come so that the city can have what I like to see is a system that is recognized by other cities."



Ideas from seniors to promote responsive, high-quality services:

- Regularly assess what tenants are interested in for programs and services in their building
- Address each unit specifically and send out personal letters asking for input
- Evaluate activities—get tenant feedback on a regular basis
- Organize roundtable discussions to surface what seniors are interested in and curious to learn more about (e.g., lectures, trivia nights, healthy behaviours, dances, ‘breaking bread’ together, etc.)

On Living Spaces: What makes “housing” home

Senior tenants talked about what it feels like to live in Toronto Seniors Housing Corporation buildings today, and how practices and procedures that impact use of space, resolving issues between tenants, or what happens when tenants raise a concern impact health and wellness. It is clear that living in a building where safety is an issue is a significant challenge requiring a building-level response, and that many people feel isolated even though there are many neighbours living nearby.

My lease, our space

We heard how common areas are important extensions of the small spaces in which people live, and therefore contribute to seniors’ overall health and wellness. Senior tenants who like how space is used in their buildings talk about gardens and places to gather, and how common spaces are important for ‘bumping into’ others or for planned activities such as card games. Having pleasant and comfortable places to gather was important to them, with some expressing that they do not feel comfortable inviting others into their own units (for reasons ranging from the space being too small/lacking furnishings, to having bug problems and feeling unsafe).

Although the right to access common space is in the tenant lease

agreement, tenants told us that sometimes it is not clear when you can and cannot use the space, forcing them to find someone ‘in authority’ to grant them permission.



What do tenants want for their common areas?

“I really would not like to see somebody turn out to be the gatekeeper of this thing. I would like to see a variety of people in here doing a variety of things and somehow finding a way to share the space.”

“So this is the real importance of those community rooms, and any infrastructure that is set up, no matter how much care it wants to provide, if it doesn’t have that human element, that people supporting each other have, it basically is cold”

“And here we sit with the city once again and we’re locked out of our legally mandated community spaces. I have the right to be in that room.”

“Last year, or a couple years ago, there was a meeting or a talk for both English and Chinese-[speaking] tenants. It would be good to have a TV in there. That is what this tenant suggested, but they were told “Why not get your own TV?”



Ideas from seniors on use of common space:

- Create roles for building-specific space coordinators to enable transparent space management across tenant and service provider users (recreation rooms, gardens, lobby areas, etc.)
- Do not allow any single service provider to monopolize a given space for extended periods of time
- Provide seating for people to rest and socialize (inside and outside the building)
- Provide partitions or other ways to divide large areas so multiple groups can be active in the space at the same time

The barriers feeling unsafe create

While some tenants feel safe, others are afraid of neighbours and/or people from outside the building—and note poor or absent responses from staff and other services. These threats stop seniors from engaging in wellness activities. Seniors talk about the importance of building security but also the trade-offs they make such as not locking their door in case they need urgent assistance.

People come in from outside to sleep, sell drugs, bang on tenant doors or windows, live with senior tenants, and more. We asked tenants how they feel about people who don't live in the building accessing services and supports in their building—they were not in favour of outside people coming in. Though there are conditions under which 'outsiders' would be welcome—relationships with other buildings, friends and family, and students as part of intergenerational collaborations were suggested. It is clear that there needs to be a way to monitor these visitors to enhance tenants' sense of safety.



What does a lack of safety look like?

"In our building when we hear a siren, we're pretty sure it's coming to us. It so often is."

"The constable questioned [my guest] quite a bit about entering the building which is good. But, I'm getting another fob and key for him. I'm just wondering if that isn't a safety thing for people who are elderly like us and may not wake up in the morning."

"...I've experienced dangerous situations on [my] floor to do with drug use, selling drugs, injecting drugs, there's been blood in my hallway, there's a tenant on my floor who uses drugs. Prostitutes come in and out."

"I have no current concerns for my safety in our building...[but] I would not feel comfortable being in the lobby alone waiting for the bus if members of the community were coming in."

"The security guard said forget about calling the internal CSU just call the police. But the catch 22 with that is if you call the police and say my life is in danger, apparently you have to tell them there's been a fight with bloodshed or something else happened, and I feel my hands are tied. And there are no resources. I don't feel protected at all."



Ideas from seniors to improve safety and security:

- Enhance security services based on what residents in the building identify via a security assessment (Security 24/7, community watch, guards trained in First Aid)
- Ensure residents are aware of the importance of closing the front door with clear communication
- Enable a tenant-led 'community watch' initiative with a close relationship with security

Isolation and the importance of supporting connection

Given recent public health directives that encouraged isolating from others, it is no surprise that many senior tenants (most of whom live alone and many without family) talked a lot about the importance of social connection, and the negative impacts of isolation on their wellbeing. Tenants also talked about the other ‘forces’ that create social isolation and loneliness among older people including: ‘Canadian culture and values’ and the costs associated with ‘going out.’ There is also the reality of loss when neighbours die, which affects a person’s sense of connectedness, often leading to feelings of being alone with their worry and grief. At the same time, however, seniors spoke about how helping others can address—and even stave off— isolation.

For some, finding ways to connect with others can be as simple as frequent trips to the laundry room, while others take on the role of ‘social connector’. But, in any case, tenants made it clear that while they want and need social interaction, it needs to work for them personally, which for many means that it must be easy and feel good to join (the difference between a meeting and a party). Many talked about entertainment and lectures, gardening and exercise classes, and just time to chat over coffee.



What about social connection?

"But a lot of people are lonely and you're probably the only person that they've interacted with for months and months."

"We started chatting a long time ago, 3, 4 or 5 years ago. There's a lady, I think she has a heart problem. Maybe I'm the last person she spoke with. She said I'm feeling bad. I called 911 and they took her away."

"Because people in this building, I've been here four years, and they're not very, we're not very interlinked. People come and they do their programs and they go back to their apartments. It seems to take quite a bit of effort to either change things or get new things happening."

"There's still that loneliness with some people. They want to participate but they aren't given the chance to. When you see somebody sitting alone, walk over, talk to them for 15 minutes. Introduce them to their neighbour. Bring in agency staff."



Ideas from seniors to reduce isolation and spark active communities:

- Pair buildings when tenants think it is a good match, and host joint social activities
- Organize group shopping trips once or twice a month
- Equip every seniors building with free Wi-Fi to support virtual connections

Mediation for tenant-tenant issues

Tenants observe, and are concerned about, the disruptive behaviours sometimes exhibited by their neighbours. These behaviours are varied in nature (e.g., bullying, harassment, declining health) and are the result of a range of circumstances (e.g., dementia, substance use, racist and sexist attitudes).

Even seemingly innocuous behaviours can have a negative impact and become issues for tenant health and wellness—tenants understand that a neighbour may have the TV on at high volume because they are hard of hearing, but the result can be night after night without adequate sleep.

Regardless of the issue at stake, it can be frightening for seniors to approach a neighbour when they are not sure how they will react, and other avenues for addressing issues are not always sufficient. Seniors acknowledge the limits of what housing staff can do—that they cannot, for example, force people to accept help—but there is also uncertainty around whether or not staff can ask a service provider to look into a neighbour, or if an “entire internal corporate procedure” is required. Although tenants understood that submitting a complaint is possible, the steps to a resolution seem unclear and unsupported.



What are some of the challenges between neighbours?

"There are some problems with certain residents drinking that makes other people feel uncomfortable."

"If it impacts you as a next door neighbour whether it be the bed bugs or the bad behaviour, this is I think a serious issue and that is that a lot of tenants have a lot of social, emotional, medical, cognitive needs, but if they say they don't want the help, well they don't have to get it if they don't want it."

"To have a staff person who can help if a resident is not feeling safe, being bullied or threatened. Currently, there is no one available to complain to."

"The strong smell of ammonia is an after result of what they use to cook the ingredients. It smells like a cat woman who hoards cats. I used to go by his apartment all the time. It was so strong. I mentioned this to the cop at the meeting who was very condescending and he said well he must've been scrubbing his bathtub with ammonia cleaner. He said we can't prove anything."



Ideas from seniors to reduce tension between neighbours:

- Provide a letter and talk to tenants when they exhibit problematic behaviour or cause an incident to demonstrate commitment to resolution
- Provide an on-call social worker or other responder to call for advice and clarification
- Ensure there is a transparent process, as well as expectations and consequences for particularly disruptive behaviours

It is so hard when nobody responds

Tenants talked about not hearing back, that staff are always too “busy” to respond to tenant concerns, and how “far away” the people who actually make decisions around their concern or complaints are from them. Tenants are told their concern needs to be directed to a supervisor, after which a team meeting might be held, and then a decision may or may not be made, which is a long process to go through to get a response. Tenants also noted the appearance of some people getting a response while others do not (‘depending on connections’), which creates a sense of unfairness. As well, with high staff turnover, tenants are often unsure who to call and end up left with the impression that no one wants to stay involved.

At the same time, tenants identified some key individuals in their day-to-day lives who they felt were highly responsive and supportive (e.g., Seniors Services Coordinators, Superintendents, etc.), but the overall sense is that silence, very long wait times for a response and unfulfilled promises erode trust and lead to feelings of ‘being burned’ over and over again.



What happens when responses are not predictable?

"You don't hear anything anymore! That means they ignore you. So, why should I report that an atrocity has been committed? That abuse has been committed to me. We are in Canada where I must take the abuse."

"I need to bug everyone and ask them why they're taking forever. It makes the tenants feel unimportant and I would definitely feel under-appreciated if I were them. Everyone has a role to play, superintendents, everybody. Communication is broken and nobody seems to be committed to improving it. The people above us aren't listening."

"You can't just put people in [seniors housing] and the responsibility ends. It doesn't just work that way. Some have illnesses, some related to age. You can't just ignore it. That's what's happened here. And that's why the police have been here time and time and time again. It feels very wrong. I mean, the police were here 4 times in 1 day!"



Ideas from seniors to enhance accountability and consistency in responding to tenant issues:

- Establish standardized response times to complaints and requests
- Create a responsive helpline for urgent matters (including but not limited to a bedside alarm button that is connected to a 24-hour unit that can respond and send help immediately)
- Ensure responses to inquiries and concerns are in the senior's language

A Roadmap of Recommendations



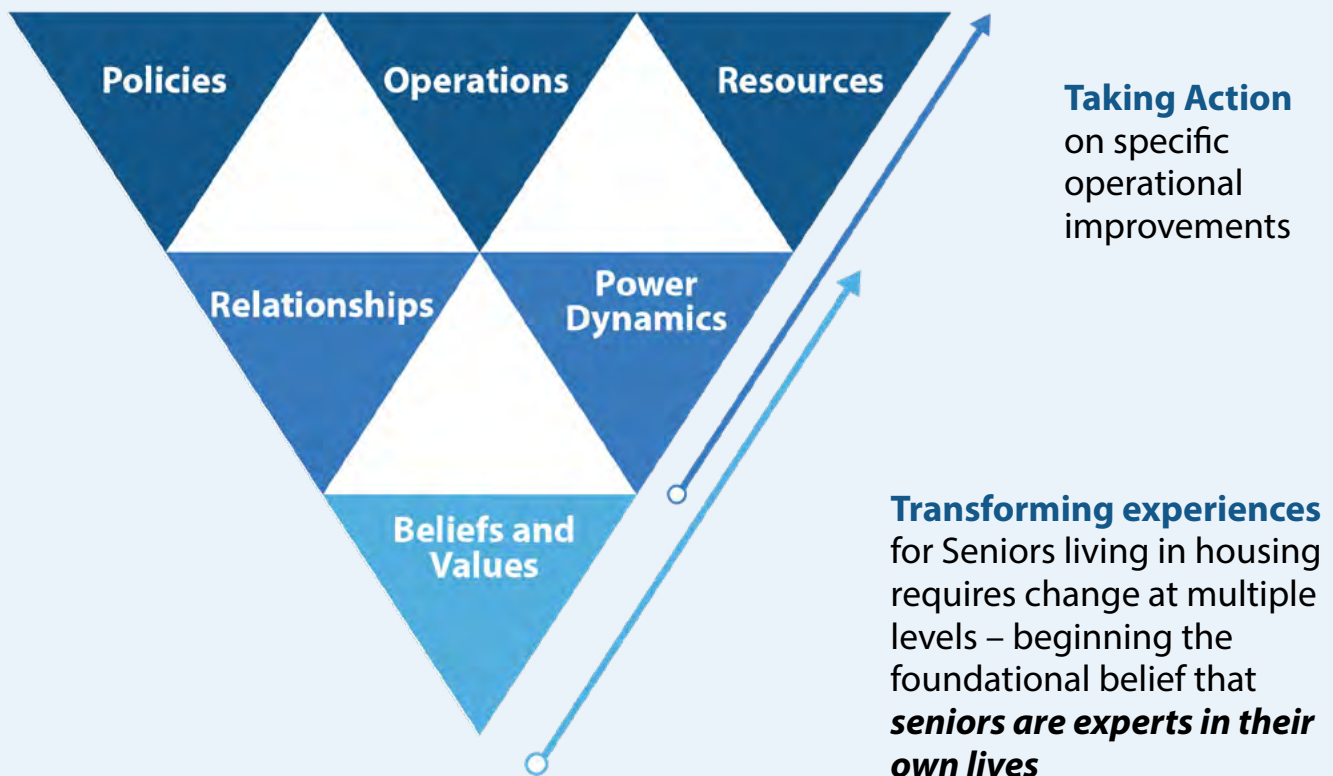
One of the strongest themes to emerge from this engagement was that seniors are the experts of their own experiences—and harnessing that expertise is key to ensuring a fit between what people need and what our systems provide.

