

**Toronto Seniors
Housing Corporation**

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

Date: Wednesday, October 26, 2022

Time: 3:00 pm to 5:00 pm

Location: WebEx and Livestream

Item	Time	Description	Action	Supporting Documents	Presenter
1.	3:00 5 mins	Chair's Remarks	Information	N/A	Chair
2.	3:05 2 mins	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:07 1 min	<i>Approval of Public Meeting Agenda</i>	Approval	Agenda	Chair
4.	3:08 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:09 1 min	<i>Approval of Public Minutes of the QTE Board Committee Meeting on Sept 12, 2022</i>	Approval	Public Minutes of QTE Board Committee Meeting of Sept 12, 2022	Chair
6.	3:10 1 min	<i>Approval of Closed Session Minutes of the QTE Board Committee Meeting on Sept 12, 2022</i>	Approval	Closed Session Minutes of QTE Board Committee Meeting of Sept 12, 2022	Chair
7.	3:11 1 min	<i>Approval of Minutes of the QTE Board Committee Meeting on June 13, 2022</i>	Approval	Minutes of QTE Board Committee Meeting of June 13, 2022	Chair

Toronto Seniors Housing Corporation

Item	Time	Description	Action	Supporting Documents	Presenter
8.	3:12 10 mins	Action Item Review	Information	Action Item List	Chair
9.	3:22 10 mins	Update from Tom Hunter, CEO	Information	Verbal Report	Tom Hunter
10	3:32 15 mins	TSHC Operational Updates	Information	Operational Performance Dashboard	Brad Priggen
11	3:47 1 min	<i>Motion to Recommend for Information to the Board the Operational Performance Dashboard</i>	Information	N/A	Chair
12	3:48 10 mins	Report from OCHE	Information	OCHE Update report	Summer Nudel
13	3:58 1 min	<i>Motion to Recommend for Information to the Board the OCHE Update report</i>	Information	N/A	Chair
14	3:59 15 mins	Update on Quality Improvement Projects and Interim Strategic Directions	Information	Verbal Report	Grant Coffey

Toronto Seniors Housing Corporation

Item	Time	Description	Action	Supporting Documents	Presenter
15	4:14 5 mins	Update on Action Plan re: Health Commons Report on Seniors Health and Wellness Initiative	Information	Verbal Report	Grant Coffey
16	4:19 5 mins	Tenant Engagement Model Update	Information	Verbal Report	Grant Coffey
17	4:24 2 mins	Discussion of upcoming meeting dates	N/A	N/A	Chair
18	4:26	Adjournment			Chair

(For approval by QTEC October 26, 2022)

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

Date: Monday, September 12, 2022

Time: 3:00 pm to 5:30 pm

Location: WebEx & Livestream

DRAFT Minutes

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Monday, September 12, 2022, at 3:00pm via WebEx video conference. This meeting was livestreamed.

Members in Attendance:

Linda Jackson (Chair), Carrie MacNeil, Jim Meeks, Councillor Paula Fletcher and Fareed Amin (Ex-Officio)

TSHC staff present: Grant Coffey, Mary Tate, Wendy Dobson, Brad Priggen, Solomon Wedderburn, Roman Zydownyk, Dave Slater, Beena Tharakan, Liz Dizig (Recording Secretary)

Guests: Andrea Austen, Joseph Burley, Jennifer Dockery, Sonia Gaudry, Liane MacGregor and Sophia Ikura

ITEM 1: CHAIR'S REMARKS

The Chair welcomed everyone and stated this meeting is being livestreamed on YouTube. The Chair congratulated Wendy Dobson on her new permanent role as Senior Manager, Communications and External Affairs. Staff met in July and discussed the Tenant Engagement system, noting the next STAC meeting is scheduled on September 21, 2022.

The Chair began with Land and African Ancestral acknowledgements.

ITEM 2: WELCOME NEW BOARD CHAIR

The Chair welcomed and introduced our new Toronto Seniors Housing Board Chair, Fareed Amin to the meeting and noted this is his first Committee meeting to attend.

(For approval by QTEC October 26, 2022)

ITEM 3: APPROVAL OF PUBLIC MEETING AGENDA

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

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

ITEM 4: CHAIR'S POLL RE: CONFLICT OF INTEREST

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

No conflicts were declared.

ITEM 5: APPROVAL OF MINUTES OF QTE BOARD COMMITTEE MEETING OF JUNE 13, 2022

The Chair acknowledged that committee members did not identify any issues with the minutes from the June 13 meeting.

ITEM 6: ACTION ITEM REVIEW

The Chair acknowledged that there were no outstanding issues on the Action Items List.

ITEM 7: TSHC OPERATIONAL UPDATES: 1) First 100 Days Priorities Report; 2) Vacancy Plan Report; 3) Community Programs Report; 4) Operational Performance Dashboard and 5) Listening Tour Report

Mr. Grant Coffey provided a brief overview of each of the five Operational reports.

First 100 Days Priorities Report:

Mr. Coffey noted in May of 2022 TSHC Board approved the First 100 Days Priorities report based on significant engagement prior to the launch of the organization. The plan was developed with significant input from the Senior Tenants Advisory Committee. A status update on the priorities and specific actions has been included in the report.

(For approval by QTEC October 26, 2022)

It was noted that overall some progress has been made on many of the items identified. It was acknowledged that many of the issues identified in the first 100 Days priorities will require longer term actions.

Mr. Coffey opened the floor for questions or concerns from the Committee members on the First 100 Days report.

Ms. MacNeil thanked Mr. Coffey and staff for all their work. She welcomed the news that we have allocated four staff dedicated to pest control support, including preparation assistance for tenants who really need it. Ms. MacNeil wanted to ensure there was no cost to tenants for the additional support.

Action Item: Councillor Fletcher asked that we bring to the next QTEC meeting a list of our 83 buildings and the number of bed bug/pest cases. Pests in buildings to be ranked into three buckets: big problems, medium problems and no problems. The buildings' progress needs to be tracked.

Councillor Fletcher noted that many tenants in her ward are elderly Chinese tenants that do not speak English and noted how we need to improve communication with tenants that do not speak or understand English.

Vacancy Plan Report

Mr. Coffey provided a summary of the report, which outlines our plans to address unit vacancies across the portfolio. Since August of last year our vacancy rate, as part of TCHC's Seniors Housing Unit and now as part of TSHC, had been increasing gradually. It peaked in May of 2022 at 5.12% for the Seniors Housing portfolio, at that time TCHC. Since transition staff have been working very closely with the City and TCHC in a collaborative action plan development to help improve vacancy results. A number of actions and efforts were identified in the report.

Mr. Coffey opened the floor for questions from the Committee members related to the Vacancy Plan Report.

Carrie MacNeil noted she is pleased with the tremendous progress based on a lot of work. Ms. MacNeil asked that we ensure a good, effective working relationship with everyone on the operational side that is responsible for vacancy rates and pest management. It was noted that there have been many instances where units are turned over so quickly after someone passes and the units are actually infested and a new tenant moves in and is in for a terrible surprise. This has happened quite frequently. Part of it is related to problems with some of our

(For approval by QTEC October 26, 2022)

service providers/vendors. In our haste to turn a unit over we may be creating a problem. We need to be sure there is real cooperation between the groups.

Mr. Coffey responded that through City bi-law we are required to treat the units when they turn over. Mr. Coffey indicated that we have started an audit associated with the pest management services of TCHC to look to ensure compliance of what we are expecting in terms of outcomes.

Community Programs Report

Mr. Coffey provided an overview of the Community Program Report. He noted our commitment to helping support community programs for tenants. We're looking for a blend of tenant-led programming as a priority, alongside agency-led programs. Mr. Coffey reflected that during COVID many programs were paused while COVID restrictions were in effect from March 2020 to March 2022. He noted, since COVID restrictions were lifted in March 2022 we wanted programming to be reinstated and restarted. Mr. Coffey noted that it would include the consideration for renewal of pre-COVID programs as well as a focus on tenant-led programming going forward. In April 2022, an interim approach was taken to the Senior Tenants Advisory Committee for feedback on how to approach the program renewal. Staff worked through a process to ensure feedback from the Senior Tenants Advisory Committee was incorporated before we proceeded. It was agreed that as part of the process all renewals would require a tenant engagement component before it would proceed and no renewals or new programs would take place without tenants being engaged about their preferences and feedback and their input on that programming.

Mr. Coffey noted that the report outlines the programs that were in place both Pre- and Post-COVID, as well as where we are today. The summary in the report has listed programs in each building and includes new programs being considered. It was noted that we have a target to have the programs that are not restarted and the new programs listed in place by the end of this month.

Mr. Coffey noted that overall there has been an increase in programming for tenants. He also stated that next quarter we are planning to do a review of the Use of Space policy and how it can better meet the needs of our tenants.

Action Item: Councillor Fletcher asked that staff come back to the next Committee meeting with the following information:

- 1) An actual weekly use of time in each of the building common rooms.

(For approval by QTEC October 26, 2022)

- 2) Provide a list of exact programs in all buildings that includes the program title, the day(s) of the week they operate in the building and the weekly time use.
- 3) Provide a building-by-building list of which buildings have in the lease that tenants have the right to access common areas. Is the common space in the lease?

Action Item: Board Member Jim Meeks asked that we bring back a list of how many buildings do not have a common room.

Operational Performance Dashboard

Mr. Coffey provided a brief overview of the first Operational Performance Dashboard that was developed in July under the new Corporation. The Dashboard contains information related to Arrears, Vacancy Rates, Maintenance Work Orders, Administrative Requests, Pest Control and Community Safety Incidents. He noted that during the period of May and June there was a gap in data for Administrative Requests and Maintenance Services Requests as there was a systems changeover from the legacy system into the new HoMES System. The data was not available for an overall report.

Mr. Coffey welcomed any feedback on the format and level of detail in the dashboard as well as any questions related to the dashboard for July.

The Chair stated that she was pleased that we are developing a system where we can bring forward key metrics on a regular basis. This was a good entry to using data to inform us at meetings.

Action Item: Add the 'red' flag to the Dashboard. The Board needs to see the red, yellow and green flags on the report to get a quick 'at a glance' overview.

Listening Tour Report

Mr. Coffey provided a brief update on the Listening Tour report and noted our CEO has been out at 22 buildings across the City. The tours have been very well received with approximately 600 tenants in attendance. The Listening Tours have given a lot of opportunity for tenants to engage and provide feedback to the CEO and staff. It has been very consistent in some of the themes that are aligned with the priorities. The listening tours will continue when the CEO returns and will go on until early next year to get through all the buildings.

(For approval by QTEC October 26, 2022)

Staff are looking to continue on improving ways of supporting the different languages. Sessions have been held with interpreters and staff are looking at adding supplemental sessions around varying languages that didn't have language coverage for their buildings.

ACTION ITEM: Bring to the next meeting "Listening Tours and how we're doing". Need to improve translation/interpretation services. Preparatory work needs to be done to make sure we have really good knowledge of the population of the people that live in the buildings.

