

**Toronto Seniors
Housing Corporation**

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

Date: Thursday, March 9, 2023

Time: 3:00 pm to 5:00 pm

Location: WebEx & Livestream

Item	Time	Description	Action	Supporting Documents	Presenter
1.	3:00 5 min	Chair's Remarks	Information	N/A	Chair
2.	3:05 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:07 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:08 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:09 1 min	Approval of Public Session Minutes of QTE Board Committee Meeting of December 19, 2022	Approval	Minutes of Public meeting of December 19, 2022	Chair
6.	3:10 5 min	Action Item Review	Information	Action Item List	Chair
7.	3:15 5 min	CEO Update	Information	Verbal Report	Tom Hunter

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Item	Time	Description	Action	Supporting Documents	Presenter
8.	3:20 15min	Operational Dashboard	Information	Operational Performance Dashboard	Brad Priggen
9.	3:35 60min	Interim Strategic Directions / KPIs	Information	Report and Presentation	Tom Hunter/ Grant Coffey/ Mary Tate
10.	4:35 10min	Tenant Policy Consultation Update	Information	Report	Grant Coffey
11.	4:45 15min	OCHE Update	Information	Report	Melanie Martin
12.	5:00 5min	Communications Update	Information	Report	Grant Coffey
13.	5:05 10m	Eviction Prevention and Arrears Collection Process	Information	Report	Brad Priggen
14.	5:15 1min	Adjournment	Approval	N/A	Chair

(For approval by QTEC March 9, 2023)

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

Date: Monday, December 19, 2022

Time: 3:00 pm to 5:30 pm

Location: WebEx and Livestream

Draft Minutes

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Monday, December 19, 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, Fareed Amin, Councillor Crisanti.

TSHC staff present: Tom Hunter, Grant Coffey, Brad Priggen, Vince Truong, Wendy Dobson, Roman Zydownyk, Tina Ferreira, Executive Assistant to CEO, Liz Dizig (Recording Secretary),

Guests: Jennifer Dockery, Andrea Austen, Joseph Burley and Jessica Lee, City of Toronto.

ITEM 1: CHAIR'S REMARKS

The Chair welcomed everyone and stated that this meeting is being live streamed on YouTube. The Chair reflected back on the last QTEC meeting noting this is the last Committee meeting of 2022.

The Chair Publicly thanked Councillor Paula Fletcher for all her contributions and dedication to TSHC.

ITEM 2: LAND AND AFRICAN ANCESTRAL ACKNOWLEDGEMENTS

The Chair began with Land and African Ancestral Acknowledgements.

The Chair asked these land acknowledgements be more than words on paper and challenged staff and our board to look at the structural barriers that create

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issues for our tenants, and for those who live in our buildings and how we can address those racist barriers that occur.

ITEM 3: APPROVAL OF PUBLIC MEETING AGENDA

The Chair asked if there were any changes to the Public Meeting Agenda and noted that we have committed to bring as many items as possible to the public meetings.

Motion Carried **UPON MOTION**, duly made by Carrie MacNeil, and seconded by Fareed Amin, **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 Committee declare whether they were in conflict of interest with any agenda item.

No conflicts were declared.

ITEM 5: APPROVAL OF PUBLIC MINUTES OF QTE BOARD COMMITTEE MEETING OF OCTOBER 26, 2022

Motion Carried **UPON MOTION**, duly made by Carrie MacNeil, and seconded by Fareed Amin, **IT WAS RESOLVED** that the Public session meeting minutes of October 26, 2022, as tabled, are hereby approved.

ITEM 6: ACTION ITEM REVIEW

The Committee reviewed the action item list and the status of items.

Actions items are either completed or still in progress.

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ITEM 7: CEO UPDATE

At the invitation of the Chair, Toronto Seniors Housing CEO, Tom Hunter, provided a brief update to the Committee noting as we move into 2023, we are hoping to highlight more around the formal partnerships that we have at TSHC and how we see those evolving over the coming year(s). Mr. Hunter noted this is something to look forward too as we want to provide more detail around the partnerships and what is happening within our buildings across the City.

Mr. Hunter also noted that in two of our smaller buildings we have carved out space for common rooms. We are waiting for a vacancy at 230 River, where we have approval from the City as a partner and 12 King High we have a room available and we are moving forward. It was noted that these two buildings were the only buildings in the Seniors portfolio that did not have common space.

ITEM 8: QTE REVIEW OF WORK PLANS

At the invitation of the Chair, Grant Coffey provided an overview of the work plan noting it is a structured outlook of agenda items for each of the upcoming meetings for the year. It indicates items to bring forward aligning to the work being done and planned and looking across all the committees. It gives us a sense of some of the standing items or upcoming items. It is intended to be flexible to adapt to our requirements throughout the year, but to also act as a guide. Mr. Coffey noted that we are hoping to do a similar work plan for each of the Committees.

The Chair noted that after reviewing the work plan, it is possible we may need to add an extra Committee meeting.

ACTION: Fareed Amin asked that staff consider adding innovation and entrepreneurship into the work plan. It could be, as an example a 15-20 minute presentation on tenant engagement so Committee members can be more familiar with what is happening in that area.

ACTION: Staff to review current schedule, noting we may need to add a meeting between now and the March 9th meeting and in May to September as there is a large gap.

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ITEM 9: LISTENING TOUR

At the invitation of the Chair, Grant Coffey provided an overview and background about the Listening Tours that began just after transition. It was noted that the tour was intended for Mr. Hunter to get out into the communities, meet and listen to tenants and hear what is important to them.

To date, Mr. Hunter has been to 46 buildings with over 1,000 tenants in attendance. The listening tours are advertised in the buildings in advance of the visit to let tenants know that there is an opportunity to meet with Mr. Hunter at their building. We have also brought in translators where needed in buildings. It was noted that everyone is welcomed to attend these sessions.

Mr. Coffey noted that we have been using the information gathered from these sessions to inform many initiatives, including the Quality Improvement Projects (QIP) and Interim Strategic Directions (ISD). Going forward, Mr. Hunter is planning to complete the remaining scheduled Listening Tours by Q2 2023.