Putting in place structures and accountability to enable the ongoing engagement and integration of seniors' expertise, preferences and needs will lead to services and supports that are accessible, impactful and efficient.

Recommendations for actions are categorized into four main areas:

1. **Follow Me:** How Toronto Seniors Housing Corporation can advance an understanding of the what, when and where of services and supports for person-centred ageing in place
2. **Building Community:** How Toronto Seniors Housing Corporation could develop a building-specific understanding of senior tenants needs and preferences
3. **A Working Network:** How Toronto Seniors Housing Corporation can create a framework that enables tenants to provide input into system-level planning that affects their health and wellness
4. **Mechanisms for Accountability:** How Toronto Seniors Housing Corporation can address insufficient responses to seniors' concerns that threaten wellbeing and erode trust

Change on multiple levels



Adapted from John Kania, Collective Change Lab,
The Six Conditions of Systems Change
(https://www.fsg.org/resource/water_of_systems_change/)

Follow Me

How Toronto Seniors Housing Corporation can advance an understanding of the what, when and where of services and supports for person-centred ageing in place

Senior tenants made clear distinctions between services they want in their units, buildings and neighbourhoods, also noting that there needs to be flexibility for the locations of services to change as seniors' needs change over time.



"Because [the SSC is] reaching out, and by doing that, by making that step, that's the step of putting your hand out when you meet somebody for a handshake. It's making that positive gesture. And that will turn into relationships and the SSC will get to learn about the tenants and not just – she'll get a more holistic understanding of tenant needs. I think that's really important because as we age, the goal here is to try to keep people as active and as cognitively functioning as possible. It's only a small percentage of people that really require real supportive care. But, as we age, each decade adds another pile of problems that you carry."

"I can say one simple thing. You value people by sitting down and listening to them."

How to approach person-centred planning

Since seniors' needs can change over time, a baseline individual needs assessment should be carried out by a Seniors Services Coordinator or by someone from a trusted outside agency. Tenants were rarely specific about who should work with them one-on-one in this way, but were more precise in noting that assessments should be optional, and delivered in a manner that is respectful and appropriate to the ways that seniors want to be engaged.

With consent, this information could be collected and used to

connect seniors with resources they approve of. Administration of tools like screeners and assessments should be designed and delivered consciously not mimicking ‘a nursing home model’ by reflecting autonomy and choice on balance with care. This approach should be inclusive of everyone, though some senior tenants may present with more urgent needs.

A needs assessment approach must account for fluidity and change, looking at both seniors’ needs but also service provider offerings – as both change over time. Any actions are built on the assumption that if we want people to age in place – the tenants’ needs will shift with the ageing process, including the individual’s ability to travel to services.

Location, location, location: Supports in the right places

Health and wellbeing goes beyond caring for physical needs, and seniors had many suggestions for the range of services and supports they needed—and where they needed them—to support quality of life and wellbeing.

“If you ask seniors if they want to live in seniors homes [long-term care], 90% of them will say no. So they have to find a way to provide them with whatever level of services they would need at that point in time.”



In My Unit

- A ‘door-key person’*
- Light housekeeping
- Computer/tech support
- Door-to-door check-ins
- Personal care services
- Maintenance hallway cart (e.g., light bulb change)
- Next of kin information to landlord (keep up to date)
- Free WIFI
- Low-cost haircuts
- Foot care
- Reading program with books
- Pet visits

*A trusted person who is always on site and has a master key for units in the event that tenants get locked out.



In My Building

- 'Welcome Wagon' Committee
- Tenant-led program planning sessions
- Social activities (concerts, exercise, dinners, dancing, bingo, etc.)
- Community safety watch
- Financial advice and form filling
- Cultural celebrations with language support
- Onsite doctor, nurse, dentist, etc. appointments
- Conversational English groups/classes
- Low-cost food market
- Regular fire safety sessions
- Repair cafes
- Gardening support (to match changing physical needs)



In My Neighbourhood

- Intergenerational activities
- Accessible community bus for key routes
- Group outings (e.g., Niagara Falls)
- Building pairings for social activities
- Key community partnerships (e.g., police, schools)
- Telephone translation support
- Open-door policy with community organizations
- Medication without leaving home
- Group grocery shopping trips
- Medical escorts with translation support
- Access to faith and religious services
- Free TTC rides



Recommendations

1. Identify local service providers and businesses that operate in the languages represented in the building, and initiate planning discussions with tenants who speak those languages about supports and services, including, but not limited to, translation/interpretation services
2. Ensure washrooms are functioning in common areas as this impacts whether one feels comfortable leaving their unit to engage in building activities
3. Establish or revitalize partnerships with mobile services that are needed across buildings but don't need to be in a given building every day (e.g., foot care, dental consultations, physician visits)
4. Embed wellness checks (with consent) into mandatory maintenance checks for each unit on a regular schedule
5. Improve unit pest control and building cleanliness with a comprehensive, whole-building approach that minimizes impact on tenants and prevents problems in the future
6. Work with local residents and community organizations to designate the surrounding area as a 'seniors area' and advocate to address any barriers that may exist for seniors in the neighbourhood

Nothing is missing...for now: Planning for change over time

Many senior tenants talked about how they did not need specific supports and services now, but that they may in the future. They also noted changes in needs neighbours were experiencing and how it can be challenging to find the right service at the right time.

"Ageing in place is an important thing to keep in mind. I am relatively healthy and everything for a person my age. Now, will I be in 5, 10, 15 years? It's a constantly changing process as you age."

"When I came in, I didn't join any group or anything. Because I was working."



Recommendations

7. Implement a short but routine wellness screener with everyone and work with individuals on a more comprehensive needs assessment and navigation to support as needs are identified
8. Establish partnerships that support needs that are persistent for some senior tenants (food security, access to technology, language supports, transportation, access to a doctor, etc.) and develop predictable response pathways to meet these needs consistently across people and over time – stable supports in the face of change
9. Maintain up-to-date records re: next of kin and/or key contacts for all tenants so there is always someone to notify about key changes or issues identified, as per their wishes
10. Plan in-building activities being mindful that as they get older or experience changes to mobility or other challenges, some seniors find it hard to leave the building—so having activities accessible onsite is key for them

Building Community

How Toronto Seniors Housing Corporation could develop a building-specific understanding of senior tenants needs and preferences

Senior tenants talked a lot about what happens in ‘my building’ and what should be different in ‘my building,’ and were hesitant to impose their experiences and recommendations on other buildings across the housing corporation. There was a strong sense that building characteristics vary greatly across the 83 buildings—so the way forward must account for these differences and not be based on assumptions of similarities by those who don’t live there. A one-size-fits-all approach will not work. Because buildings are their homes, personal investment in individual building culture and wellbeing are important to tenants.

“I look at [housing as] we’re a whole family, but every building is its own kid...some of them are good in math, some suck at history. Each building has its own issues.”

How to approach building-specific planning

Senior tenants value services in their buildings, and patterns may emerge across buildings, but each building is different—a distinct community of people—and these differences require service plans identifying the types of services and who should deliver them that are unique to the building and those who live there.

Tenants are also willing to contribute. For instance, they talk about the important role they could play in building level assessments, planning and implementation, in partnership with a diverse range of service providers.

This approach must include everyone, with consideration being given to the languages spoken in the building for all steps of these activities. Any actions undertaken should be based on the assumption that a healthy and vibrant building community reflects the collective culture of that specific building, and inspires and activates tenants in ways that are meaningful to them. It should also account for fluidity in the resident population, as new tenants move in and the demographics of the resident population shift over time.

“We’ve got a big ol’ piano in here. If somebody could play it...”

Building-specific assessment and customization

With a bit of structure, engagement with tenants in each building can lead to a better understanding of the unique building environment and open up opportunities to tailor health and wellness activities.

“And also, ‘one-size-fits-all.’ That’s very disturbing because you can have two buildings next to each other and that size doesn’t fit all. Different social values, etc. Everything I’ve ever participated in, it all focuses back to one-size-fits-all.”

“I think it’s important to hear every senior, or give every one of them an opportunity to have a say.”

“Including in the language from the very beginning that nothing has been decided, and that this is your opportunity to let your voices be heard.”

Assess this...

- What are tenants interested in (activities/ideas)?
- What do tenants need for health and wellness (supports/services)?
- How are the service-provider-led programs working?
- How are tenant-led programs working?
- What are tenants' food preferences and/or dietary restrictions?
- What are the barriers tenants face when it comes to joining building activities (e.g., working during the day)?
- What organizations in this neighbourhood offer services that meet tenant needs, from the tenant perspective?
- What equipment and furniture is in common areas, and does it work?
- How is common space currently being used? How is this working?

Customize that...

- What space do we have and how best do we manage it, and communicate with tenants when it is available?
- What is our tenant leadership model, what is needed to make it work, and how should we keep all tenants informed about access to leaders and leadership opportunities?
- What are the steps to accessing funds for building-specific activities?
- Who do we talk to when we have concerns about a neighbour?
- What is our platform for collecting tenant input and ideas?
- What languages are spoken here and what translation/interpretation support is needed?
- What is the cultural makeup of this building, and what is needed to support culturally appropriate services and supports?
- Do tenants feel safe in this building, and what is needed to increase safety?



Recommendations

11. Consult with local tenant leaders and other interested tenants to identify methods (e.g., surveys, town halls, etc.) for collecting tenant input and create a tenant engagement handbook to guide future engagements based on the methods identified
12. Talk to tenant leaders about the barriers they face leading activities and come up with solutions that address these barriers, and identify housing staff and/or service provider supports that can be leveraged to enable tenant-led activities
13. Create a cycle (e.g., every 6 months) to consult with tenants on programming and determine which areas of interest have the broadest appeal but don't overlook the 'minority' responses—these can be key indicators of unmet needs that will continue to go unmet because of small numbers, but may be very important to the wellbeing of some tenants
14. Share results of building-level consultations publicly and in multiple languages as current and potential tenant leaders don't always feel like they know what their neighbours want and need, and it can inspire a tenant with a key interest to step up and lead
15. Identify and fund a project at the building level for tenants and staff to work on together to try something new (for example, co-design and co-deliver an approach to uncovering the interests of tenants in a building)—this is the opportunity to develop a new way of collaborating while practicing collaboration on a specific task relevant to the local resident community

A Working Network

How Toronto Seniors Housing Corporation can create a framework that enables tenants to provide input into system-level planning that affects their health and wellness

Senior tenants and what is allowed in Toronto Seniors Housing Corporation buildings are governed by many policies, and the tenants we spoke with talked about the importance of being able to shape systems and policies so that tenant wellbeing is embedded into operations across the 83 buildings. Tenants want to know that,

regardless of which building they live in, they are receiving equal access to quality supports and operations—and that the building is invested in the tenant voice as a key part of system planning. They also want support connecting with other tenant leaders across the housing system to advance shared priorities as a collective.

“One of the things that’s giving me a certain sense that is helping wellness is the fact that I’m engaged. I have something that I focus on. Something that’s important. It’s not something that has much personal reward to it other than the hope that down the road the efforts that we’re putting in now will foster the ideas of wellbeing into the model.”

How to approach system-level planning

This set of recommendations is focused on the overall housing system with core activities led by Toronto Seniors Housing Corporation with input from STAC and other tenants as appropriate.

A commitment needs to be made to a fixed set of operating principles, where key processes should be predictable and trustworthy with ‘no surprises’, while also allowing for emergent priorities as conditions or context shift. There also needs to be consistency across buildings with respect to certain core functions, recognizing that how some of these things are managed at the building-level may vary based on building characteristics.

It is not that each building needs the same menu of services (this is dependent on the needs of the resident population) but instead each building should be offered equal opportunity to identify needs and implement system-wide policies with local practices.

Use of space

It’s imperative that we recognize that common spaces are important resting places, gathering places and visiting spaces (with non-residents), and that access is key for social wellbeing and not just formal programming.

“Our lobby has been given over for offices for staff...I feel that wellness is the mood that you’re living in or the place you’re living in. We used to have a lot of pass-by meeting-and-greeting with people [in the lobby]. We would have a casual conversation for when people would get their mail...Now, there’s no easy way to have a community feeling.”