ITEM 8: MOTION TO RECOMMEND FOR INFORMATION TO THE BOARD THE REPORTS ON: 1) First 100 Days; 2) Vacancy Plan; 3) Community Programs; 4) Operational Performance Dashboard and 5) Listening Tour Report

Motion Carried **UPON MOTION**, duly made by Councillor Fletcher, and seconded by Carrie MacNeil, **IT WAS RESOLVED** that the reports have been received for information by the Committee, and the reports to go forward to the September Board meeting.

ITEM 9: HEALTH COMMONS REPORT ON SENIORS HEALTH AND WELLNESS INITIATIVE

DEPUTATION by Mr. Bill Lohman

Mr. Bill Lohman joined the meeting by phone. He thanked the Chair for the opportunity to depute and welcomed Mr. Fareed Amin as the new Chair of the Seniors Housing Board.

Mr. Lohman stated there were two points about how tenants may have been giving their permission or how permission was given in regards to programming in buildings. In this building we saw the SSC sat in the lobby and presented a questionnaire from two agencies. The agency promised the moon and tenants were asked do you want the service or not. The agency had no plans to do that,

(For approval by QTEC October 26, 2022)

they had a very narrow focus in mind. Another on page 45 live arts. It's an interesting question about fair ethics when it comes to the use of senior funding and who is using it and for what. Leaders in community are still in silence, we are not given information about what is happening in other buildings. There is still no tenant list. Glad to hear that e-mails are starting next week, but it's been an entire year and we've still heard nothing and have had no movement to correct the SSC role to be more visible and front facing to start building good communication and building the necessary trust.

Mr. Lohman noted it would be helpful for STAC members to receive notification of upcoming meetings. He stated it was difficult to find the notifications on our website.

I would hope you would find the essential wisdom that Health Commons captured and synthesized in this report. It speaks to what is important to tenants and through that is a way to connect and start pulling this together so that Tenant Engagement and ISM are a collaborative piece that is going to be necessary as we go further and the medical component starts to build into the process. Mr. Lohman hopes this would be required reading for all staff.

The Chair thanked Mr. Lohman for voicing his concerns.

ACTION ITEM: Improve website to make it easier to find committee meeting materials.

Health Commons Report

The Chair invited Andrea Austen from Senior Services and Long-Term Care (SSLTC) to make a few welcoming remarks. Ms. Austen, SSLTC, in partnership with Health Commons Solution Lab and with expert guidance from members of the Senior Tenants Advisory Committee, was pleased to submit the content of the Health Commons report. The report is complete and the fully AODA compliant report will go forward to the Board meeting on September 29, 2022.

Ms. Austen provided an overview of the report outlining that Health Commons engaged with over 87 tenants, under the close weekly advice and oversight of STAC. The report received positive feedback at the June 30th Board Meeting. The report was brought to the Committee for information. Realizing the recommendations will take time, collaboration and subject to financial considerations.

(For approval by QTEC October 26, 2022)

The Chair thanked Health Commons for all the work and appreciated the 34 recommendations. The Chair felt the report was very well written and gives a concrete starting point.

The Chair invited Sofia Ikura of Health Commons to address members of the Committee. Ms. Ikura acknowledged that Health Commons is really grateful for the time and trust senior tenants invested in the project including STAC members. It is hoped that the report authentically represents the voices of the people they spoke with. Ms. Ikura stated the transition of the new organization is a good opportunity for a significant reset for the relationship between tenants and Toronto Seniors, to feel different than before.

Councillor Fletcher commented that these are the same buildings, same people and the same tenants. This is a moment to reset, a moment of reconstruction. Hoping the information put forth offers some suggestions about how the reset can happen and show the tenants that it is happening.

Councillor Fletcher asked how Health Commons interfaced with some of the larger language groups noting her ward has a large number of Chinese tenants.

Ms. Sonia Gaudry clarified that Health Commons connected with SSCs to reach out with people, and any who wanted to participate they would facilitate in appropriate languages. Tenant leaders and SSCs helped identify which languages and when to deploy them.

ITEM 10: MOTION TO RECOMMEND FOR INFORMATION TO THE BOARD THE REPORT ON SENIORS HEALTH AND WELLNESS INITIATIVE

Motion Carried **UPON MOTION**, duly made by Carrie MacNeil, and seconded by Jim Meeks, **IT WAS RESOLVED** that this interim report is received and approved for information by the Committee, and this report to go forward to the September Board meeting with a recommendation that we have a clear action plan in consultation with the City.

ITEM 11: QUALITY IMPROVEMENT PROJECTS

At the invitation of the Chair, Ms. Tate provided an overview and introduction to the three quality improvement projects. The presentation provided details on

(For approval by QTEC October 26, 2022)

the process and approach to the next steps. It was noted these are the projects that our CEO has taken a personal interest in and will be a co-sponsor of the identified areas that require focused attention.

The projects identified will go to the STAC meeting scheduled on September 21 for feedback and input, it will then go to the September 29 Board Meeting.

Following detailed discussion, the recommendation is to proceed with the three project areas identified as Safety and Security, Pest Management and Staff and Tenant Relations.

ACTION ITEMS:

Provide data up front for all QIP working groups and bring back to the Committee. Staff need to include the measurement metrics used to determine if project is successful. We need to know the progress we are making.

Ensure tenants with lived experience of pest issues are on QIP pest control working group and include experience of issue in rubric of selecting tenant participants for working groups.

Staff to bring back to the Committee the report on bed bugs for the 83 senior buildings.

ITEM 12: MOTION TO RECOMMEND FOR APPROVAL TO THE BOARD THE QUALITY IMPROVEMENT PROJECTS REPORT AND ITS ASSOCIATED RECOMMENDATIONS

Motion Carried **UPON MOTION**, duly made by Carrie MacNeil, and seconded by Jim Meeks, **IT WAS RESOLVED** to recommend for approval to the Board the Quality Improvements Projects Report and its associated recommendations with a particular focus on a mechanism for tracking progress and outcomes. Data to be provided upfront.

ITEM 13: STRATEGIC PLANNING

At the invitation of the Chair, Ms. Tate provided a brief overview of the strategic plan which was followed by a broader discussion by the Committee members.

(For approval by QTEC October 26, 2022)

Ms. Tate stated the financials of this plan will be discussed in detail in the closed session of today's meeting.

Ms. Tate indicated the recommendations will be brought forward to the Board on the approach to take to Strategic planning.

A detailed discussion ensued and following are the highlights of some of the comments received

- The Board should have oversight and accountability of the Strategic Plan. Recommending Steering committee comprised of a Co-chair of one Tenant Board member, Director of Policy, Quality Improvement and Planning along with two Tenants, two staff members, QTE Chair, Ex officio, board and CEO. This committee would oversee the project on a day-to-day basis. It was noted the tenant involvement is a large component of the recommended Steering Committee.
- The Strategic plan is a requirement of the Shareholder Direction.
- It was noted that there is a lot of existing information/data we can draw on from TCHC and also the City of Toronto. It was suggested staff should look at how we minimize some of the background research and information by accessing data.
- Need to pay close attention to the length of the Strategic Plan. Need to consider whether it be a five or three-year strategic plan.
- There was also concern expressed around the capacity and amount of commitment that will be required.
- There is concern around the timing, given the current budget constraints.
- Take the presentation to the board for further conversation.

ITEM 14: MOTION TO RECOMMEND FOR APPROVAL TO THE BOARD THE STRATEGIC PLANNING APPROACH REPORT AND ITS ASSOCIATED RECOMMENDATIONS

Motion	UPON MOTION , duly made by Councillor Fletcher, and seconded
Carried	by Carrie MacNeil, IT WAS RESOLVED that this report is received for information by the Committee. Referred to Deputy City

(For approval by QTEC October 26, 2022)

Manager, the TSHC Board Chair, the QTEC Chair and the TSHC CEO to come with a recommendation to the Board for further discussion by the Board on an approach to strategic planning which addresses budget considerations.

ITEM 15: MOTION TO MOVE INTO CLOSED SESSION

Motion **UPON MOTION**, duly made by Carrie MacNeil and seconded by
Carried Jim Meeks, **IT WAS RESOLVED** that the meeting will terminate following the in camera session.

ITEM 20: ADJOURNMENT

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

The Chair then declared the meeting adjourned following the In-Camera session.

Motion **UPON MOTION**, duly made by Ms. Carrie MacNeil, and seconded
Carried by Councillor Paula Fletcher, **IT WAS RESOLVED** that the meeting terminate following the In-Camera session.

Linda Jackson, Chair
Quality & Tenant Engagement Committee

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

Date: Monday, June 13, 2022

Time: 3:00 pm to 5:00 pm

Location: WebEx & Livestream

Draft Minutes

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Monday, June 13, 2022, at 3:00pm via WebEx video conference. This meeting was livestreamed.

Members in Attendance:

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

TSHC staff present: Michael Sherar, Arlene Howells, Wendy Dobson, Brad Priggen and Rajni Vaidyaraj (Recording Secretary).

Guests: Brenda Parris (Board Member), Paul Johnson (ex-Officio), Andrea Austen, Jenn St. Louis, Jennifer Dockery, Joseph Burley, Joy Connelly, Sonia Gaudry, Wyndham Bettencourt-McCarthy, Liane MacGregor and Sophia Ikura

ITEM 1: CHAIR’S REMARKS

The Chair welcomed everyone. She stated that this is the first meeting since TSHC has been officially launched as a Corporation and this meeting is being live streamed on YouTube. The Chair began with Land and African Ancestral acknowledgements.

ITEM 2: APPROVAL OF PUBLIC MEETING AGENDA

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

Motion **UPON MOTION**, duly made by Ms. Carrie MacNeil, and seconded by
Carried Mr. Lawrence D’Souza, **IT WAS RESOLVED** that the public meeting
agenda is hereby approved.

ITEM 3: CHAIR’S POLL RE: CONFLICT OF INTEREST

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

No conflicts were declared.

ITEM 4: APPROVAL OF PUBLIC AND CLOSED SESSION MINUTES OF QTE BOARD COMMITTEE MEETING OF APRIL 12, 2022

Motion **UPON MOTION**, duly made by Ms. Carrie MacNeil, and seconded by
Carried Mr. Lawrence D’Souza, **IT WAS RESOLVED** that the public session
meeting minutes of April 12, 2022, as tabled, are hereby approved.

ITEM 5: ACTION ITEM REVIEW

The Chair acknowledged that there were no outstanding issues on the Action Items List.

ITEM 6: RECOMMENDATIONS FOR TSHC TENANT ENGAGEMENT FROM THE STAC VIA CITY OF TORONTO

The Chair informed the Committee that there are two deputation requests received from Ms. Maureen Clohessy and Mr. Bill Lohman on this agenda item.

DEPUTATION by Mr. Bill Lohman

Mr. Bill Lohman joined the meeting by phone. He thanked the Chair for the opportunity to depute. He pointed out that the report states that there will be input from the Senior Tenants Advisory Committee (STAC) into the Tenant Engagement Process but that until this point of time, there has been input only from the sub-Committee and that the full STAC has not received a copy of this report.