Following a detailed discussion, Grant Coffey opened the floor to questions:

Councillor Crisanti asked now that we have identified issues, where do we go from here?

Tom Hunter clarified that the Quality Improvement Projects are a formal way to respond to the three main issues identified during the Listening Tours: Pest Management, where we have reallocated resources to address some issues that have been raised, Safety and Security and Staff and Tenant Relations.

Councillor Crisanti noted he has been dealing with many of the issues over the past 12 years and they still exist. He wants to know what we can do to escalate to a new level, where we see real results.

ACTION: It was recommended that staff provide a report with roll-up of all recommendations at end of tour and try and see how we can build those into our Interim Strategic Directions. It's a way to track and ensure things get done.

ACTION: Fareed recommended we have a more inclusive approach to racism and discrimination issues. It was suggested that some of this needs to be built into our plan as we need to include tracking on the type of progress we are making in this regard. Staff to include a systematic review and tracking at the end of the Listening Tours.

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ITEM 10: OPERATIONAL PERFORMANCE DASHBOARD

At the invitation of the Chair, Brad Priggen provided highlights of the operational dashboard, noting it is a snapshot representing progress on items such as Arrears, Vacancy Rates, Maintenance Work Orders and Administrative Requests.

Mr. Priggen stated that vacancies continue to decline as we continue to fill units. There was an increase in the arrears, with the largest increase coming from files that are at the legal filing stage of the arrears collection process. Balances accumulate while waiting for LTB hearing dates. The average arrears at all stages of the arrears collection process, with the exception of mediated agreements, continues to decrease as staff are ensuring early intervention. Regarding vacancy rates, we entered into a target with our Service Manager at the City of Toronto. The rate that was set with the Service Manager at 3.72% by the end of October and we currently sit at 2.52% vacancy within the Seniors Housing portfolio.

Staff completed 79.9% of the maintenance work orders noting 21.7% of these work orders relate to Pest Control. There was an increase in Work orders in September and October which relates to the completion of annual unit inspection (staff inspected 13,900 units within the portfolio).

It was noted by Jim Meeks that the tenants in his building are very pleased with the results of Pest Management.

Brenda Parris asked that staff be proactive and start looking at our procedures and practices with the idea of simplifying and increasingly using plain language. This could reduce the number of administrative requests.

Brenda Parris asked regarding Community Safety Incidents, at some point could we have more discussion and analysis around what the different types of incidents represent. Whether there are trends or things we should be sensitized to and be proactive. Which issues are causing the greater problems? Is there a staff training component that would help?

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ITEM 11: QUALITY IMPROVEMENT PROJECTS

At the invitation of the Chair, Grant Coffey was invited to provide a verbal update on the Quality Improvement Projects (QIP). Mr. Coffey stated we have three Quality Improvement Projects: Pest Management; Safety and Security; and Staff and Tenant Relations. The Quality Improvement Projects deal with areas that are vitally important to our tenants. These projects impact quality of life, health, wellness, and a sense of security. The projects address issues that have been raised by tenants in both the consultations on the 100-day priorities and the CEO Listening Tour. He noted that we have retained a facilitator from Western Management Consulting to help facilitate each of the meetings.

Mr. Coffey indicated we have started the QIP Projects, with kick-off meetings starting as follows: Pest Management team meetings started on December 5, 2022; Safety and Security team met on December 14, 2022 and the Staff and Tenant Relations team meeting will kick off on January 18, 2023.

The QIP Sponsors are Tom Hunter and Jim Meeks; Executive Team Leads, Brad Priggen for Pest Management, Grant Coffey for Safety and Security and Dave Slater for the Staff and Tenant Relations QIP. The teams include Tenants, TSHC staff and TCHC staff. A total 16 staff and 29 tenants are participating in the QIPs (with 9 tenants for Pest Management, 9 tenants for Safety and Security and 11 tenants for Staff and Tenant Relations). The teams will also be supported by subject matter experts, communications support and other TSHC staff support.

The frequency of meetings will be discussed during the first meeting of each of the QIP teams. It is expected that there will be five meetings over approximately four to five months.

It was noted that while we are doing this work, there are already concurrent activities that are ongoing and we are not necessarily waiting for the QIPs to conclude before moving forward on some aspects. The idea is to move forward where we can while the projects are underway. It is expected that the implementation plan developed from each QIP will be actioned over time, and we anticipate there will be some shorter-term "quick-win" actions and some longer-term actions. Grant noted that the QIP will all be aligned with our Interim Strategic Directions. We will bring regular status updates to the Quality and Tenant Engagement Committee.

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ACTION: Staff to report back on Pest Management QIP, not only the data, but also the experience in preparation and the outcome.

Verbal report on Interim Strategic Direction

At the invitation of the Chair, Grant Coffey provided a brief verbal update regarding the Interim Strategic Directions. Mr. Coffey noted we had a board workshop last week on the Interim Strategic Direction, where we walked through the structure and some of the initial thinking that had been developed in terms of strategic objectives, enablers and the context in how we move that forward. We plan as a next step to evolve the content in views of that workshop and we will start to reach out to other stakeholders in January to get additional input and feedback from City folks, Stakeholders and Senior Tenants Advisory Committee, etc. We will bring it all together, and come back to the March QTEC in preparation to bring it to Board after that.

ITEM 12: TENANT ENGAGEMENT MODEL UPDATE

DEPUTATION: BILL LOHMAN

Mr. Bill Lohman joined the meeting by phone. He thanked the Chair for the opportunity to depute and also welcomed Councillor Crisanti to the Board.

This year has been extremely busy and fruitful in many ways. When I think back about a year ago tomorrow when I was looking for the list of the senior tenant leaders. Today we actually had our first meeting in the North West and we met some of my 'brethren'. I see a massive amount of work done by everybody at that table and by housing staff.