Recommendations

16. Appoint an onsite building-specific space coordinator to enable transparent space management across tenant, service provider and housing staff (recreation rooms, gardens, lobby areas, private rooms for appointments, etc.) – not a gatekeeper, an administrator
17. Review all equipment and furniture in common areas, and fix/replace equipment that isn’t working in accordance with building-level assessments
18. Clearly communicate when the common areas (particularly if there are doors or controlled entry) are open or closed in accordance with tenants right to access common space and to reduce the likelihood that tenants believe they cannot access a space when they can
19. Review the hours of access to common spaces (e.g., laundry room), if restricted, and extend access if it will better meet tenant needs
20. Seek and incorporate tenant input into any space-related decision-making and ensure clear communication so that equipment and furniture doesn’t seem to appear and disappear with no explanation
21. Limit the amount of time common areas are used for meetings that don’t include tenants because lack of access to common space impacts wellbeing
22. Develop a process to work with tenants to maximize the utility of common spaces they have in their building and support the enhancement of common space as a building-level signature project (e.g., design a ‘laundry lounge’ or place benches in key areas or something else proposed by residents)

**Spotlight****Use of space policy review**

- There is an active review underway of the current Toronto Seniors Housing Corporation Use of Common Spaces policy
- Input about use of space from this report will be shared with and reviewed by STAC, the Toronto Seniors Housing Corporation Operations Team and other stakeholders as needed
- Conversations to shape a new Use of Space policy are expected to resume in fall 2022

Empowering tenant-led activities

Many tenants described the roadblocks they faced when attempting to lead activities in their buildings. It needs to be easier for senior tenants to take the lead on supporting the wellbeing of others and themselves.

“It appears that [the housing corporation] does not trust their residents to have either ideas or wherewithal to carry through with ideas.”

**Recommendations**

23. Provide funding for tenant-led activities that is straightforward to access (minimal paperwork) and on a predictable timeline for a response (so tenants can plan activities without fear that funding will not come through)
24. Develop ‘pre-approval’ processes where tenants and ideas can be discussed and questions can be addressed, before applying for actual funds—to expedite and build confidence in the funding process
25. Provide administrative and logistical support to enable tenant-led activities because active participation is good for tenants’ health

The roles of tenant representatives

Tenant representatives and leaders are important members of the building community, but it can be confusing and frustrating when they aren't supported to meet the needs they see around them.

"There's no person that is willing to sit down with us, to listen, to really listen, you know? Then, people are complaining. "We have tenant reps and they don't do anything". It's not up to them. But, every time they try to ask housing, they don't have the answers and they don't know what to do."

**Recommendations**

26. Define, communicate and support ongoing conversations about what formal tenant representatives and tenant leaders are allowed to do, not allowed to do, information they can access, and who they can contact for immediate assistance
27. Consider incentives for feasibility and meaningfulness in recognition of the challenging role tenant representatives take on, including hearing tenant complaints, organizing activities, and liaising with housing staff
28. Enable tenant associations (or other group models of tenant representatives) in a building to distribute the responsibilities of tenant representation across more people and makes room for representatives who speak different languages to work together to support tenants

Mechanisms for Accountability

How Toronto Seniors Housing Corporation can address insufficient responses to seniors' concerns that threaten wellbeing and erode trust

Senior tenants talk about how, for any of the person-centred, building-specific and system-focused solutions to work, accountability needs to be apparent—seniors made it clear that being ignored is being dismissed. Whether it is an immediate need or ongoing issue, not responding takes a toll and erodes trust, and staffing changes and unanswered calls create instability. If we are to foster agency and partner with tenants on ways to generate wellbeing, there needs to be a commitment to responsiveness, accountability and willingness to reconcile disagreements respectfully.

“There may have been people in the past that we have trusted, maybe for example one of the pest control people. You know, we get somebody “oh yes we’ll help you”. And then a couple months later, they’re gone. Did you know that between 2013 and now, we have had 11 turnovers of superintendents?”

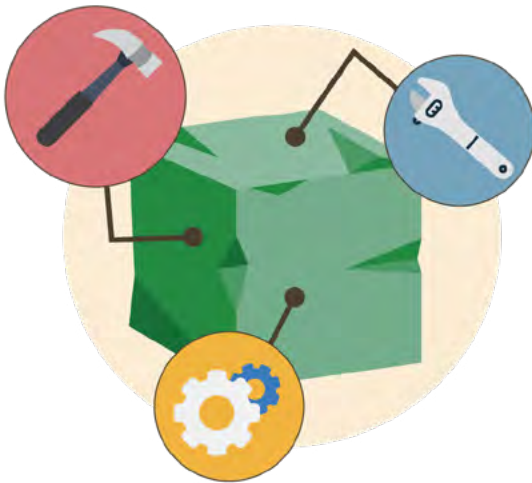


Recommendations

29. Standardize response times to complaints and requests (maintenance and tenant wellbeing issues)
30. Ensure urgent response telephone numbers are working and have a person answering the phone at all times
31. Employ a staff person overnight (superintendent, security guard, etc.) to respond to urgent issues
32. Establish regular meetings (e.g., monthly) with staff and tenants to share information and ideas for improving life in the building, especially given that many roles are new and tenants and staff are getting to know each other
33. Create/adopt and deliver anti-ageism and anti-discrimination training for staff
34. Review common requests received by tenants and equip onsite staff to respond in real time (or as quickly as possible)

Framing a Plan

Urgent Issues



Critical needs: Fix what's not working

- Tenant complaints process
- Pest control
- Mediation for tenant-tenant issues
- Translation and interpretation services
- Proposal and funding process for tenant-led activities
- Maintenance issues



Tenant-centered prioritization: Understand each building

- Tenant reps and roles
- Service needs and preferences
- Mediation for tenant-tenant issues
- Map providers and broker based on tenant input
- Security assessment
- Space and equipment review
- Tenant decision-making

Tenants told us what should be done now to support health and wellness, and demonstrating commitment to meeting tenant needs by addressing these critical problems facing tenants today will build the trust necessary to make progress on more complex changes over time. This is a key step in establishing integrated tenant engagement, providing opportunities to jointly see and agree on priorities, to negotiate and problem solve issues together.

Critical needs: Fix what's not working

- Tenant complaints process
- Pest control
- Mediation for tenant-tenant issues
- Translation and interpretation services
- Proposal and funding process for tenant-led activities
- Maintenance issues

Tenant-centered prioritization: Understand each building**Tenant reps and roles**

- Identify building representatives, clarify with them the role description and parameters and initiate an approach to letting other tenants know about the representative, and how they can help

Service needs and preferences

- Work with tenants to plan, organize and deliver an assessment of tenant interests and needs
- Use this information to plan and pilot a response that meets the needs identified

Map providers and broker based on tenant input

- Crowdsource where tenants like to go and for what support or service, and share with other tenants
- Review existing or new maps of local agencies, service providers, businesses and others
- Initiate or revisit relationships with providers based on tenant input and needs

Security assessment

- Collect tenant input on the current state of security in the building, and what might be helpful to address the concerns that are raised
- Identify a key security initiative and test out a way to address it

Space and equipment review

- Review the current state of common space management and how space is used
- Identify and address key access barriers to use of space and/or equipment

Tenant decision-making

- Review current building-level decisions making practices
- Identify if and when the tenant perspective can be incorporated into the process
- Brainstorm and test ways to collect tenant input on a regular basis



Spotlight

Mapping local services

- There is work underway to identify and map health and community services in the immediate vicinity of the 83 seniors buildings
- Supports and services will be organized by proximity from the Toronto Seniors Housing Corporation building
- The map is currently internal to the City network but technological solutions are being explored to share with Toronto Seniors Housing Corporation staff
-

Game Changers

There are steps that can be taken to structurally embed the tenant voice and wellbeing into housing operations, but they require an investment of resources and support.

“They want tenant voices to drive this – you have to put fuel in the car”



Predictable Funding

Design and implement systems of resources and supports for tenant engagement and participation



Knowledge Sharing

Enable tenant-led activities and support tenants sharing their time, interests, knowledge and talents with each other



Local Tenant Councils

Provide the infrastructure for leader-to-leader support across groups of tenant representatives at the sub-regional or regional level



Tenant Networks

Explore and co-design tenant activation systems in a variety of ways (systems for tenant-to-tenant supports such as translation, pet care, etc.)

There are steps that can be taken to structurally embed the tenant voice and wellbeing into housing operations, but they require an investment of resources and support.

“They want tenant voices to drive this – you have to put fuel in the car”

- **Predictable funding:** Design and implement systems of resources and supports for tenant engagement and participation
- **Knowledge sharing:** Enable tenant-led activities and support tenants sharing their time, interests, knowledge and talents with each other
- **Local tenant councils:** Provide the infrastructure for leader-to-leader support across groups of tenant representatives at the sub-regional or regional level
- **Tenant networks:** Explore and co-design tenant activation systems in a variety of ways (systems for tenant-to-tenant supports such as translation, pet care, etc.)



Spotlight

Principles and Methods for a Tenant Engagement System

- While this project was unfolding, a specific consultation with the Senior Tenants Advisory Committee about building a tenant engagement system was implemented
- The ‘Game Changers’ we have identified are validated by the emphasis on methods to build a system where tenant voice is embedded at all levels of the housing corporation, tenant leadership is authentic and supported, and buildings are vibrant, inclusive communities
- We add that, from the perspective of senior tenants we spoke with, fulsome engagement is good for the health and wellbeing of tenants and will lead to better tailored programming that meets more tenants’ wellness needs

Coming back to ‘hubs’ as part of the Integrated Service Model

We heard a lot about service delivery and what it should look like, at no point did tenants describe a ‘hub’ as defined in the Integrated Service Model as the best way to contribute to and receive health and wellness supports and services. Concerns were expressed about a range of issues associated with the hubs, including; safety concerns around inviting outsiders into the building; allowing a single agency to manage or monopolize the space; and taking away common areas that should be available to tenants for organized and informal use. Overall, tenants told us they want a say in the programs and providers that come into a given building.

Another key concern was that of equity—regional hubs mean some buildings get the benefits (and challenges) that hubs present and some don’t. Tenants felt that some people should not be asked to give up space while others are not, and also raised concerns that placing hubs in accessible locations leaves out many buildings that are smaller/in less geographically accessible locations, resulting in more access for some, but not for others.

It was also pointed out that hubs exist already in the form of, for example, community centres, and so do the barriers to accessing them—which would be recreated under the proposed hub model.

Seniors identified gaps in services that need to be addressed to support them to age well at home, and these same gaps were identified in earlier thinking about hubs—so it is not the services that are at issue, but the design of the delivery mechanism and its associated consequences (loss of space, lack of agency, etc.).



What did senior tenants say about hubs?

"We need some programs, but not for our community space to be taken away."

"Regions are huge, so how many hubs? One of the most important questions that was never asked was 'How many days a week would you want services taking over your common area?' It shouldn't be 'What services do you want?', but 'How much time and space are you willing to give up to your service providers?'"

"My first question involves the hub concept itself. I understand what its intention is and how it's supposed to be operating, but is there any research, studies, or indication that has shown that the hub concept works here either in Toronto, in another city, or in another country, or in another housing corporation? Is there any clinical evidence that the hub concept improves the life and health of residents in which this concept is being used?"

"What works for one building is not going to work for others. Each building is going to be unique... Opening it up to outsiders is going to create a conflict I think with the tenants. 'Well why are these people coming in and using our facilities? This is our private place. Why are we allowing 200 other people to come in?'"

Seniors Define Health and Wellness



When it comes to the types of services seniors want, tenants described health and wellness as a “kaleidoscope” something that is “huge” and multi-faceted, encompassing connection, medical care when needed, occasional support with day-to-day activities, a sense of agency and purpose, harmonious relationships with neighbours and staff, and more.

In addition to the importance of being seen, heard and valued—which encompasses the notion of wellness as something that is personally defined—we heard that it is fluid. That is, health was described as a foundational element of life but also something that changes over time, and that planners are often not thinking about these changes because they are younger and haven’t experienced them yet.

We also heard that it is about being respected through these changes. There needs to be acknowledgement that some things do become difficult and need to be accounted for and that, as seniors

age, they may need support and information that is specific to the changes they are experiencing (e.g., arthritic hands, loss of a spouse, caregiving responsibilities).

The overall takeaway here was that the way to wellness is for seniors to feel 'worthy and worthwhile' through authentic partnership and giving senior tenants a voice in service planning and activity leadership.



What is health and wellness to you?

"For me it's to be able to stay independent and to take care of myself as long as possible. I go for walks, read books and like to paint and sew. I am 89 years old and still like to exercise and learn more about interesting facts."

"To me, wellness is people eating nutritiously, people mingling with each other, people feeling that they're part of the community, people feeling that there's a go-to person. People do not feel that they're worth anything. Also for seniors, it's independence, it's shopping and buying and feeling really independent."

"For me, my first attitude is 'I don't want my landlord dealing with my health!'...But then again, when it came to the pandemic I was very impressed around how careful the landlord and staff were about cleaning up and spraying every door handle and possible touching place to the point where the paint wore off. In that sense, looking at the public side of health I would take that to mean something."

"Don't be a burden! To exercise, chat (gossip) with my girlfriends, feel 'alive' and not to stay in bed all day."