Mr. Lohman stated that the Tenant Engagement System is designed by the senior tenants where this system offers guidance on the principles and methods. He noted that over the past year and a half, STAC has been facing issues with the tenant facing policies.

Mr. Lohman also reminded the Committee that the request for the list of the tenant representatives in the seniors buildings is still outstanding. He reminded the Committee that, TSHC as a newly formed Corporation, should have these issues as the main point of focus to begin with. He noted that building that trust is quite necessary for any positive outcome. He asked the Committee as to what is TSHC going to do with all the information and data collected over the past number of years through various information sessions.

The Chair thanked Mr. Lohman and invited the second deputant, Ms. Maureen Clohessy to address the Committee.

DEPUTATION by Ms. Maureen Clohessy

Ms. Clohessy joined the meeting by phone and thanked everyone present at the meeting. She noted that her overall comments with respect to agenda items 6, 8 and 10 are focussed on what the goals are and whether we are trying to achieve goals through transparency, collaboration and accountability.

Ms. Clohessy shared her concerns on the following three reports:

- On the report prepared by Ms. Joy Connelly, Ms. Clohessy noted that the method in the report should include more details on the framework of how the new system will be done. When Ms. Connelly presented the report to the City staff, Ms. Connelly was told by the City staff not to include the details as they were too prescriptive. Ms. Clohessy raised her concerns as to why the City staff is altering the direction of the way the report is written and why the City staff are not communicating directly with STAC on their involvement in the redirection of the written report.
- With respect to the project undertaken by the Health Commons, Ms. Clohessy noted that this project is a bit confusing and frustrating to the STAC members in that the timelines and who is involved in the project are not clear. There have been weekly meetings with the SSLTC staff but STAC members are not privy to the information that was shared. She noted that she specifically asked the SSLTC staff in May for a copy of the original agreement of this project description and she was denied. She raised concerns that the report of the Health Commons may go to the June 30, 2022 Board meeting without the input or approval of the report by the STAC.

- With respect to the City's involvement in the Integrated Services Model, Ms. Clohessy shared her opinion that neither there is much detail in the report nor there seems to be any accountability. She noted that since Councillor Paula Fletcher had initially requested for the City's involvement in the report, she left it to the Councillor to further comment on it. She also noted that the Tenant Engagement framework model and the ISM staffing model are interconnected as the staff are going to be engaging in the Tenant Engagement leaders and process.

Acknowledging Ms. Clohessy's concerns, Councillor Fletcher stated that the Tenant Engagement framework model, Community Engagement and the ISM model are going to be the main focus of this new corporation. She acknowledged that this is just the starting point and that these should be considered as anchor documents that the corporation should continue to work on and refine them further leading up to the stated purpose of this corporation.

In response to the concerns that both the deputants had raised at this meeting, the Chair asked the Committee if there are any comments about the STAC report. She thanked the members of the STAC for their contributions to have prepared a detailed, thorough and a meaningful report.

Ms. Jenn St. Louis, the staff person who led this work at the City, together with Ms. Joy Connelly, the facilitator, walked the Committee through the highlights of this report followed by a broader discussion by the Committee members to determine the next steps. Ms. Connelly also shared the process of engagement she had in detail with the STAC members and its sub-committee. She noted that after having attended several meetings of the STAC, multiple drafts were reviewed by the sub-committee and the comments that came out of the discussion were integrated and the final draft which included the accurate quotes from the tenants was circulated to the STAC members.

The Chair asked if STAC has any recommendations on the next steps. Ms. Connelly responded that it may be useful to ask the STAC at their next meeting as to what they think are the quick wins. As with the structure of the project, there is an overall support and agreement to look at this at the building level, at the regional level and the value for the neighbouring buildings to talk to each other and finally at the corporation wide level. She noted that there are still some outstanding issues that will need further discussion.

A detailed discussion ensued and following are the highlights of some of the comments received:

- What was the model before at TCHC and how is the document going to be transformed so to have a clear understanding of what does and does not exist in this new model.
- The appendix related to the Tenants Representatives in the supporting documents for this agenda item is confusing and does not reflect all the work done thus far.
- STAC needs to be continuously involved every step of the way.
- Need to establish the representation of the buildings and how are they currently interacting.
- What does the implementation of this report look like currently and who oversees this work?

After some discussion, the Committee agreed that there is more work to be done and that this report be referred back to the STAC for providing recommendations around priorities.

ACTION ITEM: To take City Report on Tenant Engagement back to STAC for providing recommendations around prioritizing recommendations within the report. Update to be provided at next QTEC meeting.

ITEM 7: MOTION TO RECOMMEND FOR INFORMATION TO THE BOARD THE RECOMMENDATIONS FROM STAC FOR A TSHC TENANT ENGAGEMENT MODEL

Motion Carried **UPON MOTION**, duly made by Councillor Fletcher, and seconded by Mr. Jim Meeks, **IT WAS RESOLVED** that this report is received and approved for information by the Committee, and this report to go forward to the June Board meeting.

ITEM 8: HEALTH COMMONS UPDATE ON SENIORS HEALTH AND WELLNESS INITIATIVE (HUBS)

Ms. Arlene Howells welcomed and invited Ms. Sophia Ikura from Health Commons to provide an update on the work done on this initiative and present the interim report to this Committee. She noted that the plan of Health Commons is to get feedback from this Committee, take the report to the Board in June and obtain

feedback from the Board and then incorporate all the feedback received into a final report which will then be brought forward to the Board in September.

Ms. Sophia Ikura said that today is just a process check-in with the Committee. She spoke in brief about some of the substantial changes from the original work plan to incorporate STAC members on the Health Commons teams. She also provided a preview of the emerging themes of the design process model. She noted that there is a desire from STAC members and the tenants to have a better sense of the full picture so that they can really engage in the current plan by participating in the working groups. She also shared with the Committee some of the goals of Health Commons that have emerged from the discussions they have had with the tenants.

The Chair opened the floor for questions or concerns from the Committee members.

Following are some of the questions and concerns raised by the Committee members:

- Who do personal support workers in the seniors buildings report to?
- The report on bed bugs, pest control and tenant elections should be transferred over to TSHC and these reports be incorporated into the Health Commons report.
- The list of all the health related services that exist in the current buildings and who is providing them.
- There are concerns raised by some senior tenants as to how much space they are expected to give up and how much time they need to give up to consider hosting a hub in their building.

The deputant, Mr. Bill Lohman, rejoined the meeting. He stated that earlier he had raised the issue of silos and that everyone is working in their own domain and own focus on their own agendas. From the conversation that is going around today at the meeting, he feels that nothing has changed in that regard. He noted that the policies that are in place today are the same policies that were proposed two years ago. Tenants on the other hand are going out of their way to be involved and try to have a voice in this process. He said he recognizes that there is a focus and an agenda to the mission and that agenda is not to the tenants' best interest. The next step that needs to occur is there needs to be staff accountability to tenants and tenants need to be included. The request made 9 months ago for the tenants leaders list is still pending to be received. He said that it is important for him to see

an overview of the placement of the initial hub and what went wrong that has been documented.

ACTION ITEM: To provide the Board with an update on what is happening with the inventory of spaces across the 83 seniors buildings.

Ms. Ikura requested for an approval from the Committee to present this report to the June 30th Board.

ITEM 9: MOTION TO RECOMMEND FOR INFORMATION TO THE BOARD RE UPDATE ON SENIORS HEALTH AD WELLNESS INITIATIVES (HUBS)

Motion Carried **UPON MOTION**, duly made by Ms. Carrie McNeil, and seconded by Ms. Brenda Parris, **IT WAS RESOLVED** that this interim report is received and approved for information by the Committee, and this report to go forward to the June Board meeting.

ITEM 10: CITY’S ROLE IN THE INTEGRATED SERVICES MODEL (ISM)

Ms. Arlene Howells introduced this topic by saying that based on the request by Councillor Fletcher at the last meeting of the Committee, this report from the City is being brought forward to the Committee as it relates to the ongoing role of the City on ISM and how that affects the work that is being done at TSHC.

At the invitation of Ms. Howells, Mr. Paul Johnson spoke to the slide presentation. He spoke in brief about the initial role of the City in the ISM, what the work looks like and where it is headed to. He touched on the reason why the City is involved in the ISM in that there are number of services the City delivers and there is a number of expertise within the City to help support the successful implementation of the ISM. He said that ISM is about the work that happens on the ground level that is critical to the wellbeing of the tenants on a day-by-day basis and how we can make sure that we can clearly understand where we are making progress in terms of the 83 seniors buildings and the general operations and the supports provided to the seniors in these buildings. He said that he will collaborate with the TSHC CEO to review on a regular basis about the work going forward related to the ISM. He concluded his presentation by saying that the City has a profound interest in the implementation and the continuous quality of the ongoing improvement.

ACTION ITEMS: Mr. Johnson agreed to bring back to the Committee the historical information on the work around the hub that the Committee has requested.

The Chair thanked Mr. Johnson for his presentation and commented that the current structure could appear siloed to our tenants in terms of who is in charge of what. She reminded the Committee that as we continue to work on the ISM framework we need to ensure that we are not setting up further silos.

ACTION ITEM: Staff to bring back to the Committee the report on bed bugs for the 83 senior buildings.

With respect to the discussion on relationships and trust eluded to by Mr. Johnson and Councillor Fletcher at this meeting, Ms. Brenda Parris expressed her concern saying that there may be a need for some staff and Board development on how we develop and regain trust so as to ensure that we continue with the momentum of carrying the good work forward.

ITEM 11: MOTION TO RECOMMEND FOR INFORMATION TO THE BOARD THE REPORT ON THE CITY'S ROLE IN THE INTEGRATED SERVICES MODEL

Motion **UPON MOTION**, duly made by Councillor Fletcher, and seconded by
Carried Ms. Carrie MacNeil, **IT WAS RESOLVED** that this report is received and approved for information by the Committee.

ITEM 12: OPERATIONAL REPORTING INCLUDING FIRST 100 DAYS PRIORITIES REPORTING

In the interest of time, Mr. Tom Hunter provided a brief overview on this topic. He stated that in reviewing all the recent information related to the ISM, quality tenant engagement and how we measure and ensure that there is accountability as we start to look at the work going forward, it is important that we need to prioritize the indicators that best reflect the trust, the day to day operations and identifying the priorities, committing to those and working with the individuals to achieve them to illustrate our success.

ITEM 13: NEXT MEETING DATES

Ms. Howells informed the Committee that she plans to come back to the Committee with proposed future meeting dates of this Committee. The Chair suggested that the next meeting of the Committee be scheduled in July to keep up the momentum of the work that is being done by this Committee.

ACTION ITEM: Staff to poll the Committee members for scheduling the future meetings of the Committee.

ITEM 14: ADJOURNMENT

The Chair thanked the Committee members, staff and all the presenters for their attendance and contributions. Ms. Howell made an announcement that she will be stepping down in the summer and introduced Ms. Wendy Dobson as the incoming Interim Strategic Communications & Engagement Lead who will be supporting this Committee. The Committee members took the opportunity to thank Ms. Howells for all her tremendous work in leading and supporting this Committee in the past few months and welcomed Ms. Dobson.