As things are coming together, I raised this a couple years ago at STAC, where is the connection that draws the Integrated Service Model together with tenant engagement? We're finding it seems the staffing model is focused on very specific things and all the KPIs are all housing focused or on the actual supports.

I have raised concerns, as there are about 80% of tenants who were not considered to be in that priority category that the SSC is specifically supposed to deal with. What happens in the common area, what happens in the social structure of the building? We're talking about wellness. Wellness includes not just sense security, but a sense of connection and sense of belonging. Feeling

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you have a say. Feeling you are involved. These are the things we are working on in regimented fashion when working in an engagement model.

What is the purpose of engagement and who is accountable for it and who is responsible for it? What is the role of staff in it? I think it would be the SSC's but they have a different role. The wellness of tenants when there are emergencies, because of privacy, the ambulance, fire, etc., is gone and seniors do not know what is going on. In a seniors community this is detrimental, particularly for 80 and 90 year olds, because it scares them. We have been pushing to have a conversation about the common areas and how we can have some collaborative effort. This is food for thought.

The Chair thanked Mr. Lohman for his deputation.

Mr. Coffey noted there will be joint responsibility amongst different staff and different roles on the staff side and the tenant side. Whatever the model, it is to include both the staff and tenant lenses. Today, for example, some of the work we do on tenant engagement is a joint activity that happens between a blend of the Communications team, Operations team and Strategy team depending on the topic or initiative. It will be joint accountability for different requirements. We'll have to go through the process to figure out what that might mean. Looking at it holistically, in terms of how our tenants are supported and how they are engaged in their communities, and how it can help support them. The ISM has helped to move it forward. When we get through the next stage we will have more clarity on roles and responsibilities to help get it more specifically defined.

Mr. Coffey highlighted that we are looking to bring in support to help in the next stages of developing this model. We recently held an RFP to get a vendor to help with consultations and the development of the model. Noting things that are part of the work, including a best practices review and consultations with tenants in our communities. It also includes the Senior Tenants Advisory Committee involved throughout. We know this will help in the broader context to having tenants feel engaged. Grant noted this is critical work for this organization and we want it to be done well. We will continue to bring updates to the Committee as we go along.

It was suggested by Brenda Parris that 'Building Community' could be our fourth QIP. Not just focusing on the services, but the substance of people's living community. How do we build and sustain community.

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ITEM 13: INTEGRATED SERVICE MODEL (ISM) EVALUATION

DEPUTATION: BILL LOHMAN

The Chair welcomed Mr. Lohman

First off, I want to say to our City Leaders that Housing staff that they deserve a big round of applause for the work they put in this past year, especially being understaffed as everybody is and probably is for the foreseeable future.

I have some concerns, not about the work being done, but about the accountability framework itself. I believe it has a role that plays into the concerns we're seeing on the ground. The focus is on the housing type of issues. The City's original plan, from what I envision, is a broad City plan for seniors all across the city. It's looking at the asset-based community development model, as Brenda was talking about. This is what I'm learning being involved in Health Commons, programs as well as Red Cross things. There is this connection with the agency being the asset with the overall city. The problem the original framework didn't take into consideration is the lack of resources that low-income seniors have. As a result they don't have the same ability to be able to group fund themselves with their own engagement initiatives. This is where things start coming into play, where they need to connect. Because the accountability framework was built in consideration of the entire city, not just with seniors housing. I'd like to suggest the possibility of rethinking the accountability framework. To see how we can include a tenant voice in that framework. One of the things we see is accountability on the ground, and to tenants on specific issues that are related to KPIs. But those things that fall outside it, in the Social arena, those things are being left up to the tenant leaders and we don't have the same ability to be able to build that community. We don't have the resources to motivate other members in our community to come out, we can't afford to do this out of pocket. There is some effort that is being talked about and some funding made available, and it is certainly appreciated.

It might be worth considering, down the road, to make the model more self sufficient and having funding sources for these communities to be able to get that leg up so they can start building the community as well as including outside entities and agencies and groups. There needs to be a starting point and we can't start from 10 feet in the ground, so to speak.

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I hope it gets some consideration because I think if we build that accountability in, it will start mitigating what tenants perceive as lack of accountability in different areas.

I wish you all a happy holiday. Thank you for this wonderful year. It's busy, I'm ready for a break until we start back in January.

The Chair thanks Mr. Lohman for his deputation

INTEGRATED SERVICE MODEL 2021 EVALUATION REPORT

The Chair welcomed Andrea Austen, Director of Seniors Services and Community Programs in Seniors Services and Long-Term Care at the City of Toronto. Ms. Austen introduced Joseph Burley and Jessica Lee, the 'leads' that pulled this report together with ongoing expert advice from members of the Senior Tenants Advisory Committee (STAC) and Tenant Directors.

It was noted by Ms. Austen that this report is being provided for information and to shape strategic planning around the ISM that better meets the needs of senior tenants. The content is near final and a fully designed and AODA compliant report is scheduled to go to the February 2023 Board meeting for approval.

Ms. Austen provided an overview of the report and noted the recommendations in this report are based on input gathered from senior tenants, tenant leaders, the Senior Tenants Advisory Committee, and staff. The City used this input to generate 12 high-level recommendations and 54 practical ideas to improve the delivery of the ISM in the short, medium and long term across the four innovations of the model, tenant engagement and key performance indicators.

For the purposes of this evaluation, the City integrated three streams of information: 1) learning from the past, by reviewing and incorporating previously gathered information, through resources like the Joy Connelly Report and the Health Commons report; 2) learning from data, collecting and analysing quantitative outputs and KPIs from various ISM partners; and 3) learning directly from Senior Tenants and Staff by conducting extensive engagement with over 200 senior tenants and 18 Staff.

The report describes ideas from tenants and staff, which highlight opportunities to advance recommendations in the short, medium, and long-

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term. All the directions have derived from experiences and thoughtful input of senior tenants engaged across the organization and this report would not have been possible without them. Specifically acknowledging Senior Tenants Advisory Committee (STAC) and Tenant Directors who brought a vital tenant perspective throughout the entire approach. A key lesson learned is that senior tenants are the experts of their own experience. Ongoing and meaningful engagement with tenants will be critical.