**Toronto Seniors Housing Corporation
Board of Directors Meeting
Tenant Focused Quality Improvement Projects**

Item #15f

DATE: September 29, 2022

Report: BD: 2022-81

To: Board of Directors

From: Mary Tate

Date: September 19, 2022

PURPOSE: APPROVAL

RECOMMENDATION: It is recommended that the Board of Directors adopt the following resolution:

BE IT RESOLVED THAT:

TSHC (TORONTO SENIORS HOUSING CORPORATION) proceeds with three quality improvement projects:

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

The governance of these projects includes:

- Corporate co-sponsors (CEO and a Tenant Board Director)
- A project committee for each project which includes:
 - A project sponsor from TSHC's leadership team
 - 4 tenant leaders
 - 4 staff team members
 - 2 TCHC (Toronto Community Housing Corporation) team members (except Staff and Tenant Relations)
- Subject matter experts to be engaged as needed
- Communications and other TSHC staff support to be available as needed

REASON FOR RECOMMENDATION:

Toronto Seniors Housing Corporation

Quality Improvement Projects (QIPs) are projects that deal with areas that are vitally important to our tenants. These project impact quality of life, health, wellness, and a sense of security. The proposed projects address issues that have been raised by tenants in both the consultation on 100-day priorities and the CEO Listening Tour.

It is proposed that we will start with three projects this year. These are action focused projects designed to bring added structure and focus to the work that is currently underway. Progress and results will be reported to all stakeholders. The proposed projects are:

- Safety & Security
- Pest Management
- Staff and Tenant Relationships

To bring a range of perspectives to the QIPs, it is recommended that project teams be set up for each project. The teams will include a member of the TSHC leadership team as project sponsor, four tenant leaders, four TSHC staff members and two TCHC staff members (except the staff and tenant relationships project).

These teams will be supported by subject matter experts, communications support and other TSCH staff support. In addition, the CEO and a tenant Board member are proposed overall corporate sponsors. TSCH is also seeking external facilitators for these projects to support the work of the project teams. These facilitators will enhance the staff support that is assigned to the projects.

List of Attachments

Tenant Focused Quality Improvement Projects

Mary Tate
Interim Project Management Lead and Board Liaison

Item 15f

Attachment 1

QIP Plan

Tenant Focused Quality Improvement Projects (QIPs)

September 6, 2022



Defining Quality Improvement Projects

Quality Improvement Projects or QIPs

- These are projects that deal with areas that are vitally important to our tenants
- These project impact quality of life, health, wellness and a sense of security

What Is A QIP project

- We will start with three projects this year, that will fall into this category. We may have more projects over time. These are action focused projects, where we will transparently report progress to all stakeholders.
 - Safety & Security
 - Pest Management
 - Staff and Tenant Relationships



Why Are We Creating QIPs?

“Over the summer I have been hearing the voices of many tenants as part of the Listening Tour. There are many issues that have been raised that are common across all buildings. From what I have heard from the 22 buildings I’ve visited so far; these projects represent what we **MUST** address. They are very important to our tenants. They are also consistent with what was identified in our 100 Day Priorities and what we have heard from STAC, Tenant Leaders and others.”

Tom Hunter, CEO

Safety & Security QIP

Although actions have already been taken to focus on these issues, there is still much more work to be done.

Immediate actions recommended:

- Gather information on the current security measures at each building
- Identify and categorize current security concerns that have been raised by tenants and staff (e.g., replacement of fobs, ability to view security footage, tailgating at front doors, non-tenants loitering in common areas and stairwells)
- Use data to identify elevated risk safety incidents at buildings (e.g., number of CSU calls, tenants' complaints)
- Bring in best practices from other social housing providers
- Develop strategies to address safety and security with senior tenants

Pest Management QIP

Although actions have already been taken to focus on these issues, there is still much more work to be done.

Immediate actions recommended:

- Request data from TCHC relating to pest management (e.g., number of treatments for several types of pests, response time to treatments, repeat treatments and response times)
- Identify the current concerns raised by tenants and staff regarding the quality of the current service
- Share actions that TCHC has taken to help address pest management concerns
- Understand the elements of an Integrated Pest Management model
- Determine alternate service delivery models (i.e., move service delivery and management internally)

Staff and Tenant Relationships QIP

Although actions have already been taken to focus on these issues, there is still much more work to be done.

Immediate actions recommended:

- Help tenants understand the various roles and responsibilities of staff
- Create mechanisms to contact staff and raise awareness of staff coverage
- Develop processes and procedures for communication to tenants in urgent situations (i.e., where to post information, in what languages and timing)
- Schedule regular meetings with building staff and tenants
- Improve processes to response and follow-up on tenant complaints

Actions To Date

Safety and Security

- Have worked with CSU to have FOB and Safety Audits completed in six communities.
- Have developed a schedule to have 15 high needs community audits completed before the end of Sept

Pest Management

- Hiring new internal resources including resources to assist residents with preparation
- Data requested from TCHC at Situation Table
- Audited four buildings for pest services both in unit and common areas

Staff and Tenant Relationship

- Improved information about hours being shared at each office
- Worked with tenant leaders with regard to capital projects

Important Considerations

- TSHC operations and services are still linked to TCHC, and this adds another dimension to finding and implementing solutions.
- Staff will be invited from TCHC to participate on our teams. This will allow for enhanced learning and service improvements in both organizations.
- There will be resource implications for the actions coming forward from the teams and these will have to be considered against other organization priorities.
- With oversight from the new Director, Policy, Quality Improvement and Planning, external facilitators will be brought on to lead sessions to ensure objectivity in process.

Proposed Approach



9/22/2022

Suggested Governance For QIPs

Safety & Security

1 Project Sponsor from
Leadership Team
4 Tenant Leaders
4 Staff Team Members
2 TCHC Team Members

Pest Management

1 Project Sponsor from
Leadership Team
4 Tenant Leaders
4 Staff Team Members
2 TCHC Team Members

Staff & Tenant Relations

1 Project Sponsor from
Leadership Team
4 Tenant Leaders
4 Staff Team Members

Subject Matter Experts – Accessed As Needed
Communications & Engagement Support

Corporate Sponsor
Tom Hunter & One Tenant Board Director

Suggested Principles

Let's understand the challenge and current constraints

Let's create some great ideas together that are realistic, implementable and would signal real change for tenants

Let's respect each other's views and opinions

Let's make everyone at the table feel valued and respected

Let's honour everyone's lived experience

Let's accept that we cannot change everything at once

Let's agree that our discussions, when shared with others, seeks to inform and not undermine the work we are doing

Suggested Roles & Responsibilities

Corporate Sponsor & One Tenant Board Director – Corporate Champions

- Champion changes brought forward from each QIP with the board and QTE committee as needed
- Listen and mediate when/as needed to help teams come to mutually agreeable solutions
- Attend meetings as needed

Leadership Team Project Sponsor – Project Champion

- Utilize leadership skills, knowledge, experience and expertise to help inform QIP recommendations
- Escalate items that require greater input from broader corporate Leadership Team and bring back information to QIP
- Attend all meetings and actively participate in agenda building with all parties
- Manage the workplan for the QIP
- Listen and mediate when/as needed to help teams come to mutually agreeable solutions
- Bring forward recommendations to Board Committees with one other QIP Tenant Representative
- Ensure timely follow-up and communications on issues and actions raised in meetings

Suggested Roles & Responsibilities

Four Tenant Representatives – Tenant Champions

- Utilize knowledge, skills and lived experience to create recommendations that will benefit all tenants
- Attend all meetings and actively participate in agenda building with all parties
- Provide guidance on how best to communicate outcomes from the QIPs to other tenants
- Be willing to be speak to other tenants about the work you're doing and bring back input as needed

Four Staff Representatives – Staff Champions

- Utilize knowledge, skills experience to create recommendations that will benefit tenants and staff
- Attend all meetings and actively participate in agenda building with all parties
- Provide guidance on how best to communicate outcomes from the QIPs to other staff
- Actively participate in implementation of changes for QIPs to be effective with staff

Suggested Roles & Responsibilities

Two TCHC Representatives – Partner Champions

- Utilize knowledge, skills and lived experience to inform recommendations from QIPs
- Attend all meetings and actively participate in agenda building with all parties
- Provide guidance on how the changes may impact TCHC employees, partners, contractors and articulate what would be needed to help bring these along the change process
- Be willing to be speak champion the changes QIPs will bring at TCHC as needed

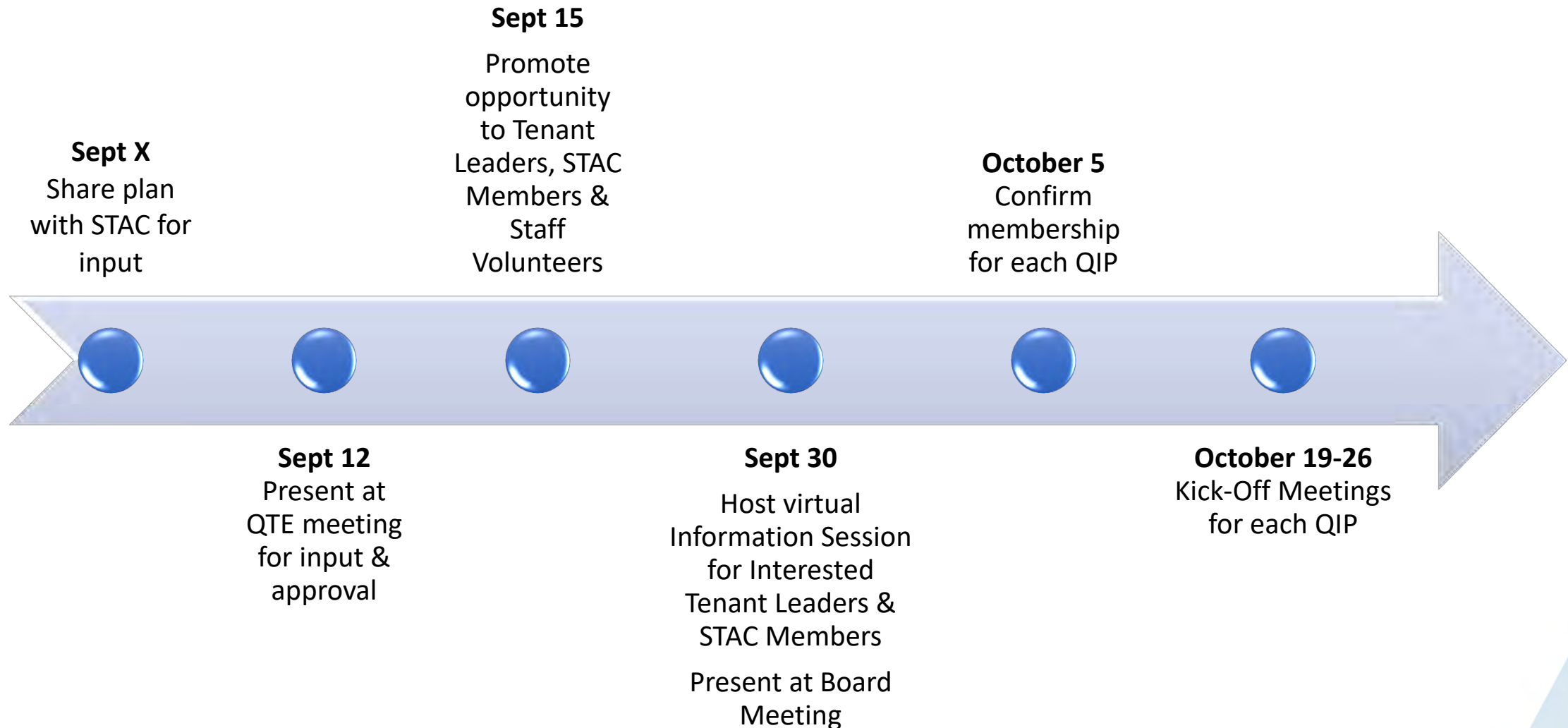
Suggested Accountabilities for Implementing Changes

TSHC Leaders	Provide visible, consistent and aligned support throughout the organization for agreed to QIP changes that are approved by the Board and Leadership Team
Operations	Implement, track and report on changes to ensure that recommendations are in place and results are transparently reported with adjustments made as needed
Communications	Share information about projects with all stakeholders in digital and print formats
Tenant Leaders & STAC	Stand behind recommendations and work with local staff to ensure that changes are being well managed and adopted
TCHC	Support information needs, requirements and timely delivery of services to help improve areas where TCHC is accountable for service delivery

Suggested Administration

- # of meetings a month to be determined by each group
 - Meetings should take into account needs of all parties (hours of day, duration of meeting, travel or virtual)
- Working with a template, create Terms of Reference for each QIP – no more than two pages
- Working with a template provide monthly reports from each group to be prepared and shared with Sponsors
- Monthly reports will be shared at bi-monthly board meetings and at scheduled QTE meetings
- More focus on getting results than administration

Suggested Process for Getting QIPs started



Toronto Seniors Housing Corporation

Board Committee Meeting

Listening Tour Update

Item #15g

DATE: September 29, 2022

Report: **BD: 2022-82**

To: Board Committee

From: Wendy Dobson, Senior Manager, Communications and
External Affairs & Interim Strategic Communications and
Engagement Lead

Date: September 29, 2022

PURPOSE: **Information**

RECOMMENDATION:

It is recommended that the Board receive this Listening Tour Update for information.