Action Item: Councillor Fletcher requested for copies of the photos taken at the four TSHC launch ceremonies to be circulated to the Board members.

The Chair then declared the meeting adjourned.

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

Linda Jackson, Chair
Quality & Tenant Engagement Committee

**Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee
Action Items List as of October 2022**

	Meeting arising from	Description	Resp.	Status
1.	Sept 12, 2022	<ul style="list-style-type: none"> Staff to bring a weekly use of space schedule for each building's common rooms, including program title, day(s) of the week they operate and weekly time use. Identify the wording in leases around the rights of tenants to access common rooms and spaces 	Brad Priggen	Draft in progress
2.	Sept 12, 2022	<ul style="list-style-type: none"> Staff bring back a list of how many buildings do not have a common room. 	Brad Priggen	Completed Inventory amenity list
3.	Sept 12, 2022	<ul style="list-style-type: none"> Add the 'red, yellow, green's flag to the Operations Dashboard for a quick 'at a glance' overview. 	Brad Priggen	In progress for future meeting
4.	Sept 12, 2022	<ul style="list-style-type: none"> Provide a list of all 83 buildings and the number of bed bug/pest cases. Pests in buildings to be ranked into three buckets: big problems, medium problems and no problems. 	Brad Priggen	In progress. Data received from TCHC-able to generate some reports on our own.
5.	Sept 12, 2022	<ul style="list-style-type: none"> Improve website to make it easier to find committee meeting materials. 	Wendy Dobson	Completed
6.	Sept 12, 2022	<ul style="list-style-type: none"> Provide data up front for all QIP working groups and bring back to the Committee. Staff need to include the measurement metrics used to determine if project is 	Brad Priggen/ Mary Tate	In progress

	Meeting arising from	Description	Resp.	Status
		<p>successful. We need to know the progress we are making.</p> <ul style="list-style-type: none"> • Ensure tenants with lived experience of pest issues are on QIP pest control working group and include experience of issue in rubric of selecting tenant participants for working groups. 		
7.	Sept 12, 2022	<ul style="list-style-type: none"> • Report back on Listening Tour and specifically on how TSHC is working to improve translation/interpretation services. 		In progress

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

Item 10

October 26, 2022

To: Quality and Tenant Engagement Committee

From: Brad Priggen, Director Operations (I)

Date: October 18, 2022

PURPOSE: For information

RECOMMENDATION:

It is recommended that the Committee 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.

At the previous Committee meeting there was feedback to enhance the dashboard with further summary indicators (progress to targets for example) and we are also reviewing developing the dashboard into a broader balanced scorecard view representing additional services and functions in TSHC. This will be brought forward to a future Committee meeting.

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

Brad Priggen
Director Operations (I)

List of attachments:

Attachment 1: Operational Performance Dashboard

Item #10
Attachment # 1 -
Operational Performance
Dashboard

Toronto Seniors Housing Corporation

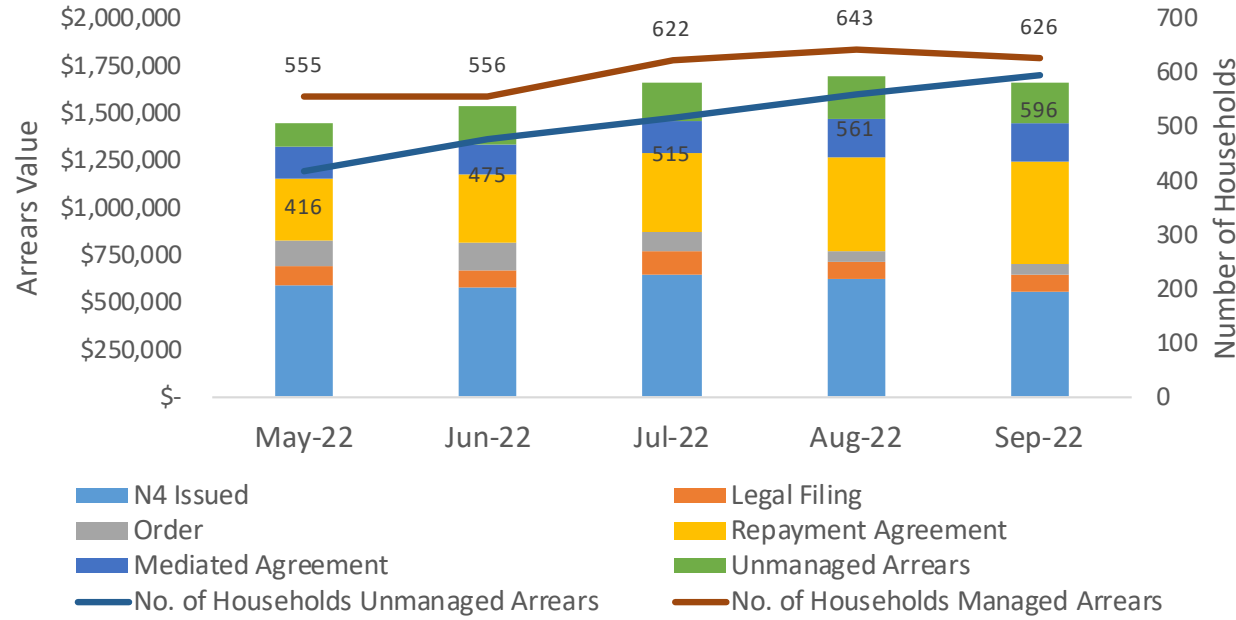
Operational Performance Dashboard – September 2022

Quality and Tenant Engagement Committee Meeting

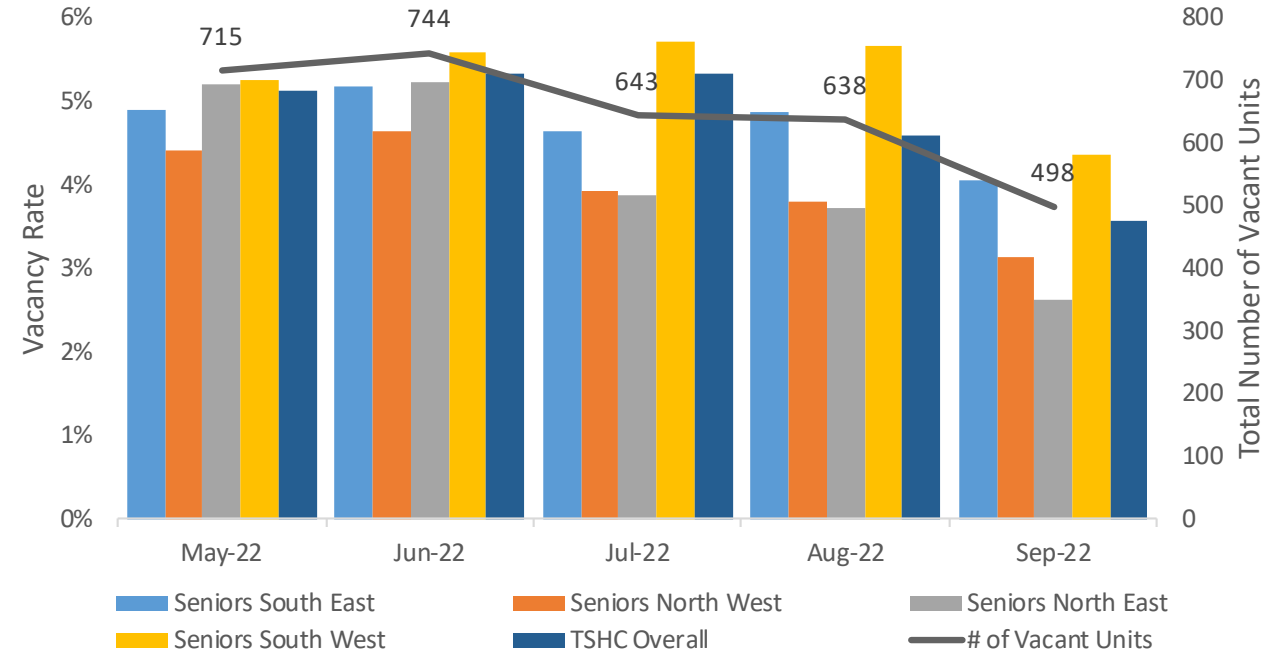


Summary – September 2022

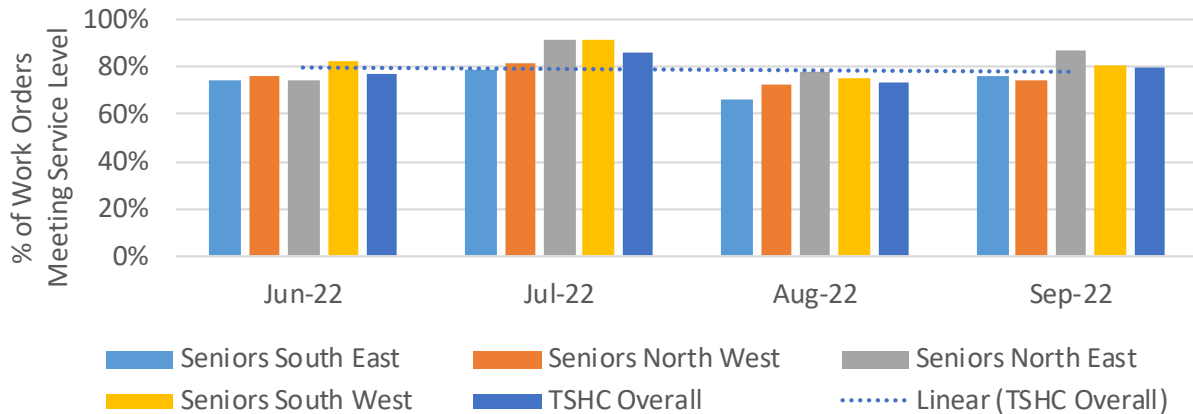
Arrears Collection Process (ACP) Stage Arrears and Tenants