Ms. Austen noted that the City remains committed to supporting TSHC to advance recommendations and lead ISM as Council intended in true collaboration with tenants, with staff, with the City and with Health and Social Service partners.

The floor was opened to comments and questions related to the evaluation:

Brenda Parris commented that going forward we consider the need for honorariums for tenant leaders as the amount of engagement we asked of people over the year has been substantial.

Ms. Austen noted that we offered honorariums to STAC members of \$40 gift cards per meeting up to maximum \$500/year. Any amount over \$500 per year would affect tenant's rent.

Carrie MacNeil thanked Jennifer Dockery and Andrea Austen for the concise summary of this detailed report. Ms. MacNeil congratulated Joseph and Jessica for pulling this all together as it is excellent.

Ms. MacNeil noted that one key takeaway that goes across all of our reports, there is no one size fits all solution to anything, that we need to create tailored solutions that address priority at the unit, the building and the regional level. It was part of Mr. Coffey's presentation of the Listening Tour as well. It's a good reminder that nothing is one size fits all. Every situation is unique. We need to find commonality across the 83 buildings, but the need to be flexible is very important.

At the invitation of the Chair, Tom Hunter thanked Andrea Austen, Jessica Lee and Joseph Burley for their work.

Mr. Hunter provided a brief overview of our next steps. He stated that TSHC staff will meet with Health Commons to look at what came out of that report, as well as the team with the City regarding the ISM report and will delve more

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into the recommendations. This will feed together and start to map things out in the Interim Strategic Directions, where we will have the Action Plan.

In terms of next steps, a more in-depth review will take place, by looking at these reports and how do we ensure that it gets imbedded into our work for 2023 as part of the action plan. There will have to be priorities set within all of this. It will very nicely fall out within the Action Plan within the Strategic Directions.

Brenda Parris asked in terms of our partnerships, in particular Community Health. Have we got commitments from them that they will actually provide our tenants with home care hours – personal care hours?

Tom Hunter stated the whole partnership is a big area for us to take a closer look at in 2023. Our partnerships are very fragmented. We have better representation in certain regions of the city, we have better relationships and evaluation in certain providers. Partnerships and where we get – there needs to be more focussed work in those partnerships. These reports will help us converge on those areas where we need those supports for certain buildings in certain communities.

Brenda Parris noted there needs to be increased hours of personal care service. There is need to bring health to the table and get them to commit. You can only age in place if you have direct services in your home when you need it.

Andrea Austen stated: we at the City have relationships with Ontario Health, Ontario Health Team in the different regions and we have relationships with Home and Community Care Support Services. Ms. Austen and Mr. Hunter put together the ISM strategy table, which is where we sit down with the health partners and community service agencies where we talk about and try to improve our relationships.

Joseph Burley stated that we think the interface with the health system is one of the pieces that makes the ISM so innovative and it is where there is most potential for impact. There has been a lot of progress and success. There are still some issues we need to work on with respect to the partnership with Ontario Health and the Home and Community Care Support Services. There are these Care Coordinators who are supposed to enhance access to things like home care and personal care, but from what we hear from tenants there are major barriers and gaps in the knowledge or awareness of who those people

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are, what buildings they are assigned to, what services they provide and how you can get connected. We issued a lot of recommendations and present concrete ideas about how to enhance that awareness. It's also not about awareness, but about the access. Where you as a tenant are navigating the provincial health system. One of the things we heard is sometimes it's easier to circumvent the provincial system and just get the service from a local agency. Which is why we also make recommendations around creating more regional and community-based partnerships with the health system. Some already exist.

It was noted we can be doing more as a provider to establish formal agreements or memorandum of understanding with these partners to make sure there is accountability, that the scope of service is identified to ensure there is tenant engagement component involved in determining what services are being delivered at the building level.

Councillor Crisanti stated that it is a great report. Recruitment of the four Community Services Coordinators for the different regions takes money. Will we identify potential costs in the budget? Is there a line of budget to move these recommendations along so we can actually action them to see some results in a reasonable time frame over 2023?

Tom Hunter stated as it relates to the Community Service Coordinator positions, they are all within the complement that we are looking for approval for 2023. They were part of positions identified as we move into the Integrated Service Model. Specifically around the recommendations, and the costs and impact on 2023 budget, we have not taken a closer look at to this point in time. It would be prudent for us as we move through the recommendations and implementation there is additional impact on the 2023 budget that could go through this board or our Audit Finance Committee if there are additional costs.

Councillor Crisanti noted that they are great recommendations and at some point we may need to identify if there is a need for additional monies to be able to properly implement and sustain these recommendations moving forward.

The Chair stated perhaps when we come back with a review more of the recommendations and how we're actually going to move forward with all the reports and so we can keep a handle on it we can actually address any of the budget issues.

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Joseph Burley thanked Councillor Crisanti for raising the issues of “Fiscal Realities”. He noted that in the report they have tried to identify or balance those longer term opportunities to recruit more staff with opportunities in shorter or medium term that are less resource and time intensive to enhance some of those relationships between tenants and staff.

Mr. Burley stated there are many ways that you can create better relationships. One of those ways is to reduce workload and hire more staff but there are other creative ways we can work towards that outcome. More opportunities to get to know each other through informal gatherings or formalizing monthly meetings at the building level where tenant reps can bring forward concerns to building level staff. We recognize that a lot has been achieved with respect to staffing and tenant ratios. Our hope is to build some of those incremental staffing increases where they are most needed into budget over longer period of time and work on those lower hanging fruit in the interim.

Brenda Parris stated that she wants to make sure we don’t get stuck on the process questions so much so we don’t get movement. Ms. Parris noted she is sensitive to doing things properly and engaging people and does not think this is the tenant’s responsibility. This is our job to make sure the partners come to the table with the services they need to age in place. We need to get our partners to commit to giving those hours of service.