REASON FOR RECOMMENDATION:

In June 2022, a Listening Tour was designed for the CEO to connect with staff, tenants and other stakeholders to hear their concerns, desires and needs for the new corporation.

Since the middle of June 2022, CEO Tom Hunter has visited 22 buildings speaking with 600+ attendees across these visits. Tom has heard many different perspectives and valuable feedback in these sessions and key themes have emerged around safety and security, pest management, staff and tenant relations, access to common spaces and access to tenant action funds.

This input provides additional information to support priorities and focus on improvements going forward, which are also captured in the 100 Day Priorities report and the planned Quality Improvement initiatives. For more details on

the Listening Tour to-date, please see Attachment 1: Listening Tour Report - September 2022.

Toronto Seniors Housing Corporation

Going forward Tom will continue his Listening Tour for the remaining TSHC buildings through Q4 2022 and Q1 2023.

Wendy Dobson

Senior Manager, Communications and External Affairs & Interim Strategic
Communications and Engagement Lead

List of Attachments:

Attachment 1: Listening Tour Report - September 2022

Item 15g

Attachment 1

Listing Tour Report Presentation

Listening Tour Report: Tenant Perspectives

Year to Date as of August 31, 2022
Quality and Tenant Engagement Committee Meeting
September 12, 2022



Background & Data

In June 2022, a Listening Tour was designed for Tom, as our new CEO, to connect with staff, tenants and other stakeholders to hear what their concerns, desires and needs were for our new corporation. This report is primarily focused on learnings from Tom's interactions with tenants.

600+

Attendees

The goal was to hear from those interested in speaking with Tom not to hear from everyone. In one instance, over 40% of the building's tenants were in attendance.

22

Buildings
Visited

Tom has visited about two buildings a week since the middle of June 2022. He is on track to complete 61 more visits by April next year.

What Tom Heard From Tenants

**Toronto Seniors
Housing Corporation**

*Wonderful staff whose presence
is greatly appreciated*

*Very proud of our
community gardens*

*Building locations are accessible
to transit and shopping*

*There is a sense of
community in our
buildings*

*So thankful for the
housing and staff*

*So much better here than
where I was before*

*Want to rebuild community post-
COVID and tenants are invested in
rebuilding efforts*



9/7/2022

Overall Key Themes

Safety and Security



- People
 - Reduce unwanted and high-risk visitors
 - Address tenant health issues
 - Improve noise management in building
 - Increase smoke and fragrance-free buildings
- Products
 - Improve elevators in several buildings
 - Improve heating and air conditioning systems
 - Aging appliances and toilets need replacing
 - Improve laundry services
- Systems
 - Improve service response during high-risk event
 - Improve security – possibly 24-hour guards/more cameras
 - Improve snow removal to reduce tenant fall risks
 - Improve call system in some buildings
 - Increase safety funding for seniors' buildings

Overall Key Themes

Pest Management



- Bugs
 - Address pervasive and ongoing concerns about pests including bed bug and cockroach infestations
- Beyond bugs
 - Address issues with pigeons on balconies
 - Improve waste management removal systems

Overall Key Themes

Staff and Tenant Relations



- Communications
 - Improve program and information delivery in languages other than English
 - Provide clearer communications on how to reach site staff
 - Provide vacation back-up support at the building level
 - Increase support staff hours for Seniors Services Coordinators
 - Improve communications with tenants on how to use/access new products like washing machines – multi-lingual signage across all sites
 - Provide annual rent reviews in languages other than English
 - Provide onsite speakers and mics for events to be more inclusive
 - Improve poster and bulletin board posting/removal processes
 - Coordinate ongoing meetings with tenant leaders, tenants and staff
 - Clarify why pictures and posters pose a fire hazard in hallways

Overall Key Themes

Staff and Tenant Relations



- Tenant Relations
 - Improve call centre operations, processes, response times, hours
 - Improve information sharing and access to information about recreation, social programming and health services supports
 - Provide computer literacy training for tenants
 - Provide greater clarity on Ontario Trillium Benefit
 - Provide more information on house keeping supports
 - Reduce staff turnover
 - Address lack of faith and trust in staff to resolve issues in a timely way
 - Provide better processes and tools for garden care
 - Address conflicts between tenants that cause fear, discrimination
 - Review and improve RGI processes

Overall Key Themes

Access to Common Spaces and Tenant Action Funds



- Access to pool room, library, craft room
- Increase hours of operations to common spaces – some close at 4 pm
- Increase in building programs since COVID-19 measures have been lifted
- Increase access to English As A Second Language Courses
- Insurance concerns about running tenant-led programs
- Potential use of space for “Free Exchange” items
- Address kitchen spaces that have signs that say **No Cooking**
- Common washrooms need to be open, clean and available to tenants
- More games, like playing cards, available to tenants in common room
- Improve some outdoor patio spaces
- Replace aging equipment like pool tables

Overall Key Themes

Other Supports



- Improve visitor parking by adding more spots
- Improve policy and signage for Poop & Scoop – multilingual
- Improve safety for drop-off and pick-up of large delivery boxes
- Consider policy on a scent-free environment

Insights

Listening Tour is confirming what was identified for the 100 Day Priorities

- Same priorities require ongoing work
- New priorities around Use of Space and Tenant Action Fund added
- Input in driving new action oriented work for the corporation

Addressing Issues



- See 100 Day Priorities Report which demonstrates where action has been taken or is pending on some of the items raised during the Listening Tour
- In September, launching Quality Improvement Projects to address Pest Management, Safety and Security, as well as Staff and Tenant Relations
- Ongoing staff training and partnership conversations underway to support changes needed for programming and staff and tenant relations
- Offering multi-lingual support during Listening Tours to help increase understanding and sharing of ideas

9/7/2022

Addressing Issues



- Will conduct tenant consultations to address policy changes needed to become a more seniors-focused organization
- Interim Use of Space policy in place and all spaces are opened. Programming being revisited with tenant input. Updated policy to be created with tenant consultations planned for fall.
- Interim Tenant Action Fund policy in place with simplified application and dollars released to 17 buildings which requested support over the summer. Updated policy to be created with tenant consultations planned for fall.
- Creating Pest Control Team

Thank you

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9/7/2022

Toronto Seniors
Housing Corporation



Item 17

Attachment 1

Development of a Governance Workplan

Development of a Governance Work Plan 2023 For Discussion by CGHR Committee

September 7, 2022



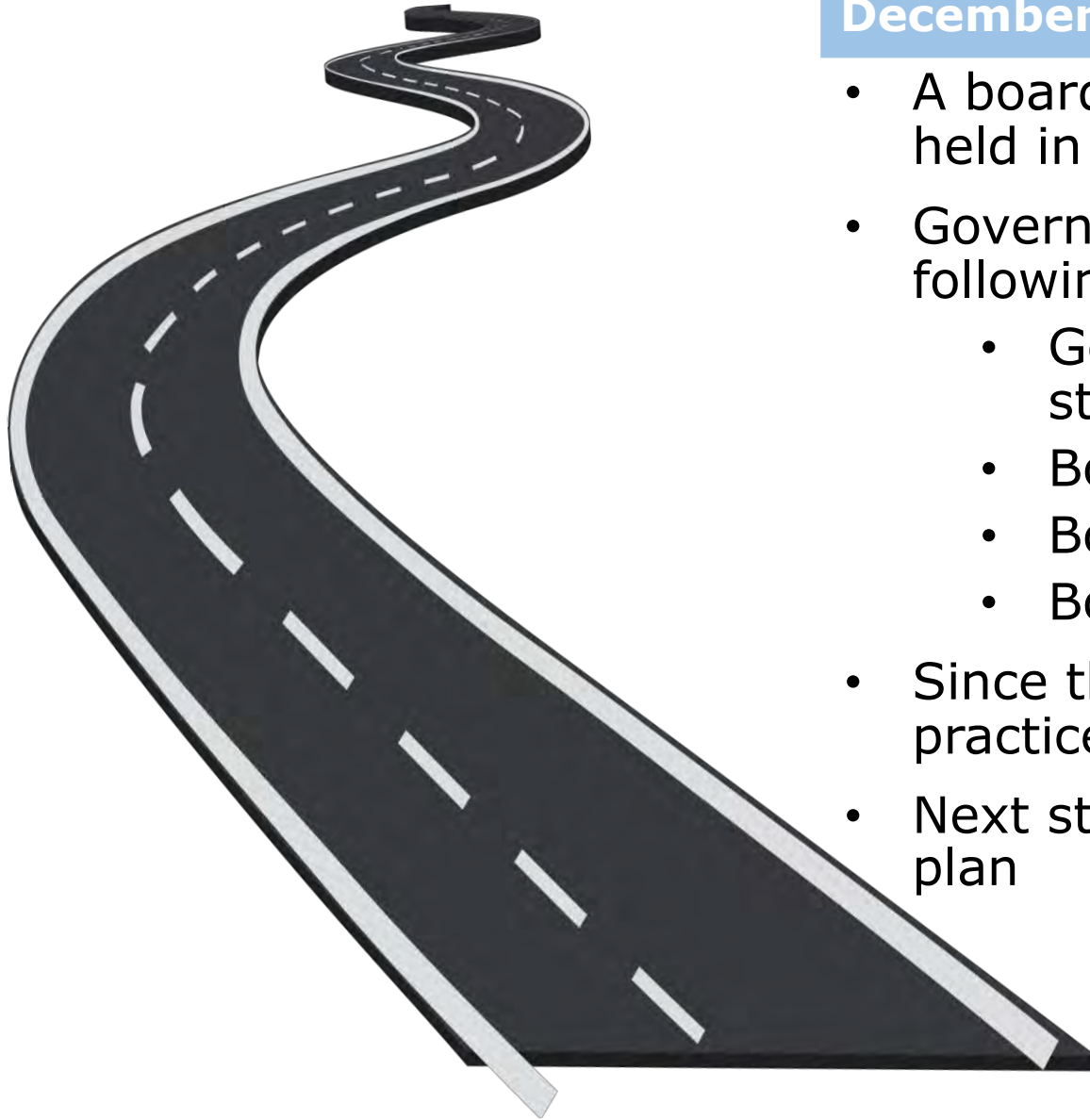
Context, Purpose and Proposed Process



Context

December 2021

- A board orientation on governance best practices was held in December 2021
- Governance best practices were discussed in the following areas:
 - Governance foundations, principles, and structure
 - Board responsibilities and oversight
 - Board processes
 - Board effectiveness
- Since that time, considerable progress on governance practice has been made
- Next steps included the development of a Board work plan



Purpose of Discussion

To review governance best practices and progress to date

- To get CGHR Committee input on strengths/accomplishments to date
- To get CGHR Committee input on gaps to be addressed
- To set priorities for addressing gaps and issue



To provide input into a Board work plan based on the priorities identified by the CGHR Committee

Proposed Process

The following process is proposed to support the development of a Board work plan



Governance Foundations, Principles and Structures

- Key Questions for consideration:
- Does TSHC have foundation documents in place?
- Has the Board clearly articulated the governance principles that will guide its work?
- Are Board composition, selection process, and skills required clear?
- Are the roles and responsibilities of individuals in the governance process clear (e.g. Chair, members, committee chairs)?
- Has the Board delegated its authority appropriately?



Governance Foundations

Best Practice	TSHC Strengths	Possible Gaps/Issues for Discussion	Priority H/M/L
Foundation documents	<ul style="list-style-type: none"> Incorporation documents and by-laws are in place Shareholder Direction includes key requirement for TSHC governance 	<ul style="list-style-type: none"> Are additional foundation documents required? Does the Board understand its relationship and obligations to the Shareholder? Are there normally positive and transparent relationships with the City? Does the Shareholder have any concerns about current governance practices 	
Governance principles	<ul style="list-style-type: none"> Shareholder Direction includes four governance principles 	<ul style="list-style-type: none"> Are additional governance principles needed to guide the Board's work? 	
Key agreements	<ul style="list-style-type: none"> Key agreements with TCHC (Transition Agreement, Services Delivery Agreement) have been executed An interim arrangement with City of Toronto (in lieu of an Operating Agreement) is in place 	<ul style="list-style-type: none"> Outstanding agreements include the Lease Agreement with TCHC and an Operating Agreement with the City of Toronto Are any changes to the role/preparation for decision-making required as new agreements are developed? 	