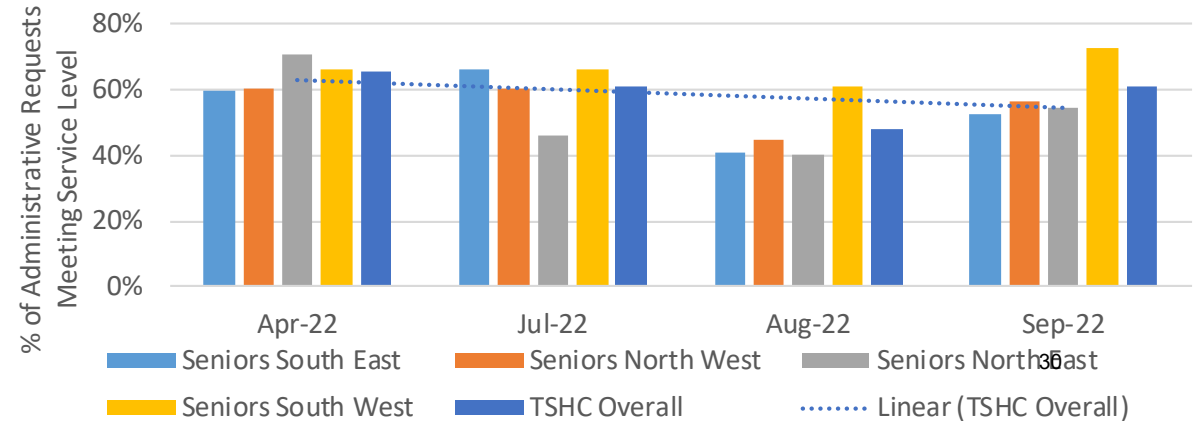
Vacancy Rate and Number of Vacant Units



Work Order Service Levels



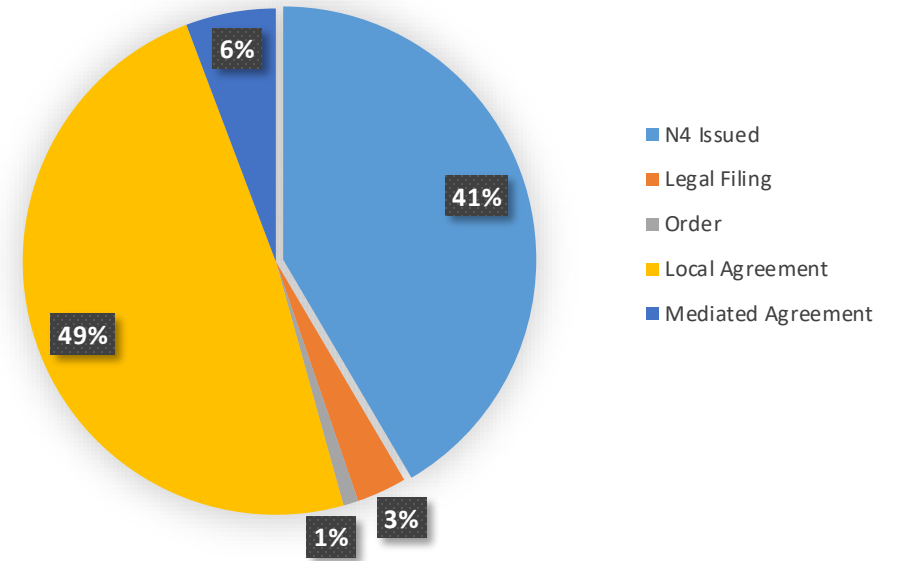
Administrative Request Service Levels



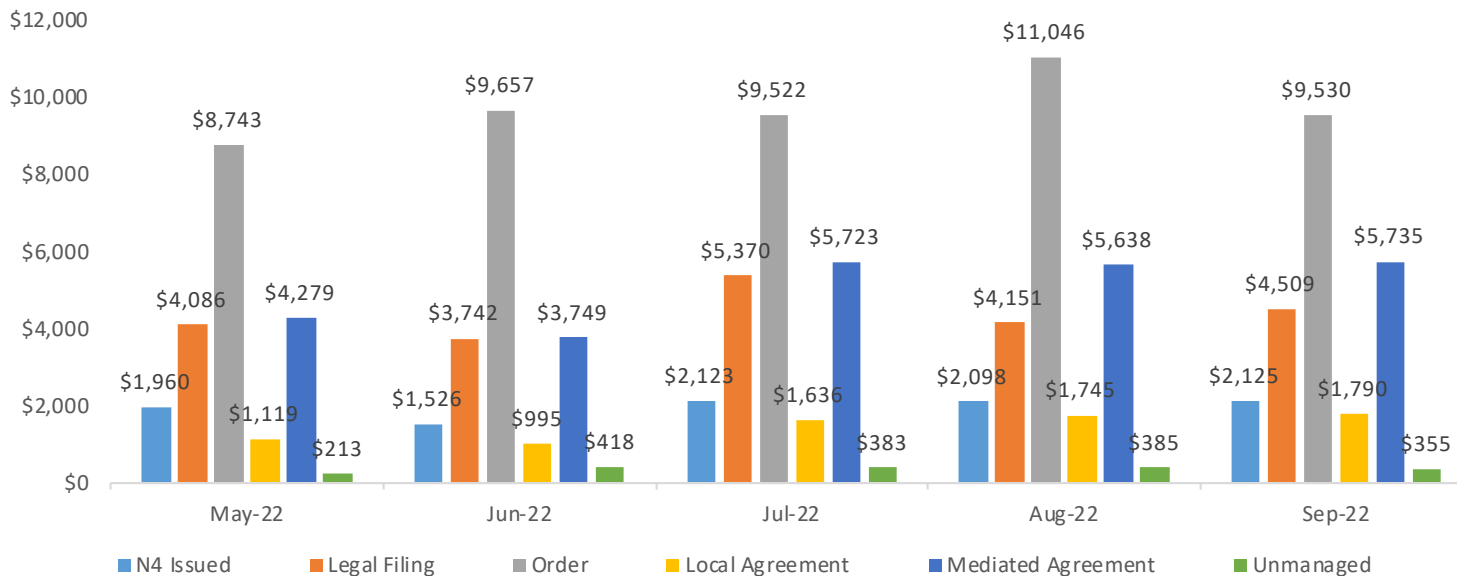
Arrears

- Arrears overall increased to \$1,661,897.48 and decrease of \$28,341.43 from August
- The largest increase came from files that are at the Local Agreement stage of the ACP arrears collection process (*an increase of \$52,091.11 or 9.6%*)
- While the N4 Issued and Legal Filing stages experienced the largest decreases; \$66,521.70 (12%) and \$9,437.00 (10.5%) respectively

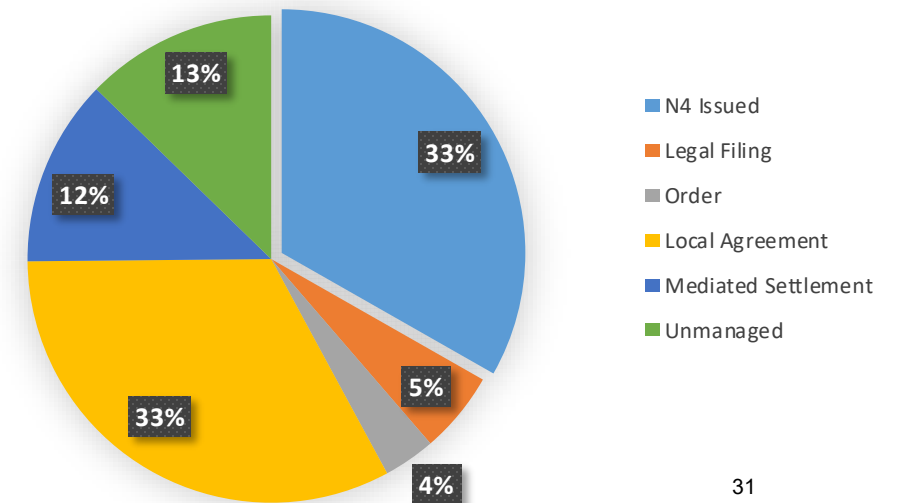
of Tenants at each stage of ACP



Average Arrears per Stage

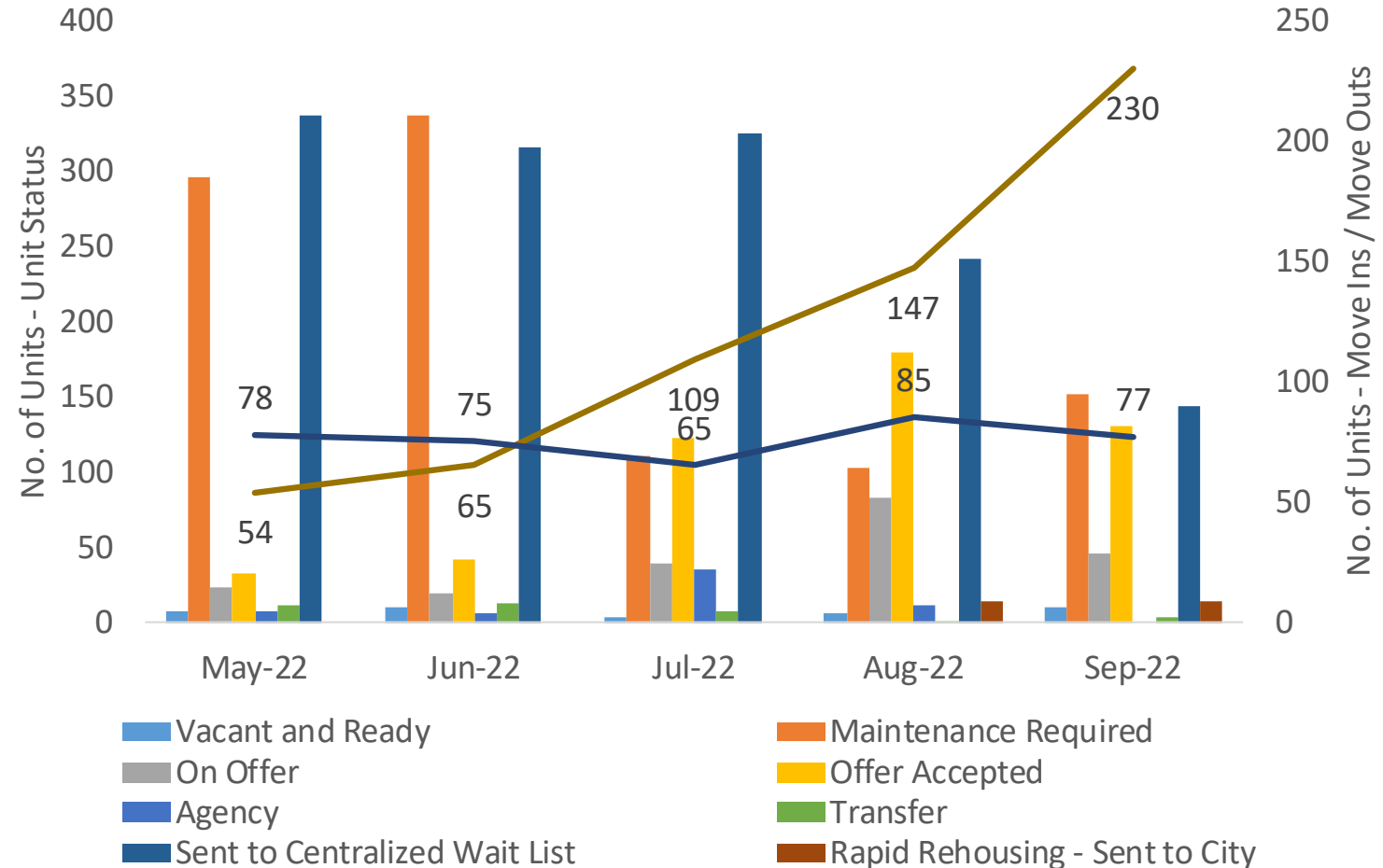


Arrears Percentages



Vacancy Rate

- In September 2022, the 'Other' and 'On Offer' categories saw a similar decrease (40.0% and 44.6% respectively)
- The 'Offer Accepted' category had a smaller decrease of 26.8% (from 179 units in August to 131 in September)
- The largest increase in was seen in the 'Vacant and Ready' category, an 66.7% increase
- While the 'Maintenance Required' category increased by 46.6% (from 103 in August to 151 in September)
- The diverting trend since July in the Move Ins / Move Outs continued in September with the largest net Move Ins (= Move Ins – Move Outs) in 2022; 153 units (an increase of 146.8%)