ACTION: The Chair committed to the ISM Report and will come back to the board with some actionable next steps.

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ITEM 14: ADJOURNMENT

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

Motion **UPON MOTION**, duly made by Carrie MacNeil, and seconded by
Carried Lawrence D'Souza, **IT WAS RESOLVED** that the meeting
 terminate.

Linda Jackson, Chair
Quality & Tenant Engagement Committee

Item # 6

Quality and Tenant Engagement Committee Action Item List

**Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee
Action Items List as of December 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 summary developed
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 – part of future KPI development
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 prepared for Quality Improvement project. Part of future KPI development.
5.	Sept 12, 2022 (*Oct 26, 2022)	<ul style="list-style-type: none"> • Improve website to make it easier to find committee meeting materials. • *Board members asked navigate website to 	Wendy Dobson	Completed

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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 – part of future KPI development
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 prepared for Quality Improvement Project. Part of future KPI Development.
8.	Oct 26, 2022	<ul style="list-style-type: none"> • Recommend add to future agenda item. It should include demographic data and race-based and language-based data. 	Brad Priggen	In progress – part of future KPI development

11.	Oct 26, 2022	<ul style="list-style-type: none"> Bring back to the Committee a more tangible structured update on the Health Commons Report on Seniors Health and Wellness Initiative. 	Grant Coffey	In progress
12.	Oct 26, 2022	<ul style="list-style-type: none"> Tenant Engagement Model update: Provide summary to the Committee as a follow up summarizing some of the key items in the report. 	Grant Coffey	In progress
13.	Dec 19, 2022	<ul style="list-style-type: none"> QTEC work-plan: Staff to consider adding innovation and entrepreneurship into the work plan. It could be, as an example a 15-20 minute presentation so Committee members can be more familiar what is happening in that area. 	Grant Coffey	In progress
14.	Dec 19, 2022	<ul style="list-style-type: none"> Staff to review current Board and Committee schedule, noting we may need to add a meeting between now and the March 9th meeting and in the May to September as there is a large gap. 	Grant Coffey	In progress
15.	Dec 19, 2022	<ul style="list-style-type: none"> Staff to provide a report on the Listening Tour with roll up of all recommendations at end of tours. Try to see how we can build those into our Interim Strategic Directions. 	Grant Coffey	In progress
16.	Dec 19, 2022	<ul style="list-style-type: none"> Staff to have a more inclusive approach to racism and discrimination issues. This needs to be 	Grant Coffey	In progress

		<p>built into our plan and we need to include tracking on the type of progress we are making in this regard. Staff to include a systematic review and tracking at the end of the Listening Tours.</p>		
17.	Dec 19, 2022	<ul style="list-style-type: none"> Staff to report back on Pest Management QIP, not only the data, but also the experience in preparation and the outcome. 	Brad Priggen	In progress
18.	Dec 19, 2022	<ul style="list-style-type: none"> We will commit that the ISM model report to come back to the board with some actionable next steps. 	Grant Coffey	Completed

Item # 8
Operational Performance
Dashboard

Toronto Seniors Housing Corporation

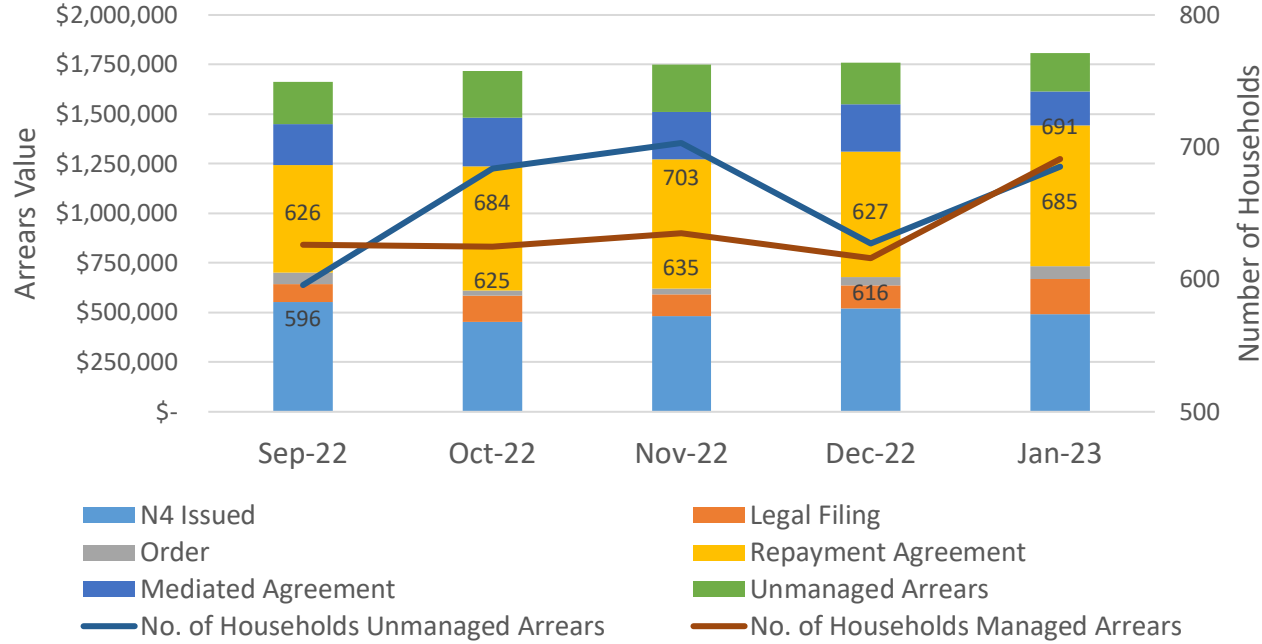
Operational Performance Dashboard – January 2023