Governance Structures

Best Practice	TSHC Strengths	Possible Gaps/Issues for Discussion	Priority H/M/L
Board composition, selection, term, termination and skills	<ul style="list-style-type: none"> Shareholder Direction provides clear guidance/direction on composition and selection of the Board and terms and termination provisions 	<ul style="list-style-type: none"> Should the Board develop a skills matrix (based on skills outlined in the Shareholder Direction) which outlines the skills required on the Board to provide input to the City when it is considering new members? 	
Roles & responsibilities (Members, Chair, Board Secretary, Committee Chairs, Committees, CEO)	<ul style="list-style-type: none"> Roles and responsibilities are implicit, but not formally documented 	<ul style="list-style-type: none"> Should a document describing the key roles and expectations of the Chair, Board Secretary, Members, Committee Chairs and CEO be developed for approval and review by the Board? 	
Delegation of responsibilities to committees, CEO	<ul style="list-style-type: none"> Financial delegation to CEO in place Committee terms of reference do not delegate decision-making to committees 	<ul style="list-style-type: none"> Is additional delegation to CEO required? Should a document describing the role of the committees and process for bringing material forward to the Board be prepared? Should any delegation of decision-making to committees be considered? 	

Board Roles and Responsibilities

- Key Questions for Consideration:
- Is the Board engaged in key roles of policy, decision-making and oversight?
- Is the Board providing oversight in key areas such as:
 - Strategic and service excellence planning
 - Hiring and oversight of the CEO
 - Operational oversight
 - Financial oversight and accountability
 - Risk management and business continuity
 - Stakeholder and partner relationships



Board Responsibilities/Oversight

Toronto Seniors
Housing Corporation

Best Practice	TSHC Strengths	Possible Gaps/Issues for Discussion	Priority H/M/L
Policy, decision-making and oversight	<ul style="list-style-type: none"> The Board has taken responsibility for policy through approving/adapting policies from TCHC The Board has also initiated a review of key tenant-related policies The Board has played an oversight role during transition, including decision-making on the Transition Agreement and Services Delivery Agreement 	<ul style="list-style-type: none"> Should the Board oversee the development of a policy framework for TSHC? Are there additional policies which should be reviewed to better meet the needs of TSHC? 	
Specific Areas of Board oversight are discussed below:			
Strategic and service excellence planning	<ul style="list-style-type: none"> In the absence of a strategic plan, the Board has approved key priorities for early improvements 	<ul style="list-style-type: none"> What process should be used for strategic planning? What level of tenant, stakeholder and partner engagement should be included in the strategic planning process? What role should the Board play in strategic planning? 	

Board Responsibilities/Oversight

Toronto Seniors
Housing Corporation

Best Practice	TSHC Strengths	Possible Gaps/Issues for Discussion	Priority H/M/L
Hiring and oversight of the CEO	<ul style="list-style-type: none"> Board was actively involved in hiring the CEO A positive relationship with the CEO is evolving 	<ul style="list-style-type: none"> Does the board provide appropriate and effective oversight to the CEO? Has the Board established performance expectations for the CEO? 	
Operational Oversight	<ul style="list-style-type: none"> The Board has identified key areas for operational improvement The Board regularly receives reports on key operational metrics and performance indicators 	<ul style="list-style-type: none"> Is day-to-day operational activity delegated to the CEO and staff? Is the Board oversight of operations appropriate? Does the Board receive appropriate metrics and indicators on operations? 	
Financial oversight and accountability	<ul style="list-style-type: none"> Board has received and reviewed financial position of TSHC The Board approved the 2022 budget 	<ul style="list-style-type: none"> Does the Board require any additional information to fulfill its financial oversight responsibilities? What role should the Board play in the budget preparation process? What role should the Board play in TSHC's input into capital planning for its buildings? 	

Board Responsibilities/Oversight

Toronto Seniors
Housing Corporation

Best Practice	TSHC Strengths	Possible Gaps/Issues for Discussions	Priority H/M/L
Risk management and continuity planning	<p>Board has reviewed and approved interim insurance for TSHC</p> <p>There has been limited discussion of risk and continuity planning</p>	<ul style="list-style-type: none"> Should the Board request and oversee development of a comprehensive risk identification and mitigation plan Should the Board request and oversee development of a comprehensive business continuity plan Is TSCH in compliance with all applicable legislation, regulation and Shareholder requirements? Does the Board require additional compliance reporting? 	
Stakeholder and partner relationships	<p>Board has stressed the importance of tenant engagement and has overseen tenant engagement activities</p>	<ul style="list-style-type: none"> What role should the Board play in stakeholder and partner relations? Does the Board provide oversight of the relationship with key service providers including TCHC and other contractors and social and health service providers? 	

Governance Processes

- Key Questions for Consideration:
- Does the frequency of meetings enable the Board to address key issues?
- Are the agendas appropriate, and does the material provided to the Board support effective decision-making?
- Are policies related to the conduct of Board members in place?
- Are the committees functioning effectively and bringing items to the Board for approval after consideration at the committee level?



Governance Processes

Best Practice	TSHC Strengths	Possible Gaps /Issues for Discussion	Priority H/M/L
Board meeting frequency	<ul style="list-style-type: none"> Board met monthly in first year Board meetings are well attended, and Board members are well prepared 	<ul style="list-style-type: none"> Does the Board agree with the proposal to reduce number of Board meeting to every two months with committees meeting in alternate months? Should committees meet more often? 	
Board agendas, material and minutes	<ul style="list-style-type: none"> Board agendas are prepared and posted prior to Board meetings Board material is prepared and posted prior to Board meetings Board meeting minutes are prepared following Board meetings and posted after approval by the Board 	<ul style="list-style-type: none"> Are the agendas appropriate? Does the Board spend its time on the most important issues? Should additional responsibility be delegated to committees? Is material provided to the board adequate for the board to make informed and effective decisions? Does the material provided include the right level of detail? Too much? Too little? Do the minutes capture the key decisions made by the board 	

Governance Processes

Best Practice	TSHC Strengths	Possible Gaps /Issues for Discussion	Priority H/M/L
Confidentiality	<ul style="list-style-type: none"> Board has clear policy on items which are discussed in-camera and which are discussed in the public board meeting 	<ul style="list-style-type: none"> Is the balance between in-camera vs. public items appropriate? 	
Board policies on conduct of members	<ul style="list-style-type: none"> Board has approved the following policies for its members <ul style="list-style-type: none"> Reimbursement Policy Conflict of Interest—Board of Directors Code of Conduct—Board of Directors External Directorship Policy Whistleblower Policy 	<ul style="list-style-type: none"> Are any additional Board specific policies required? 	
Committees	<ul style="list-style-type: none"> Three Board committees have been established with approved terms of reference Board committees meet regularly and report to the Board on discussion Committees also bring recommendations to the Board for approval Committee members actively participate in meetings 	<ul style="list-style-type: none"> Are the committees functioning effectively and fulfilling their mandates? Are the committees providing clear recommendations to the board? Are committee processes clear? e.g., can material not discussed at the committee be brought forward to the Board? 	

Board Effectiveness

Key Questions for Consideration:

- Does the Board assess its own effectiveness? After each meeting? Periodically?
- Do individual members assess their own effectiveness?
- Are new members provided with orientation to get up to speed quickly
- Are there opportunities for Director learning and development, both individually and collectively?



Board Effectiveness

Best Practice	TSHC Strengths	Possible Gaps /Issues for Discussion	Priority H/M/L
Decision-making	<ul style="list-style-type: none"> The Board has made key decisions based on input from committees and/or Board discussion Three board orientation sessions held to provide background for decision-making 	<ul style="list-style-type: none"> Is Board decision-making effective? Are discussions thorough, and respectful of different perspectives? Is there full participation of all Board members in discussion and decision-making? Are Board orientation sessions helpful to support effective decision-making? What type of topics should be included in future orientation sessions? 	
Evaluation of Board effectiveness	<ul style="list-style-type: none"> The TSCH Board has not conducted an evaluation of its effectiveness 	<ul style="list-style-type: none"> Should a short questionnaire be provided to Board members following each meeting to assess the effectiveness of the meeting? Should the Board undertake a formal evaluation of its effectiveness? Self-assessment? External resource? Timing, e.g., annually, every two years? How should individual Board members be evaluated? Self-assessment? Discussion with Chair? 	

Board Effectiveness

Best Practice	TSHC Strengths	Possible Gaps /Issues for Discussion	Priority H/M/L
Orientation for new members	<ul style="list-style-type: none"> The Board approved a Director Education and Board Development Policy. This was adapted from TCHC New member orientation and TSHC specific member education activities have not been implemented 	<ul style="list-style-type: none"> How should new members be oriented? Should the Board oversee the development of an orientation program for new members? 	
Member education and development		<ul style="list-style-type: none"> Should the Board develop a plan for ongoing collective director education? Should the Board support members to participate in external director education? 	
Director protection	<ul style="list-style-type: none"> Director liability insurance is in place 	<ul style="list-style-type: none"> Is Director Liability insurance that is in place appropriate? 	

**Toronto Seniors Housing Corporation
Board of Directors Meeting
TSHC – Financial Update**

Item #19

DATE: September 29, 2022

Report: BD: 2022-83

To: Board of Directors

From: Vince Truong

Date: September 29, 2022

INFORMATIONAL UPDATE

PURPOSE:

The purpose of this report is to provide an update on financial matters.

Financial Results through July 31, 2022

Statement of Operations (Attachment 1)

Through July 31, 2022, TSHC incurred operating expenses of \$8,543,033. Revenue amounted to \$8,578,139, being composed of \$2,355,033 from the City of Toronto (City), \$6,188,000 from TCHC for TSHC's rental units (revenue less expense estimate per the Transition Agreement), and \$35,106 interest income earned on bank balances. Expenses incurred were for staff compensation, TSHC lead consultants and other third-party vendors.

The City of Toronto revenue grant recognized at \$2,355,033 from a budget of \$3,584,278 with a positive variance year to date of \$1,229,245. The positive variance is a result of lower than expected legal and professional services due to the delay in the Lease Agreement, lower payroll and benefits cost, along with reduction in software licenses, travel, conference and other non payroll related expenses.

Statement of Financial Positions (Attachment 2) shows:

1. Cash – \$7,423,928
2. HST Recoverable - \$144,695

3. Accounts Receivable - \$17,380 – June bank interest
4. Accounts payable - \$2,278,018
5. Deferred grant funding - \$5,472,801
6. Net assets - \$36,152

The cash balance represents the bank balance as of July 31, 2022.

HST Recoverable is the amount to be received from the CRA for HST paid in June and July for services.

The Accounts Payable balance comprises July activity that has been processed through the bank in August. The balance includes:

- Payroll - \$762,196
- Pension and Benefits - \$636,888
- HST Payable - \$439,948
- Interim Staff, and Seconded Employees - \$312,792

June 2022 & Quarter 2 TCHC Reconciliation

TCHC has provided an overview of the June 2022 and Quarter 2 reconciliation on a conference call with TSHC. This represented the first month of operation, and a number of entries appear to be missing or not accurate. For example, in the net revenue section, which accounts for the total revenue collected less the expense paid for utilities, mortgage etc. showed a much lower expense base.

On the other hand, the charges relating to Shared Services, showed the cost of IT as double the budgeted amount.

TSHC is waiting for TCHC to provide the detailed reconciliation.

A more accurate view is expected to be in Quarter 3 when there will be 3 months of data completed for a better comparison.

HST

TSHC has applied to the Canada Revenue Agency to become a 'determined municipality' thereby allowing it to be eligible for the municipal HST rebate. As the application process can be lengthy (up to 6 months) and to be conservative in the recognition of an HST rebate receivable prior to the application's approval, a 100% provision against the calculated rebate has been made. To the end May 2022, the provision amounts to \$198,869.

McInnes Cooper, TSHC's HST Consultant, has confirmed the appointment of a CRA Representative to the account. CRA has confirmed all documentations have been received, and are currently under review.

Transactions in HoMES/Yardi (Accounting System)

TSHC Finance began using HoMES/Yardi in late June, and have fully transitioned to the new system. The 2022 Budget has been uploaded onto the system, monthly financial results are being aligned with TCHC's processes and timelines, and reports have been generated from the Accounting System.

Insurance Renewal

At this time, TSHC is awaiting the 2022-23 insurance renewal material from Housing Services Corporation (HSC). TSHC worked with TCHC's application process to answer questions relating to computer systems and transfer fraud questionnaire.

Conversations with HSC indicate a 10-15% premium increase, resulting in a projected annual premium of between \$693K to \$725K.

Banking Matters

The new Board Chair has been added onto the RBC Express online platform.

The Interim Transition Lead and Chief Corporate Officer has been removed from the online platform and signing authority.

New administrators were added onto the RBC Visa online access.

Outstanding Matter

An outstanding matter remains concerning the Operating Cost elements:

Employee Liabilities and Post Retirement Benefits.

TCHC has shared the actuarial report outlining the liability amount (\$1.3M) pertaining to the employees transferred to TSHC. Payments to settle the full liabilities have not progressed further due to a cash issue and unresolved issues with the amount owing to legacy staff that TCHC acquired from the City of Toronto. The proposal from TCHC was to provide an annual advance to TSHC proportional to the amount received at a rate of 23.5% of 1M (or

\$235K) from the City and efforts are being made to ensure this could be finalized in the coming months.