Vacancy Rate	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actual %	5.18	4.99	4.62	4.23	3.58			
Projected %	-	4.99	4.69	4.39	4.09	3.79	3.09	2.79

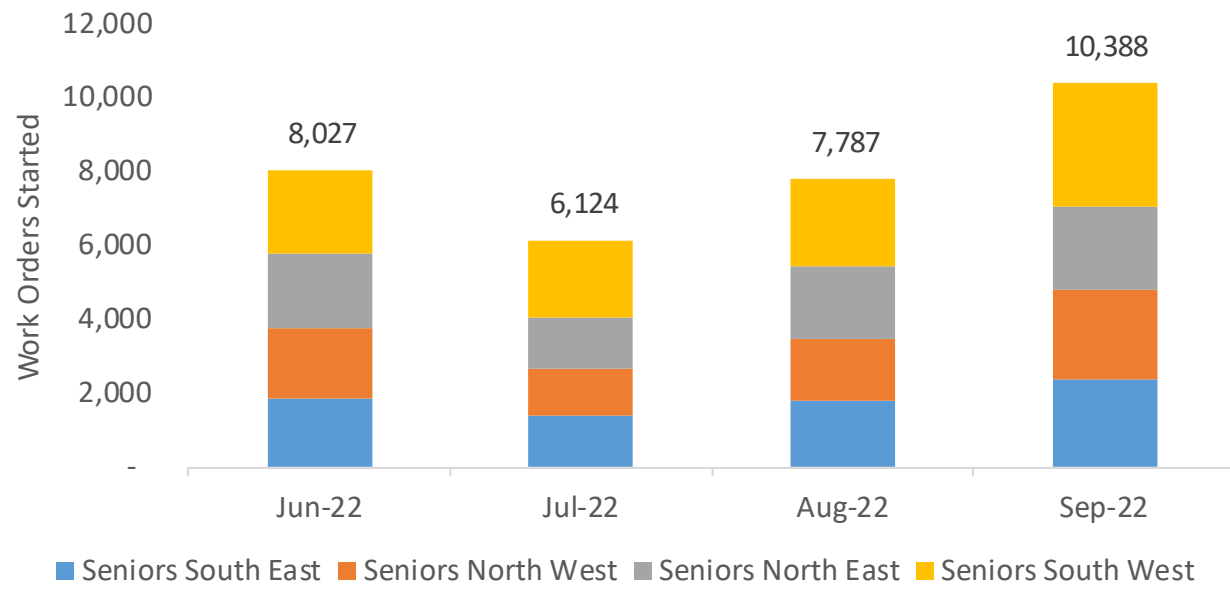
Maintenance Work Order

- In September staff and vendors processed 5,969 work order requests from tenants with 79.7% resolved within 5 business days
- TSHC Staff completed 90.2% (4,462) internal work orders
- The majority of these requests were related to plumbing and pest control

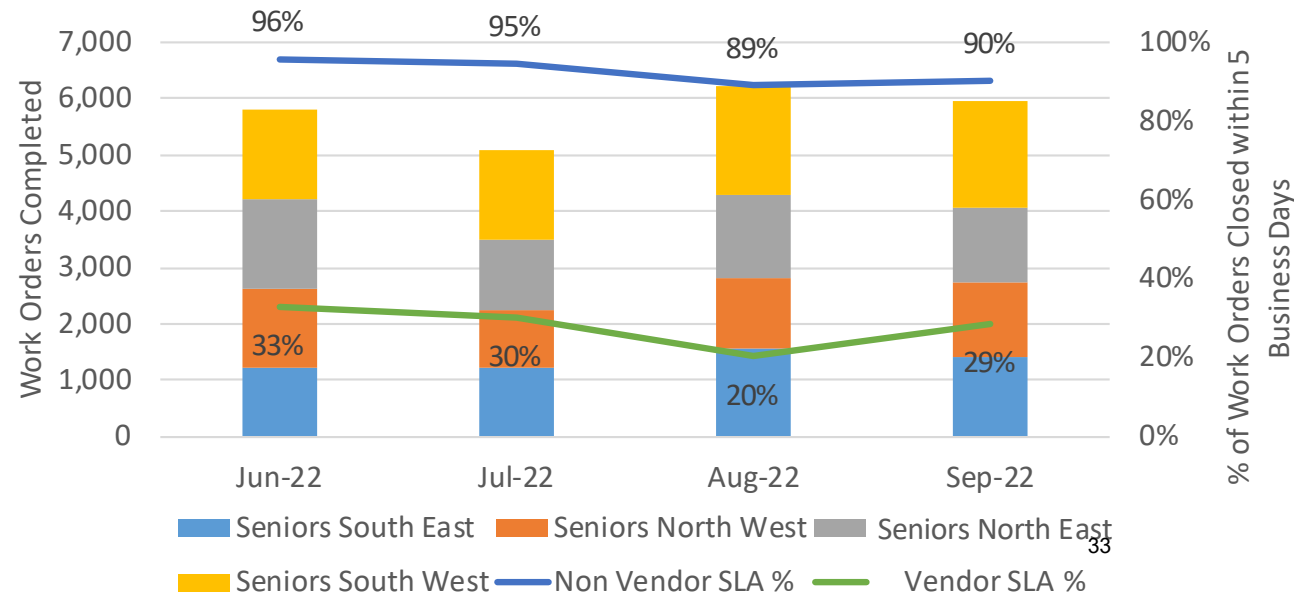
➤ Top 5 Work Order Categories Completed in August 2022

Work Order Request Category	%
Plumbing	14.9%
Pest Control	13.8%
Alarm Monitoring	9.5%
Electrical	9.0%
Doors	8.9%

Number of Work Orders Started



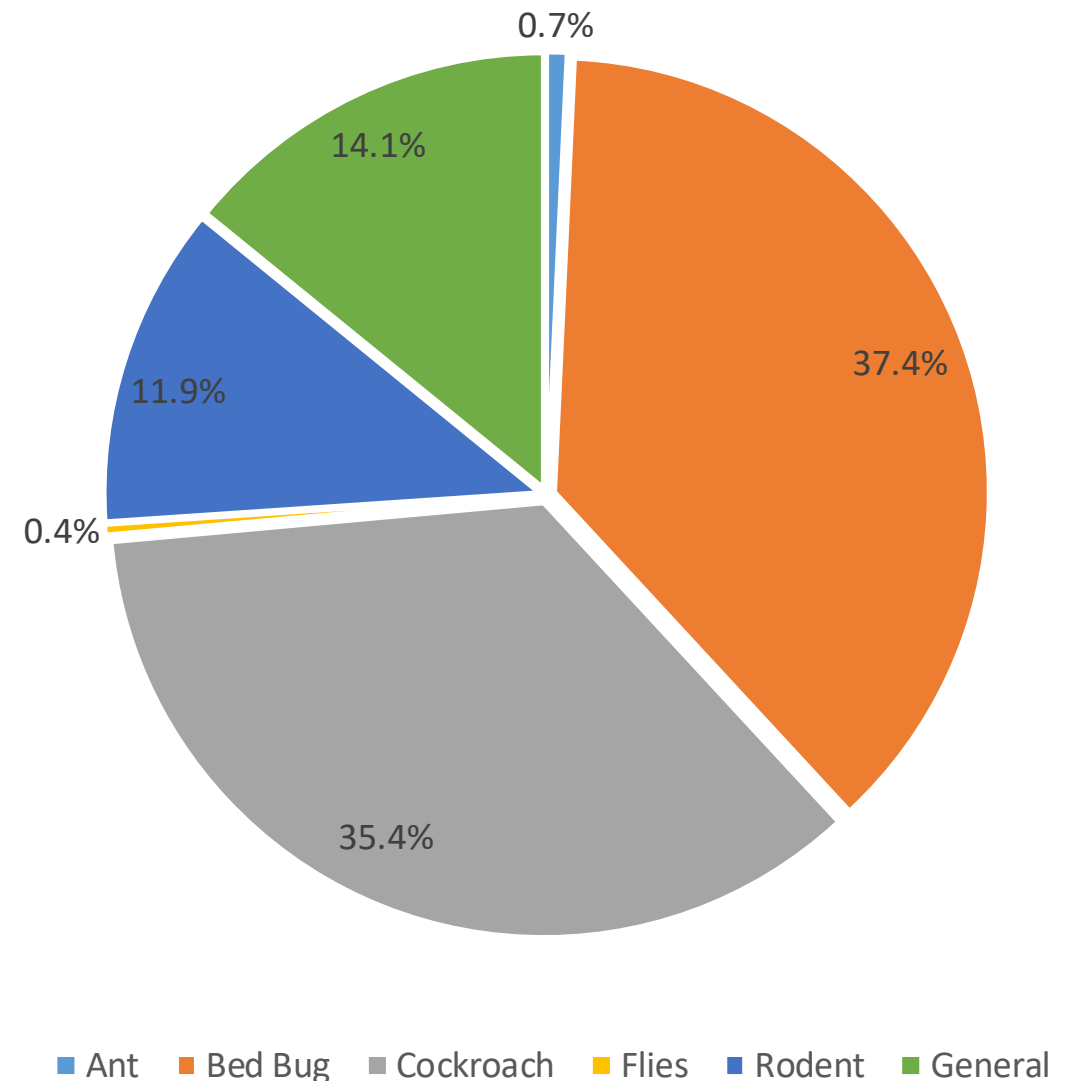
Work Order Performance



Pest Control

- For the month of September staff processed 2,313 requests for pest control service
- Of the treatments requested
 - 442 units received a single treatment
 - 126 units received two treatment's
 - 30 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