Quality and Tenant Engagement Committee Meeting

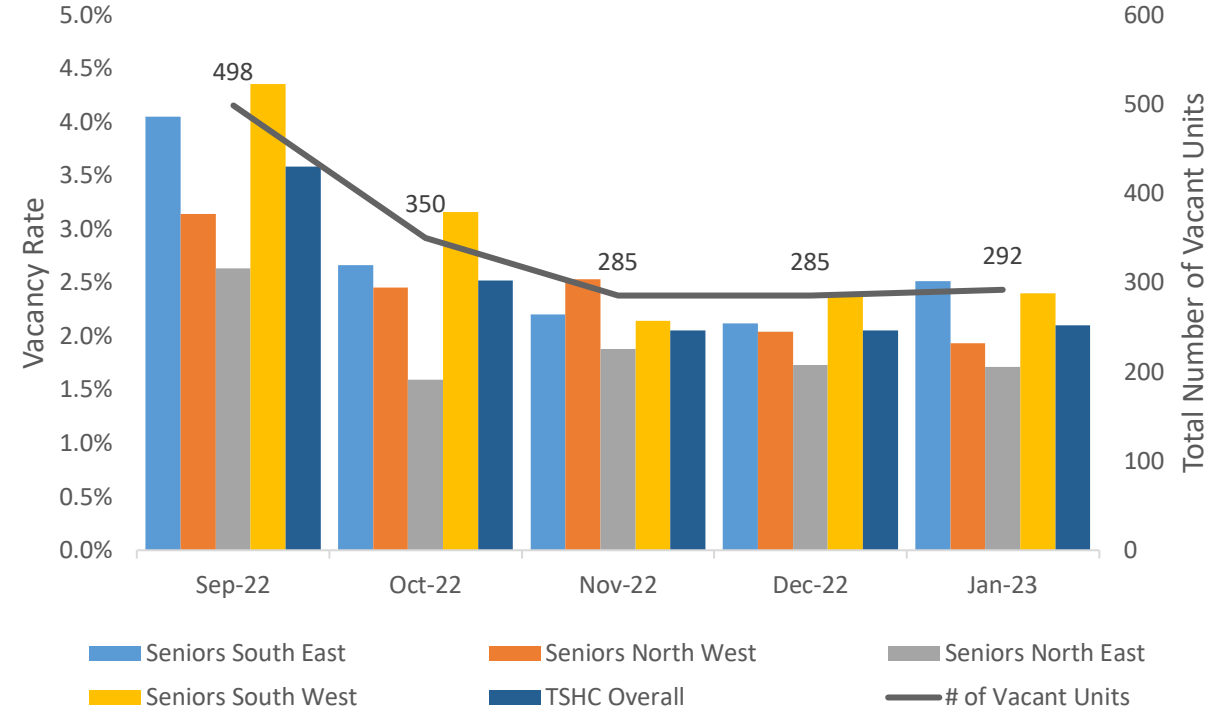


Summary – January 2023

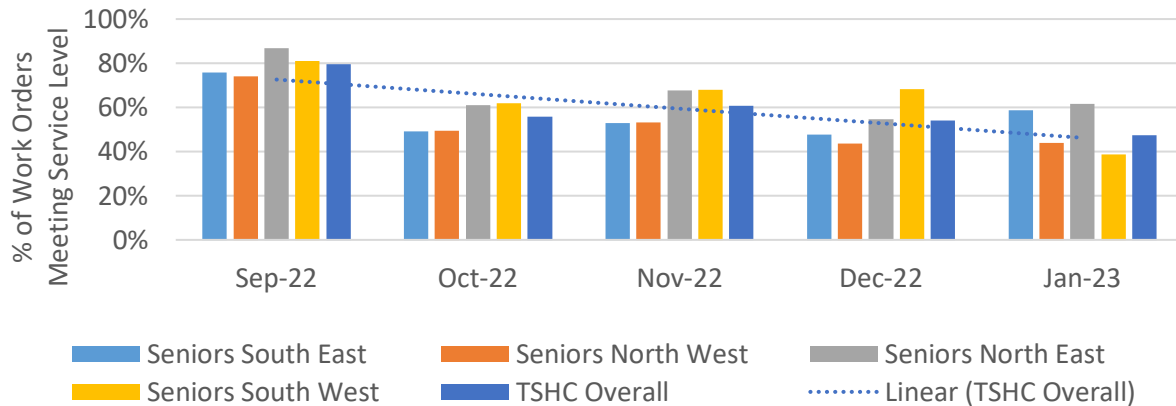
Arrears Collection Process (ACP) Stage Arrears and Tenants