List of Attachments

ATTACHMENT 1: Statement of Operations – July 31, 2022

ATTACHMENT 2: Statement of Financial Position – July 31, 2022

Vince Truong
Interim Finance Lead

Item 19

Attachment 1

Statement of Operations

Toronto Seniors Housing Corporation
Financial Statements - Statement of Operations

STATEMENT OF OPERATIONS	Actual Results to July 31, 2022	Budget - Jan. 1 to July 31, 2022
Revenue		
City of Toronto Grant	2,355,033	3,584,278
Revenue from TCHC	6,188,000	6,121,142
Interest income	35,106	5,415
Total Revenue	8,578,139	9,710,835
Expenses		
Salaries and Wages	3,814,948	3,907,755
Benefits	981,666	1,175,514
Transportation and Communication	103,761	129,660
Professional Services and Insurance	1,975,274	2,824,442
Computer Software & Services	95,673	144,170
SDA - Shared Services with TCHC	1,571,710	1,557,428
Total Expenses	8,543,033	9,738,968
Excess of Revenue over Expenses	35,106	(28,133)

Item 19

Attachment 2

Statement of Financial Position

Toronto Seniors Housing Corporation
Financial Statements - Statement of Financial Position

STATEMENT OF FINANCIAL POSITION		Actual Results July 31, 2022
Assets		
Cash		7,423,928
HST recoverable		144,695
Accounts Receivable		17,380
Prepaid Expenses		200,967
Total Assets		<u>7,786,971</u>
Liabilities & Net Assets		
Accounts payable and accrued liabilities		2,278,018
Deferred grant funding		5,472,801
Net assets - unrestricted		36,152
Total Liabilities & Net Assets		<u>7,786,971</u>

**Toronto Seniors Housing Corporation
Board of Directors Meeting**

Q3 Accomplishments and Q4 Planned Activities

Item #20

DATE: September 29, 2022

Report: BD: 2022-84

To: Board of Directors

From: Mary Tate

Date: September 20, 2022

PURPOSE: INFORMATION

RECOMMENDATION: It is recommended that the Board of Directors adopt the following resolution:

BE IT RESOLVED THAT:

The attached report on Q3 accomplishments and Q4 planned activities be received for information.

REASON FOR RECOMMENDATION:

The report provides information to the Board on Q3 accomplishments and Q4 planned activities for questions and comment by the Board.

List of Attachments

2022: Planning for Success Accomplishments & Planning Checklist Q3 – Q4

Mary Tate

Interim Project Management Lead and Board Liaison

Item 20

Attachment 1

Accomplishments and Planning Ahead Q3-Q4

Toronto Seniors Housing Corporation

2022: Planning for Success

Accomplishments & Planning Checklist

Q3 – Q4

September 2022



Context and Purpose of Presentation

Context

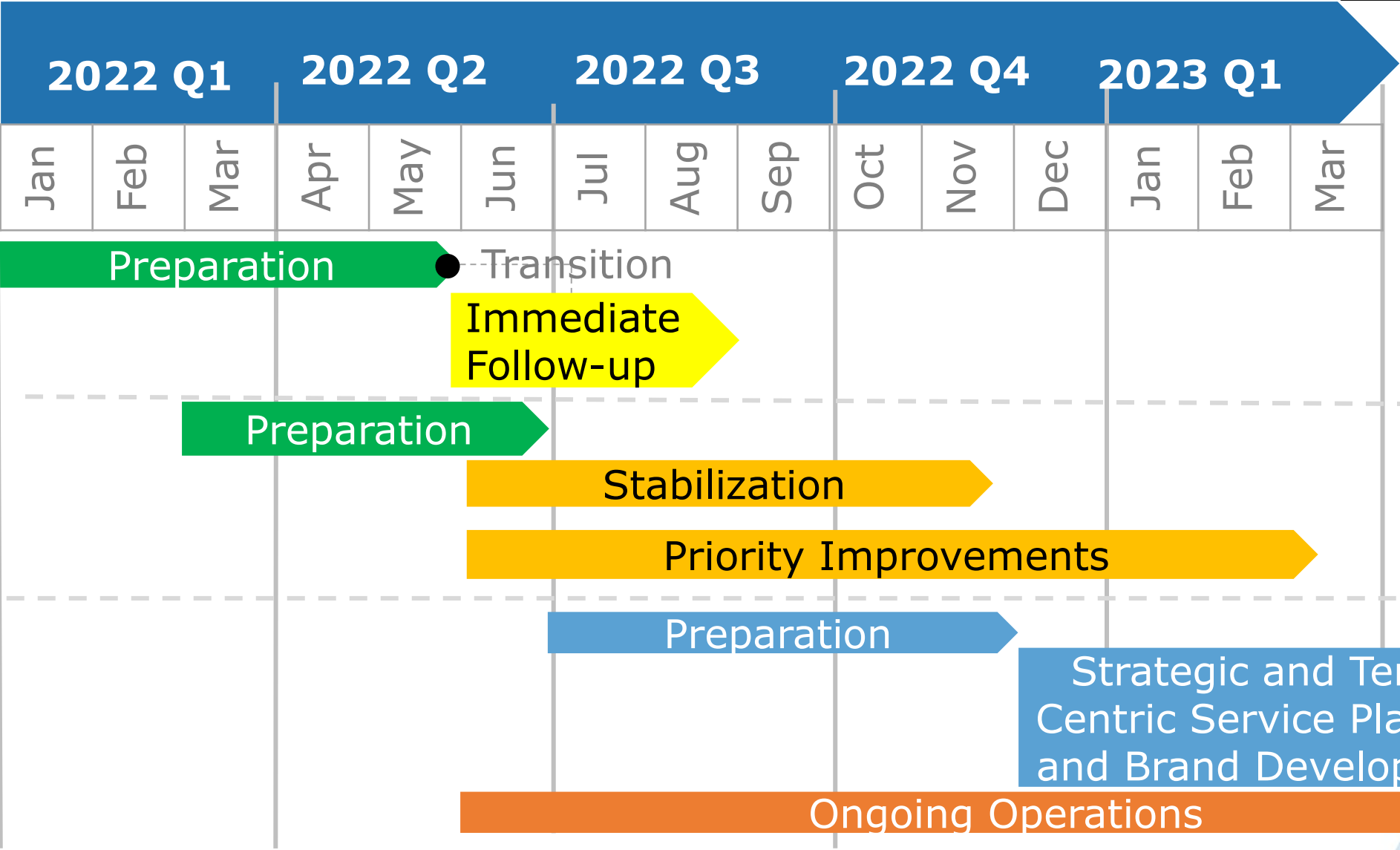
- Transition was successfully achieved on June 1, 2022
- Planning has shifted to the post-transition period and longer-term strategic planning

Purpose

- To review accomplishments over the summer months, July to September 2022
- To identify work planned for the period from October to December 2022

Planning Phases

- Complete
- In Progress
- Planning Ahead
- Ongoing



Stabilization Projects

Accomplishments – Planned Work

Q3 - Q4

Lease Agreement

Human Resources

Finance

Information Technology

**Toronto Seniors
Housing Corporation**

WORK ITEM: AGREEMENTS

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Transition Agreement	<ul style="list-style-type: none"> ▪ Finalised discussions on Schedule 10 issues ▪ Finalised and signed Schedule 10 issues 	
Lease Agreement	<ul style="list-style-type: none"> ▪ Discussed movement to Lease Agreement with TCHC ▪ Reached an agreement with TCHC for each organisation to begin internal discussions on their respective business requirements for the Lease Agreement and in anticipation of initiate joint discussions in October ▪ TSHC has begun internal discussions on the business requirements for a lease agreement 	<ul style="list-style-type: none"> ▪ Begin discussions with TCHC on business requirements for a lease agreement ▪ Gain a better understanding of accounting/IT impediments to moving to a Lease Agreement which addresses the business requirements identified by the two corporations ▪ Determine TSHC and TCHC operational considerations re: timing of a lease agreement ▪ Develop cost estimates for negotiating and implementing a Lease Agreement

WORK ITEM: HUMAN RESOURCES

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Organizational Structure	Finalized organizational structure	
Recruitment	<ul style="list-style-type: none">▪ Engaged temporary recruiter job description (JD) writer, human resource (HR) coordinator resources to support recruitment and on-boarding activities▪ Determined the recruitment priorities and sequence for other hires▪ Completed the recruitment of wave 1 (CEO and 11 Corporate positions)▪ Wave 2 recruitment for 20 Board approved positions (5 Directors + corporate positions) underway. JDs for 5 positions completed, recruitment for 3 in progress▪ Commenced writing & evaluation of JDs for 17 other roles▪ Active recruitment for approved vacancies in Operations team on-going	<ul style="list-style-type: none">▪ Commence and finalize recruitment activities for all approved positions

WORK ITEM: HUMAN RESOURCES

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Orientation, Learning & Development Strategy	<ul style="list-style-type: none"> Reviewed the adapted TCHC orientation materials and program for new employees to infuse TSHC messaging pending the creation of the TSHC strategic plan, vision, mission and values Draft JD for learning content lead completed Collaboration with Operations Team, & TCHC to revise the TSHC orientation materials for new employees on-going 	Execute the Strategy following the hiring of the Learning and OD Consultant
Employee Engagement, Culture Shift, Seniors Centric Training, Review of Processes, & Programs	Collaborated with the Operations Team on the review of processes, policies & programs and presented initial recommendations to the Executive leadership	Development of content related employee engagement
Compensation Philosophy	Discussed salary alignment & review of Compensation Philosophy & Framework for TSHC at QTE	Present the report on the review of the Compensation Philosophy & Framework for Board approval

WORK ITEM: HUMAN RESOURCES

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Services winding down in 2022	The Labour Management Committee services have been wound-down	<p>Wind down on:</p> <ul style="list-style-type: none"> ▪ Job Evaluation Services ▪ Recruitment Services (Pre-Taleo Expansion) ▪ Human Rights & Workplace harassment Investigation ▪ Tuition Reimbursement ▪ COVID-19 Case Management & Vaccination Policy Administration Service <p>Potential wind-down or extension of:</p> <ul style="list-style-type: none"> ▪ Occupational Health & Safety Consulting Service ▪ Workplace Safety & Insurance Board ▪ Disability Case Management, Return to Work, Accommodation Services

WORK ITEM: FINANCE

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
2023 Budget Framework Implementation	<ul style="list-style-type: none"> Information gathering and meetings with department heads Prepared budget 1st draft and discussed with Operations, Managers/Head of Budget holders Prepared budget final draft & discussed with CEO Attended meetings with the City & TSHC Presented the Budget to the Audit Finance & Risk Committee & Board 	<ul style="list-style-type: none"> Submission of budget to the City and review with TCHC & City Present budget to the City of Toronto social SLT meeting Final budget review by the Audit Finance & Risk Committee 2023 Budget approval by Board City budget notes completion
Financial Reporting for 2022 and Beyond	<ul style="list-style-type: none"> Uploaded the 2022 budget to HoMES Conducted the initial run of the reports and used same for management and operational reporting Revised the draft report 	<ul style="list-style-type: none"> Finalise the report and present the reporting framework to the Finance & Audit Committee Review the financial accountability framework, including budget accountability and delegations of authority Present the revised framework to the Finance & Audit Committee & the Board

WORK ITEM: FINANCE

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Working with the City to obtain Line of Credit	<ul style="list-style-type: none">▪ Engaged with the City on the process/ timeline & provided the required information▪ Supported the City in its preparation of the report to the City Council Executive▪ Obtained Council approval of line of credit	

WORK ITEM: INFORMATION TECHNOLOGY

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Stabilization Phase 1	Finalized liaison with Finance to ensure HoMES configuration meets business requirements and made the required changes	<ul style="list-style-type: none"> Finalise minor items related to staff file access in HoMES Complete transition activities related to Office 365, SharePoint and provisioning of IT services connected to staff on-boarding and off-boarding
Remove IT impediments to Lease Agreement	N/A	See slide 5 – Dependent on the finalization of business requirements
Establish IT Governance Framework Methodology	Preliminary discussions on the creation of an IT Governance Framework on-going	<ul style="list-style-type: none"> Commence preliminary review and discussions Implement interim Operational Governance and Planning Committee to develop IT Governance Framework
Mirroring iSecurity	Kept in view	Link this project to the TCHC broader plan for email integration and Office 365, now planned for Q1 2023