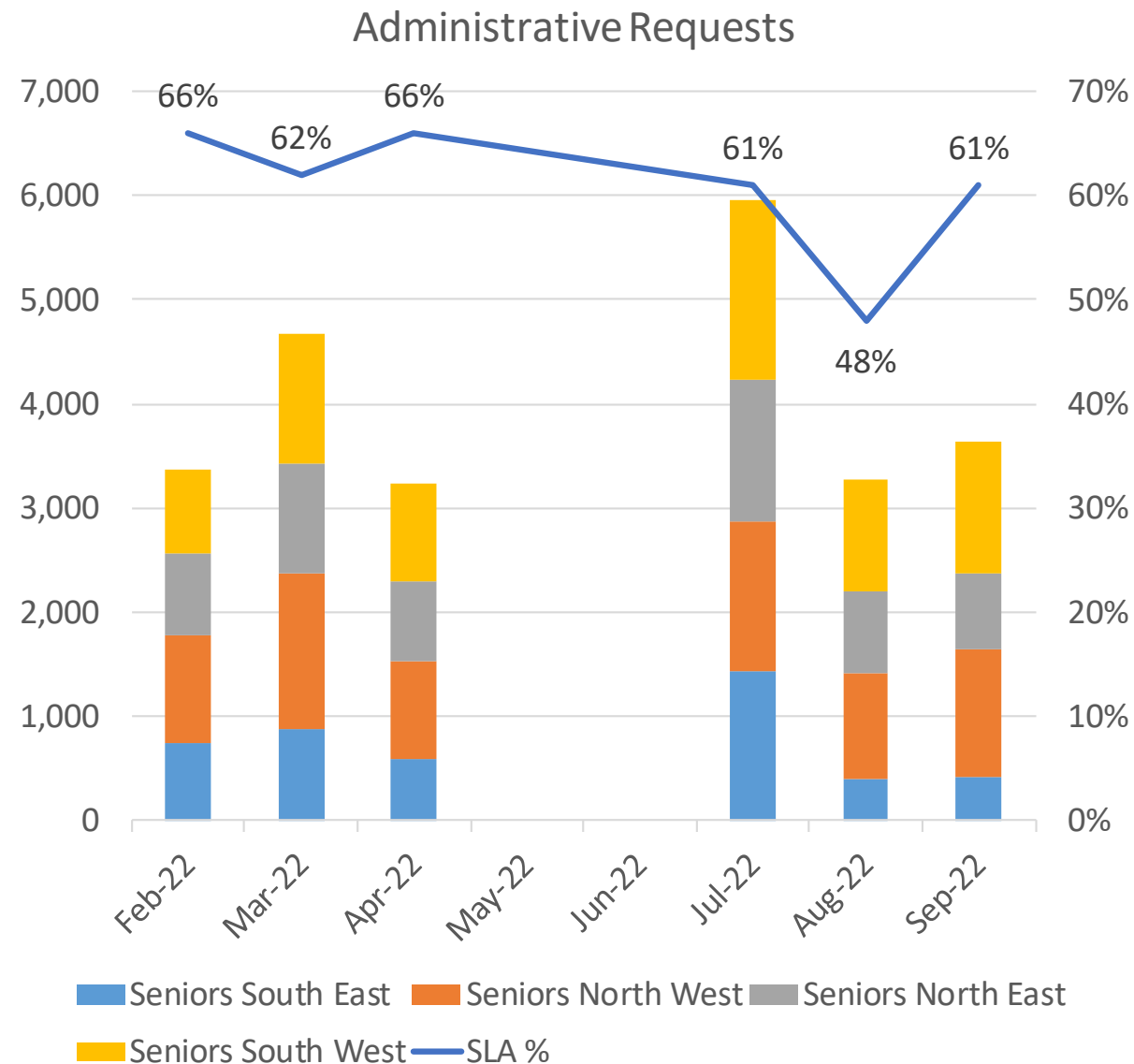


Administrative Requests

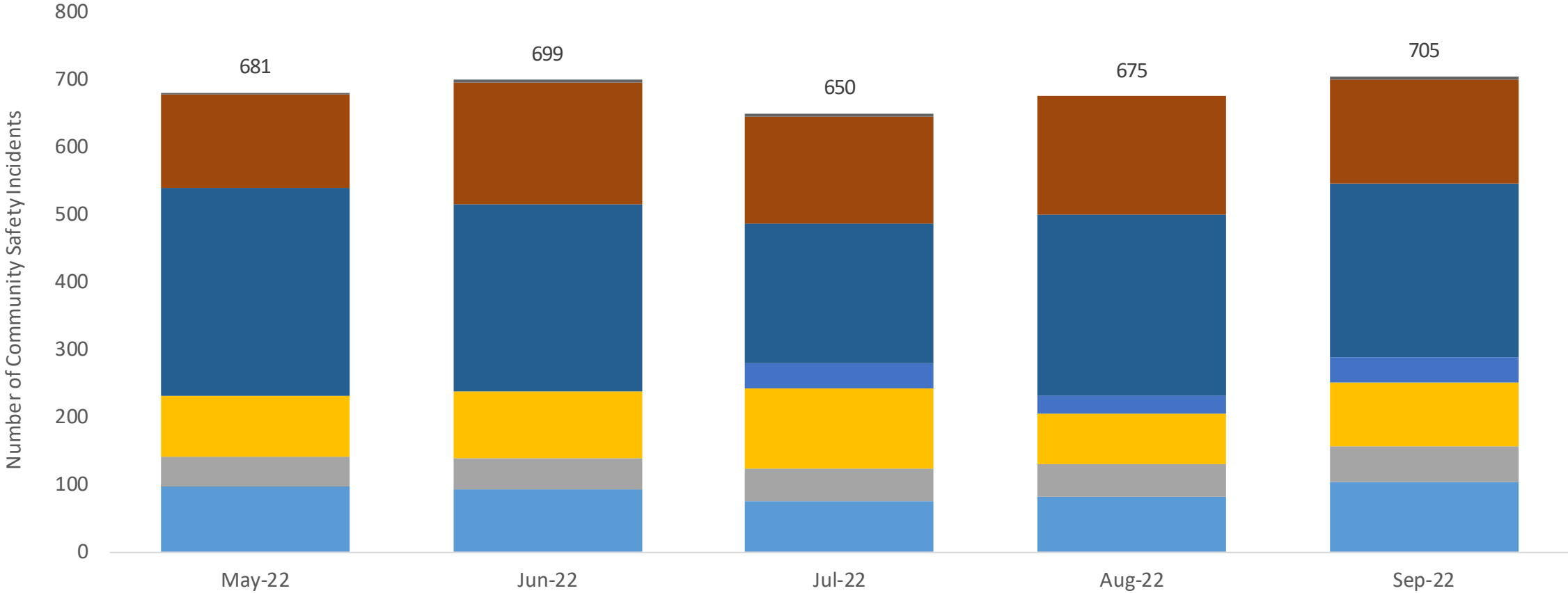
- In May and June 2022 TCHC transitioned from a legacy system to HOMES for tracking and dispatching of work orders. This created a gap in reporting as May and June were a blend of both systems
- Staff processed 3,643 service requests from tenants
- The majority of these requests were in relation to the annual review process and supporting tenants with documentation

Top 5 Service Categories Completed in September 2022

Service Request Category	%
Assistance with Annual Review	42.3%
Documentation Support	21.7%
Caller Requesting Info	8.8%
Tenant Requesting Referrals	2.5%
Concerning Behaviours	2.4%



Community Safety Incidents



■ Anti Social Behaviours

■ Disputes

■ Other Calls for Service

■ Arson

■ Incidents Affecting Quality of Life

■ Self Initiated Patrols

■ CSU Officer Initiated Arrests/Charges

■ Meetings

■ Serious Violent 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 he Landlord Tenant Board	Community Safety	Calls responded to the TSHC Community safety unit
Repayment Agreement	Arrears for which staff or OCHE have negotiated a repayment of the outstanding balance	EasyTrac	The software system that TSHC use to log all Maintenance and administrative requests
Vacancy rate	The percentage of units that are vacant		
Maintenance Level	Work orders that are completed by staff or vendors. The service level for work orders is two 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 (TSHC)
Quality and Tenant Engagement Committee
OCHE Update – June 1st to October 1st, 2022**

Item# 12

October 26th, 2022

To: Quality and Tenant Engagement Committee

From: Interim Commissioner of Housing Equity

Date: October 26th, 2022

PURPOSE: For information to provide the QTE and the Board of Directors with the Office of the Commissioner of Housing Equity’s (“OCHE”) Update for the period of June 1, 2022 to October 1, 2022.

RECOMMENDATION:

It is recommended that the Quality and Tenant Engagement Committee review and receive this Report for information and forward it to the Board for information.

REASONS FOR RECOMMENDATIONS:

This Report highlights the OCHE’s case management, audit, and policy work through the period of June 1, 2022, to October 1, 2022 and focuses on the work metrics as outlined in the Board-approved 2022 OCHE Work Plan¹.

This report is the first OCHE Report to be reviewed by the Toronto Seniors Housing Corporation (“TSHC”) Board of Directors. This report covers the period of time beginning June 1, 2022 (the inception of the TSCH) and ending October 1, 2022. Data for this period has been compared to the first part of 2022 (January 1

¹ <https://oche.ca/oche-2022-work-plan>

to May 30, 2022) and to the last half of 2021 (July 1 to December 31, 2021). The OCHE ordinarily reports bi-annually and compares data to the previous 6-month period. The OCHE will do so going forward, unless otherwise directed by the Board.

SIGNATURE:

“Summer Nudel”

Summer Nudel
Interim Commissioner of Housing Equity

STAFF CONTACT:

Summer Nudel, Interim Commissioner of Housing Equity
416-624-8930
summer.nudel@oche.ca

List of attachments:

Attachment 1: OCHE Report QTE – June to Oct 2022

Item #12
Attachment # 1 -
OCHE Report QTE – June
to Oct 2022

OCHE Report QTE – June to Oct 2022

Introduction:

This report contains a summary of the referrals received and the audit findings which were obtained through the audit of individual files. It also discusses the theme-based audit categories the OCHE uses to classify process errors. It should be noted that the OCHE found no significant errors in two of the four theme-based audit categories. The findings from the two categories where recommendations were made are discussed below.

On June 28, 2021, HoMES, the new data management system, went live. This represented a change in the way data was captured and managed. In the period following this change, there was a marked decrease in the number of referrals to the OCHE.

At that time, the Commissioner reached out to senior management at the TSHC to suggest that any files in arrears of rent be forwarded to the OCHE for review and case management even if it was sooner than the Arrears Collection Process prescribed. This served to ensure the OCHE Early Resolution Officers (“EROs”) were able to continue working with tenants, and it also allowed the OCHE to assist the TSHC to bring many files up to date. This is noteworthy as it explains the changes to the flow of referrals in the period between July 1 to December 31, 2021, and it explains the decrease in the number of referrals which followed.

As this large batch of referrals were processed and closed, the rate of referrals to the OCHE slowed to approximately 6-10 files per month.

1.1 REFERRALS BY REGION

The following chart shows the number of referrals to the OCHE by period. These numbers represent all referrals; however, some files were returned due to the following reasons: OCHE had previously recommended an L1 Application that was not filed at the LTB, Tenant in hospital, unit abandoned, Tenant transferred to LTC, Tenant passed away, the Seniors Services Coordinator was actively working on the file; or the arrears were paid in full.

Region	July 1 – Dec 31, 2021	Jan 1 - May 30, 2022	June 1 – Oct 1, 2022
Seniors Housing Unit total	111	50	33
OU O (NW)	52	22	5
OU N (SE)	38	8	13
OU Q (SW)	16	11	11
OU P (NE)	5	9	4

1.2 ARREARS AT THE TIME OF REFERRAL

The OCHE captures data related to the amount of arrears at the time of referral and the number of months the tenant has been in arrears of rent prior to the OCHE referral. The Arrears Collection Process was designed with an aim to identify tenants who are in arrears early, to attempt to resolve those arrears within the first and second month, and if unsuccessful, to refer to the file to the OCHE before the arrears grow significantly. The OCHE referral represents one last attempt to resolve the arrears with the tenant or, if the OCHE is unable to resolve the arrears, to make the recommendation that an *Application to evict a tenant for non-payment of rent and to collect rent the tenant owes* (“L1 Application”) be made at the Landlord and Tenant Board.