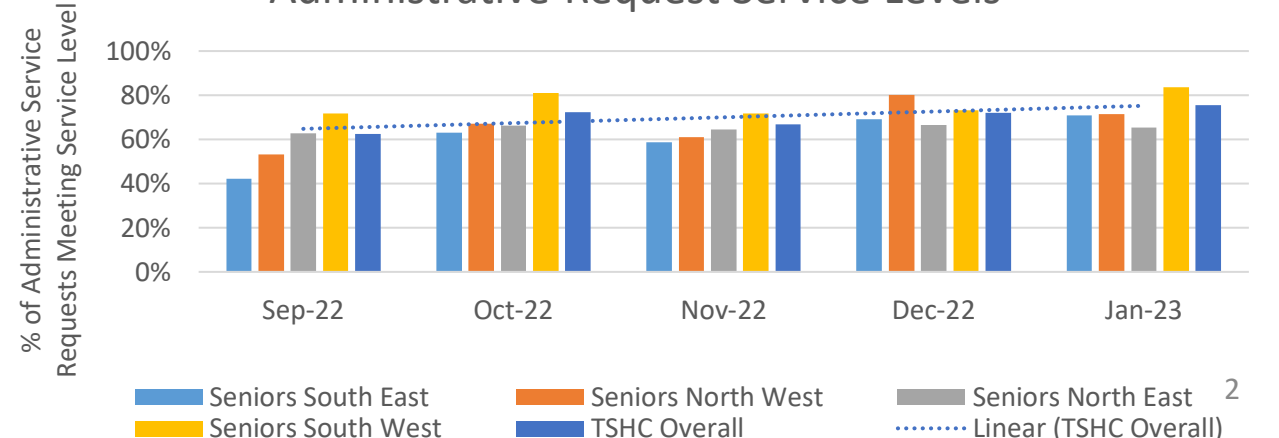
Vacancy Rate & Number of Vacant Units



Work Order Service Levels



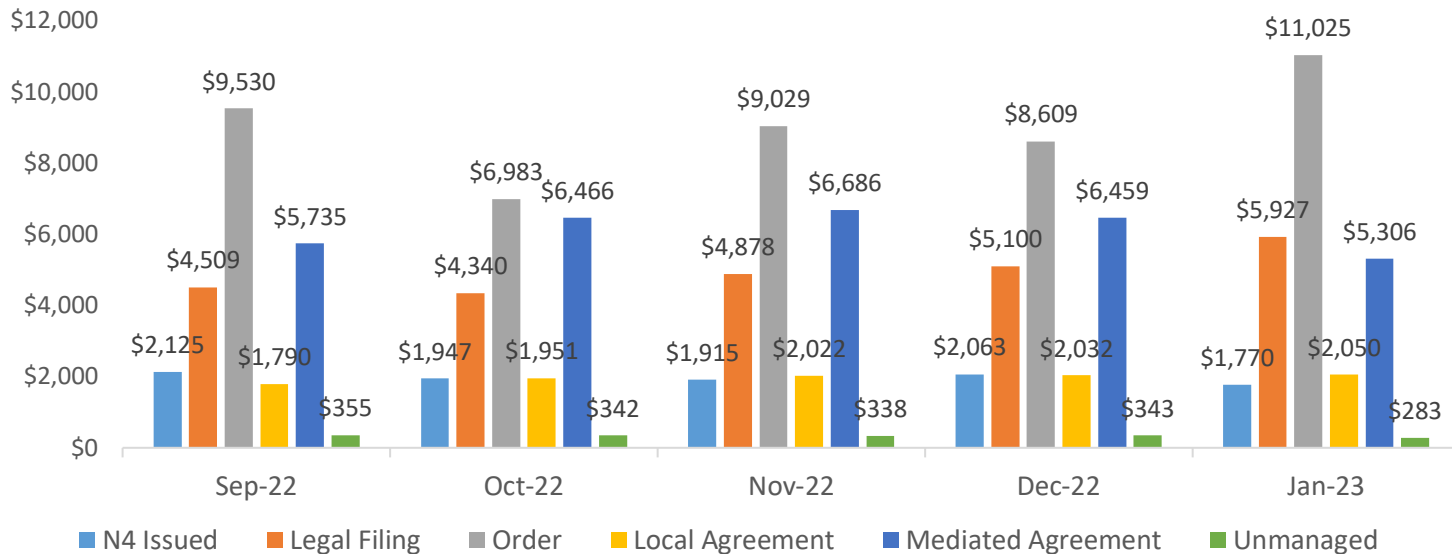
Administrative Request Service Levels



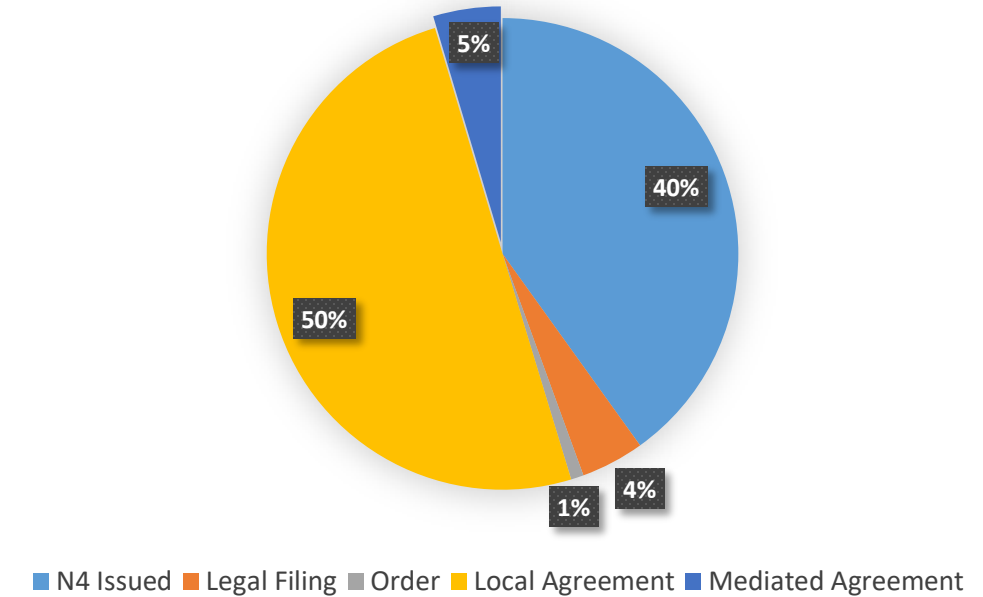
Arrears

- In January 2023, the rent/parking arrears grew to \$1,807,198.71, an increase of \$46,846.67 from December. This is a seasonal occurrence that effects housing providers in the month following the holidays.
- The *Legal Filings* and *Order* stages saw the biggest increases; \$23,103.00 (53.67%) and \$60,528.13 (51.6%) respectively ensuring that files are progressing through the arrears collection process.
- The average balance of a unmanaged arrears file dropped from \$343 to \$283 also the N4 stage saw a decrease of \$293 to an average of \$1770. Both of these are indicators that tenants are receiving early intervention by staff when they fall into arrears which is key to returning to good standing.