Priority Improvements

Accomplishments vs Planned Work

Q3 - Q4

Communications and Engagement

100 Days Priorities

Health and Wellness Initiatives

Policy Review and Development

Interim Approach to Effective Use of Data

Operational Process Improvements

WORK ITEM: COMMUNICATIONS AND ENGAGEMENT

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
New Tenant Engagement Approach	<ul style="list-style-type: none"> Third party vendor completed its consultations with STAC and presented a report on designing a new tenant engagement approach Engaged with STAC on results of STAC-informed Tenant Engagement Report to narrow focus for upcoming consultations Completed draft RFX 	<ul style="list-style-type: none"> Present RFX for approval, obtain approval and begin implementation Engage with STAC and tenant leaders on the design of the consultations Conduct consultations on the design of the tenant engagement model
Tenant engagement and consultations	<ul style="list-style-type: none"> Commenced pilot phase for tenant rep emails Planning for consultations with tenants on policies: Use of Space, Tenant Action Funds, prioritizing of tenant-facing policy for review 	<ul style="list-style-type: none"> If initial pilot is successful, to launch tenant rep email to all tenant reps Consultations with tenants on policies Recruit tenants to participate in Quality Improvement Projects – 4 per working group
CEO Listening Tour	Completed Listening tours for 22 buildings with over 600 tenants in attendance	<ul style="list-style-type: none"> Listening tours to continue in buildings for Q4 Complete updated inventory of languages by building Host staff listening tour events

WORK ITEM: COMMUNICATIONS AND ENGAGEMENT

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Putting Down Roots	Planning for tree planting underway	Tree planting to be undertaken by end of October 2022 if budget permits
Internal Communication Plan	<ul style="list-style-type: none"> Prepared plan for internal communications, team reviewed and commenced implementation of plan simultaneously, i.e. weekly staff bulletin is currently being circulated via email First in a series of video messages from CEO to staff published in staff bulletin and on intranet 	<ul style="list-style-type: none"> Seek approval for in-person all-staff event Conduct virtual staff Townhall session in early October Continue implementation of internal communications plan Review staff bulletin content/approach
External Communication Plan - Tenants	<ul style="list-style-type: none"> Drafted the Tenant Involvement Strategy Commenced publication of monthly CEO Community Letter to Tenants Seniors Speak (Fall Issue) completed and ready for publication Video message from CEO to Tenants published on TSHC Website 	<ul style="list-style-type: none"> Develop communications strategy for actions items in Tenant Involvement Strategy Continue regular publication of monthly CEO Community Letter Gather feedback from tenants on current communication channels Additional communications on Tenant Action Funds, Use of Space and Community Programs

WORK ITEM: COMMUNICATIONS AND ENGAGEMENT

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
External Communication Plan - Other Stakeholders	<ul style="list-style-type: none"> Developed Councillor Packages Compiled a list of partners Facilitated on-going quarterly meetings with health partners 	<ul style="list-style-type: none"> Update the Councillor packages Plan for Annual Report
Communications training and resources	<ul style="list-style-type: none"> Identify additional/enhanced training needed for communications staff and sources for training Complete RFP for media monitoring vendor Work with People and Culture to research potential AODA training for written/digital information for appropriate staff 	<ul style="list-style-type: none"> Enhanced AODA training for communications staff; identify basic AODA (written/digital) for other relevant staff Media training for communications staff Launch media monitoring with successful vendor
Development of processes & procedures	<p>Completed the 1st draft of the process map for Crisis Management</p> <p>Completed the 1st draft of the process map for bulletin board and poster management</p>	<p>Complete process mapping for other processes and procedures, including translation and interpretation</p> <p>Share processes with other departments</p>

WORK ITEM: COMMUNICATIONS AND ENGAGEMENT

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Translation of materials	<ul style="list-style-type: none"> Continued the translations of materials on demand Reformatting of the main building announcements and urgent information templates is underway in preparation for translation 	<ul style="list-style-type: none"> Translation of main building announcements and urgent information templates completed Translation of letters and notices subject to resolution of technical holdbacks
Standardizing materials	Identified documents to be created as resource of standard templates of letters and posters	<ul style="list-style-type: none"> Create a bank of template documents for translation into 13 languages Support the design of the Tenant Resource Binder
Wind down from TCHC intranet	TCHC migration has been delayed	Consider interim measures for improving internal intranet for staff
Communications Protocols with TCHC	Completed and reviewed draft Joint Communications Protocols with TCHC	<ul style="list-style-type: none"> Update Situation Table on completion of Protocols Implement the approved Protocols
TSHC Website Improvement	Consulted with R-PATH on improvement of TSHC website and implemented the proposed improvements	Improve navigation to board and committee meeting information Strengthening AODA training for staff

WORK ITEM: 100 DAYS PRIORITIES

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Service Delivery	<ul style="list-style-type: none"> Identified priority areas for the review of the SDA & implemented interim measures Established a new Operation Performance Dashboard to manage vacancies, arrears maintenance, pest management, administrative requests, safety and security 	<ul style="list-style-type: none"> Establish the quality improvement projects Continue planning for SDA and transfer of services being on-boarded into TSHC including: <ul style="list-style-type: none"> Solutions Crisis Transfers Fleet After Hours Maintenance
Safety & Security	<ul style="list-style-type: none"> Completed 4 development audits of electronic access and decommissioned 191 active fobs Conducted 6 building safety audits to-date Engaged with CSU on further requirements and commenced the assessment of high-needs buildings 	<ul style="list-style-type: none"> Develop Request for Quote (RFQ) for procurement of Facilitator for Quality Improvement Project (QIP) Launch QIP with Facilitator Continue and prioritize audits of high needs communities with CSU commitment

WORK ITEM: 100 DAYS PRIORITIES

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Staff Communication	<ul style="list-style-type: none"> Completed relevant Staff HoMES training Commence update of a comprehensive training plan with senior's specific lens with People and Culture Developed Crisis Management training for future implementation 	<ul style="list-style-type: none"> Finalize training plans Implement AODA training
Community Support & Services	<ul style="list-style-type: none"> Recorded 363 staff referrals for tenants to health & wellness related support Allocated 4 FTEs to provide pest-management unit preparation support to tenants Conducted a Pest Management service audit in 4 buildings to identify opportunities for improvements 	<ul style="list-style-type: none"> Continue staff referral support to tenants Implement additional communication to tenants on staff supports and roles Develop Unit Preparation support for tenants relating to pest management Execute pest management audit findings internally and with TCHC

WORK ITEM: 100 DAYS PRIORITIES

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Community Development & Tenancy Management	<ul style="list-style-type: none"> Restarted 115 Community Programs i.e. health & wellness, food security, personal development, social recreation, faith-based Processed 64 one-time Use of Space applications for tenant and agency-led events Conducted 85 tenant consultations across 48 buildings for tenant engagement on tenant and agency led programs in buildings 	<ul style="list-style-type: none"> Continue Tenant consultations on community programs with additional 30 programs across 20 buildings planned Continue Tenant consultations on community programs with additional 30 programs across 20 buildings planned

WORK ITEM: HEALTH AND WELLNESS INITIATIVES

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Tenant Funds Distribution	Implemented interim Tenant funds distribution policy & processed 19 Tenant Action Funds (TAF) applications	<ul style="list-style-type: none">▪ Issue further communication on TAF processing to tenants▪ Continue review of TAF applications
Health Partnerships & Agreements	<ul style="list-style-type: none">▪ Continued engagement with health partners to develop agreements that align with community programming input & requests through tenant engagement▪ Participated in ISM Strategy table meetings with the City, Ontario Health & HCCSS▪ Facilitated COVID 4th dose vaccination clinics for tenants	<ul style="list-style-type: none">▪ Develop agreement standards & future approach for partnerships▪ Deliver Flu+COVID vaccine clinics over the fall & winter for tenants in collaboration with Health partners

WORK ITEM: HEALTH AND WELLNESS INITIATIVES

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Building Programming & Partnerships Assessment	<ul style="list-style-type: none"> Re-introduced 115 Community Programs i.e. health & wellness, food security, personal development, social recreation, faith-based Processed 64 Use of Space applications for tenant & agency-led events Conducted 85 tenant consultations across 48 buildings for tenant engagement on tenant & agency led programs in buildings 	<ul style="list-style-type: none"> Continue tenant consultation on community programs with additional 30 programs across 20 buildings Facilitate tenant engagement session on Use of Space policy
Align Care Co-ordinators	Continued alignment of Home and Community Care Support Services (HCCSS) Care-Coordinators to TSHC regions and buildings with 62 buildings aligned so far	Continue work with Ontario Health Teams and HCCSS to align remaining buildings

WORK ITEM: POLICY REVIEW AND DEVELOPMENT

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Human Resources Policies	<ul style="list-style-type: none"> Conducted an inventory of HR policies Finalised and published the Right to Disconnect Policies & Hybrid Work Policies 	Commence the implementation of net new policy initiatives arising from Compensation Philosophy development exercise
Operational/Tenant-Facing Policies	<ul style="list-style-type: none"> Identified priority Operational and Tenant-facing policies requiring review Solicited STAC involvement in review of priority tenant policies Commenced planning for the review of operational policies 	<ul style="list-style-type: none"> Engage with third party vendor for design of Tenant Consultation system on Policies Engage tenants including STAC and tenant leaders on priorities for policies Initiate review of Tenant Action Funds & Use of Space Policies in consultation with STAC and tenant leaders Prioritizing other policies for review and update in consultation with STAC and tenant leaders
Insurance Policies	Engaging with the insurance vendor on priority identified policies requiring a review	

WORK ITEM: INTERIM APPROACH TO EFFECTIVE USE OF DATA

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
ISM Annual Program	<ul style="list-style-type: none"> Supported City evaluation process seeking tenant input and feedback on the ISM Engaged with City on draft ISM evaluation recommendations developed Provided monthly ISM data reporting to the City 	<ul style="list-style-type: none"> Review final City ISM evaluation report and develop action plan Conduct 2022 review of annual program for early 2023 completion
Data Availability & Reporting	Prepared a draft approach for data identification, collection, reporting for presentation to Leadership team and Board	Set up processes for collecting required data
Approach to Management/ Board Reports	Developed an integrated approach to management/Board reporting	Implement integrated approach to management/Board reporting
Data Case Study	Completed case study	Identify & complete an additional data case study
Quarterly Reports to the City	Delivered City Report for Q2	Prepare and submit Report for Q3

WORK ITEM: OPERATIONAL PROCESS IMPROVEMENT

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Turning 65	<ul style="list-style-type: none"> Reviewed/updated HoMES for Turning 65 Communications Reviewed and updated Turning 65 materials for tenants 	Continue to communicate information on Turning 65 to tenants & work with SSCs
Annual Rent Review	<ul style="list-style-type: none"> Updated the process for SSC Updated the standard letters & posted notices in building Continued rent review process 	<ul style="list-style-type: none"> Continue ongoing rent review process Monitor loss of eligibility & outstanding reviews
Pest Management	<ul style="list-style-type: none"> Conducted an audit of 4 buildings to review/validate pest management services from TCHC & vendor performance Reallocated resources to establish a Pest Management team in TSHC to support service compliance/management & tenant support with unit preparation for pest treatments Recruitment for vacancies on new team in progress 	<ul style="list-style-type: none"> Develop RFQ for procurement of Facilitator for QIP Complete recruitment for vacant positions and implement additional tenant supports Launch QIP with Facilitator Action immediate service improvements

WORK ITEM: OPERATIONAL PROCESS IMPROVEMENT

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
After-Hours Coverage	<ul style="list-style-type: none"> Requested data on after-hours coverage from TCHC Considered the model for after-hours maintenance (Flying Squad) and prepared the plan for implementation 	Prepare to assume After-Hours maintenance from TCHC starting Jan 2023
Vacancy Management	<ul style="list-style-type: none"> Developed a Vacancy Action Plan with City Service Manager and TCHC with a target to achieve a 2% vacancy rate by April 2023 – reported to Sept 2022 QTE Established Business Operations team and allocated resources to focus on Vacancy management Reduced Vacancy rate from 5.12% May 2023 to 3.62% Sept (mid-month) - a significant 1.5% drop in Q3 	<ul style="list-style-type: none"> Continue to action Vacancy Action Plan Target to reduce vacancy rate to 2.79% by year-end Recruit additional resources for Business Operations Team
Tenant Experience Survey	Kept in view for future consideration in alignment with strategic plan for 2023	Kept in view for future consideration in alignment with strategic plan for 2023
Tenant Resource Binder	Developed Pilot Tenant Resource Binder (one per region)	Finalize content for binder and expand to additional buildings and communicate with tenants
Staff & Tenant Relations	Develop RFQ for procurement of Facilitator for QIP	Launch QIP with Facilitator

Future Planning

Accomplishments vs Planned Work Q3 - Q4

Strategic Planning, Service Excellence And Branding

**Toronto Seniors
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WORK ITEM: STRATEGIC PLANNING, SERVICE EXCELLENCE AND BRANDING

Toronto Seniors
Housing Corporation

Deliverables	Accomplishments for Q3	Planned for Q4
Strategic Planning Approach	<ul style="list-style-type: none">▪ Prepared draft approach for Strategic Planning▪ Presented the draft approach for consideration at QTE Meeting▪ To present approach to the Board for approval	<ul style="list-style-type: none">▪ Hold meeting with Deputy City Manager, Board Chair, CEO, QTE Chair to discuss approach to Strategic Planning▪ Develop alternate approach based on direction for Deputy City Manager
Procurement	Considered and consulted with Finance Team on costing options and preferred models for vendor Procurement	