The following chart presents the arrears at the time of referral to the OCHE and demonstrates the difference between the new and old ACP.

	July 1 – Dec 31, 2021	Jan 1 – May 30, 2022	June 1 – October 1 2022
Average Arrears at Time of First N4	\$1,519.00	\$1,339	\$1,508.00* *Old ACP: \$1,834 *New ACP:\$1,247
Average Arrears at Time of Referral	\$2,642.06	\$2,154	\$3,580.00* *Old ACP: \$5506 * New ACP:\$2039
Average Month of Referral to OCHE After Arrears Started Accumulating	12 Months	12 Months	21 Months* *Old ACP: 41 *New ACP: 7

** Arrears which began to accumulate prior to June 28, 2021 fell under the old ACP for auditing purposes. Arrears which began to accumulate after this date fell under the new ACP for auditing purposes. 21 months represents the average of all files referred to OCHE during this time period. Under the Old ACP, the average month of arrears at the time of referral to OCHE is 41 months. But under the New ACP, the average month of arrears at the time of referral to OCHE is 7 months.*

There were 13 files that fell under the old ACP and 15 that fell under the new ACP.

Some referrals came with a relatively low arrears balance owing, while seven (7) files had arrears over \$5,000.00, two (2) files had arrears over \$9,000 and one (1) file had arrears of \$20,950.00² in the current period.

The average month of referral to the OCHE is inflated during this period due to the following: three (3) files were referred where the arrears had accumulated for over two years, six (6) files had arrears which had accumulated for over three years, and one (1) file had arrears which had accumulated over ten years³.

2.0 RECOMMENDATIONS AS REPORTED THROUGH CASE-SPECIFIC AUDIT REPORTS

While working with individual tenants to avoid eviction and identify underlying issues, the OCHE conducts an audit to ensure compliance with the Arrears Collection Process, Eviction Prevention Policy and applicable legislation. At the conclusion of this work, the OCHE issues a report containing tenant-specific and procedural recommendations.

The following chart shows the number of reports issued and the number of recommendations made. These recommendations have been categorized into theme-based audit categories which were used to present the findings. An explanation of the theme-based audit categories is included below. It is important to note, that these categories have been described with respect to the associated risks; however, there were no significant findings in three of the four categories.

² This Tenant's arrears began in 2018 and with the assistance of the Voluntary Trustee the rent and arrears repayment of \$200/mo are being paid.

³ This Tenant's arrears began in 2012. Between 2012 and 2015 the tenant entered two repayment agreements which were breached. Between 2015 and 2022 no action was taken on the file. When the OCHE received the file in May 2022 the arrears were \$9043.00. As of this date, the Tenant is keeping to a repayment agreement of \$125/mo.

	July 1 – Dec 31 2021	Jan 1 – May 30, 2022	June 1 – October 1, 2022
Number of recommendation reports	31	62	28
Number of Recommendations	75	137	61

The theme based audit categories are summarized in the chart below.

THEME-BASED SYSTEMIC AUDIT RECOMMENDATIONS	
1. ADMINISTRATIVE DELAYS AND INEFFICIENT USE OF RESOURCES	Administrative delays and inefficient use of resources create unnecessary costs to the organization, in particular: added time in which arrears are allowed to accumulate, reduced customer service levels, and inhibited workflows.
2. NON-COMPLIANCE WITH POLICIES AND PROCEDURES	Failure to comply with internal policies and procedures, specifically those related to the Eviction Prevention Policy, Arrears Collection Process, Loss of Subsidy Process and applicable legislation (<i>Residential Tenancies Act, 2006, Housing Services Act, 2011</i>) presents a liability to the organization and inequitable service to tenants.
3. UNRELIABLE INTERNAL INFORMATION	TSHC has guidelines for recording information using internal databases, such as HMS, EasyTrac, and HoMES. Not following these guidelines can lead to inaccurate and unreliable information, interrupted workflows, and reduced trust in TSHC staff.
4. QUALITY OF SERVICE	Quality of service is vital for relationship building with tenants, fostering positive living environments, and ultimately keeping tenants housed.

2.1. Administrative Delays and Inefficient Use of Resources

This was the one area where issues were found related to administrative delays. Given the discussion earlier in this report related to the flow of files, it is not surprising to find errors in this category.

The chart below outlines the OCHE’s recommendations related to administrative delays and inefficient use of resources:

Commissioner’s Recommendations regarding Administrative Delays and Inefficient Use of Resources	July 1 – Dec 31, 2021	Jan 1 – May 30, 2022	June 1 – October 1, 2022
Serve the Notice to Terminate the Tenancy in accordance with Arrears Collection Process timelines	29%(9/31)	72% (45/62)	71% (20/28)
Refer to the OCHE according to the Arrears Collection Process timeline	45%(14/31)	44% (27/62)	36% (10/28)
Make direct contact with the tenant in the first month of arrears	45%(9/31)	48% (30/62)	28% (8/28)
Send the Notice to Terminate the Tenancy once /do not send multiple Notices to Terminate the Tenancy	16%(5/31)	13% (8/62)	21% (6/28)

In reviewing the findings under this category the most significant is related to the service of the N4. The ACP requires the N4 to be served in the first month of arrears and to be accompanied by a letter of explanation to the tenant that

includes an invitation to discuss the missed rent payment with staff. The Commissioner made the recommendation to serve the N4 according to the ACP in 20/28 instances during this period.

2.2 Quality of Services

It is necessary to provide tenants with additional supports in order to sustain their tenancies; relying upon both internal and external supports can make the difference in terms of stabilizing tenancies.

This support may take the form of engaging external stakeholders such as caseworkers, family members, interpreters, income tax clinics, as well as internal supports such as Seniors Services Coordinators. Failure to provide these supports affects vulnerable tenants disproportionately, given that they have less resilience than other tenants and likely would face greater challenges should they be evicted. The Commissioner found very few errors in this category for this reporting period. On seven occasions, the Commissioner recommended that the Tenants’ caseworker or other support person be contacted should future issues arise with the tenancy.

Commissioner’s Recommendations Regarding Quality of Service	July 1st – Dec 31st 2021	Jan – May 2022	June to October 2022
Reach out to tenants’ caseworkers or families should they get into arrears of rent	32% 10/31	27% (17/62)	25% (7/28)
Provide flexible and customized supports and accommodations to tenants as required (e.g., interpreters)	1% 3 /31	3% (2/62)	>1% (1/28)

3.0 Breached OCHE Brokered Local Repayment Agreements

When the ERO works with a tenant to negotiate a Local Repayment Agreement to address the arrears of rent, they first discuss financial literacy with the tenant and complete a budgeting tool. As an example, a tenant who is caught in a pay-day loan cycle may require assistance opening a new bank account in order to ensure their full pay cheque is secure prior to discussing arrears repayment. Despite the best effort to assist a tenant to become financially stable in advance of brokering a Repayment Agreement, some tenants will breach their agreement.

When a tenant breaches an OCHE brokered Repayment Agreement, it is expected that staff will reach out the tenant after the first missed payment, and then re-refer the file to the OCHE.

When the OCHE receives a Breach File, the Early Resolution Officers are tasked with determining whether exceptional circumstances existed warranting a new Repayment Agreement. These circumstances must be different from the set of circumstances at the time the original Repayment Agreement was brokered. If there are no exceptional circumstances, the OCHE will report back to TSHC that they may proceed to file an L1 Application at the LTB.

The following chart describes the breach referrals we have received in 2022.

Breach Files	July 1st – Dec 31st 2021	Jan – May 2022	June to October 2022
Total Breach Referrals	8	12	2
No Exceptional Circumstances	3	10	1
Breach Reports issued	5	2	1
Average month of referral to OCHE after breach	10.3 months	2.08 months	2.63 months
Average month of actual breach (first, second, third etc.)	4.46 months ⁴	19 months	3 months

Based on the breach referrals we received, it is apparent that more breached repayment agreements are being caught early. This is positive as it prevents the accumulation of arrears and ensures files with tenants who are ineligible for a second OCHE brokered Repayment Agreement are referred to the LTB in a timely manner.

⁴ All breached were exceptional circumstances – lost GIS due to CERB

4.0 OCHE CASE MANAGEMENT HIGHLIGHTS

The OCHE captures data related to the EROs’ success rate. The engagement rate is determined based on the number of tenants who elect to work with the ERO. The chart below demonstrates the number of tenants willing to work with the EROs and the number of those tenants who were able to avoid a referral to the LTB as a result of that work.

	July 1 – Dec 31 2021	Jan 1- May 30, 2022	June 1, Oct 1, 2022
Engagement Rate	87%(27/31)	87% (54/62)	86% (24/28)
Avoided the need for eviction	93%(25/27)	87% (47/54)	88% (21/24)

4.1 ARREARS MANAGED

In the current period, the OCHE recovered \$81,143.00 mainly by managing arrears through Repayment Agreements. Fewer senior tenants receive income from Ontario Works, or the Ontario Disability Support Program; however, if they do, they are entitled to funds to assist with arrears through the Housing Stabilization Fund.

	July 1 – Dec 31, 2021	Jan 1, – May 30, 2022	June 1 – Oct 1, 2022
Ontario Works/Ontario Disability Support Program’s Housing Stabilization Fund	\$1,427.00	\$0.00	\$159.00
OCHE Brokered Repayment Agreements	\$43,488.00	\$88,163.68	\$81,143.00

5.0 Next Steps

Going forward, the OCHE will be making changes to our Recommendations Report Template to better serve staff and tenants. This will include a chart-form audit section, a discussion of the intervention made by the ERO, followed by recommendations that can be applied to all tenants in similar sets of circumstances.

We are also looking to understand how long people are usually successful in maintaining a Repayment Agreement and we are interested in finding out from tenants if more support is required with managing rent payments and budgeting. Given the Seniors Services Coordinators will be brokering Repayment Agreements in advance of an OCHE referral, we can gather this information at the time of referral to the OCHE.

Conclusion:

This report provided an analysis of the referrals received from TSHC since June 1, 2022 and included a discussion related to the case management of files. It also included an explanation of what happens when a tenant breaches an OCHE brokered Repayment Agreement. It described the theme-based audit categories that are used to classify the errors the OCHE might find with respect the ACP and other applicable legislation.

Going forward, the OCHE will continue to use these theme-based audit categories when reporting to the Board.

IMPLICATIONS AND RISKS:

The OCHE provides the Board with oversight of TSHC's operations related to evictions due to arrears of rent and ensures that tenants avoid eviction where possible. The OCHE reports regularly on its activities and TSHC's performance in the areas within OCHE's jurisdiction. This regular reporting by the OCHE ensures the Board is aware of the OCHE's activities taken on its behalf and that they continue to align with the goals of the Board and TSHC.

SIGNATURE:

"Summer Nudel"

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