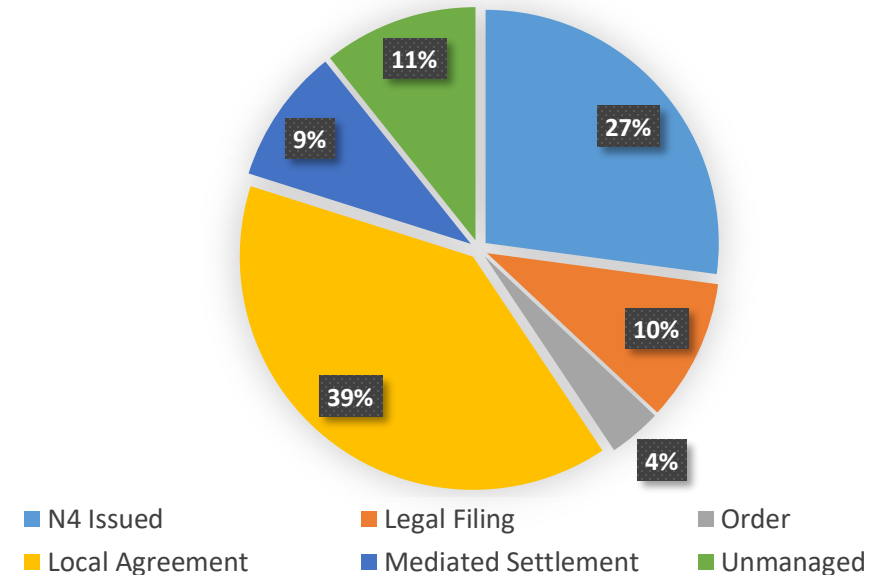
Average Arrears per Stage



of Tenants at each stage of ACP

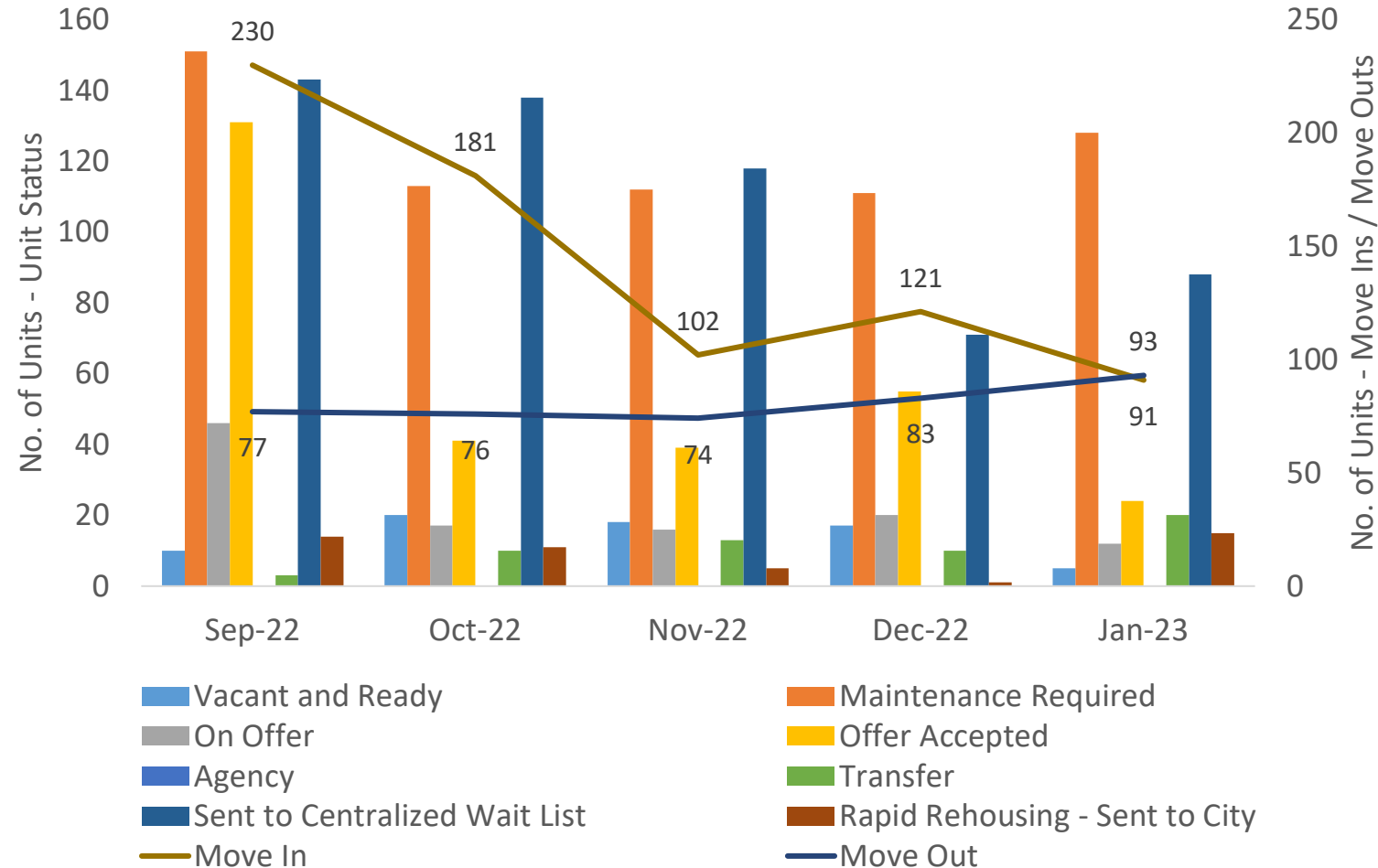


Arrears Percentages



Vacancy Rate

- In January 2023, the 'Vacant and Ready' category saw the largest decrease (*fell by 70.6%*)
- The following categories also saw a decreases this month;
 - 'Offer Accepted': -56.4% (*31 units*)
 - 'On Offer': -40.0% (*8 units*)
- The 'Rapid Rehousing – Sent to City' category saw a significant increase in January, the number of units went from 1 (*December 2022*) to 15
- There were twice as many 'Transfer' units in January compared to December (*from 10 to 20 units*)
- In January, we saw a slight drop in move ins (-24.8% / *30 units*) and an small increase in move outs (12.0% / *10 units*)



Vacancy Rate	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Actual %	5.18	4.99	4.62	4.23	3.58	2.52	2.31	2.05	2.06
Projected %	-	4.99	4.69	4.39	4.09	3.79	3.09	2.79	2.39

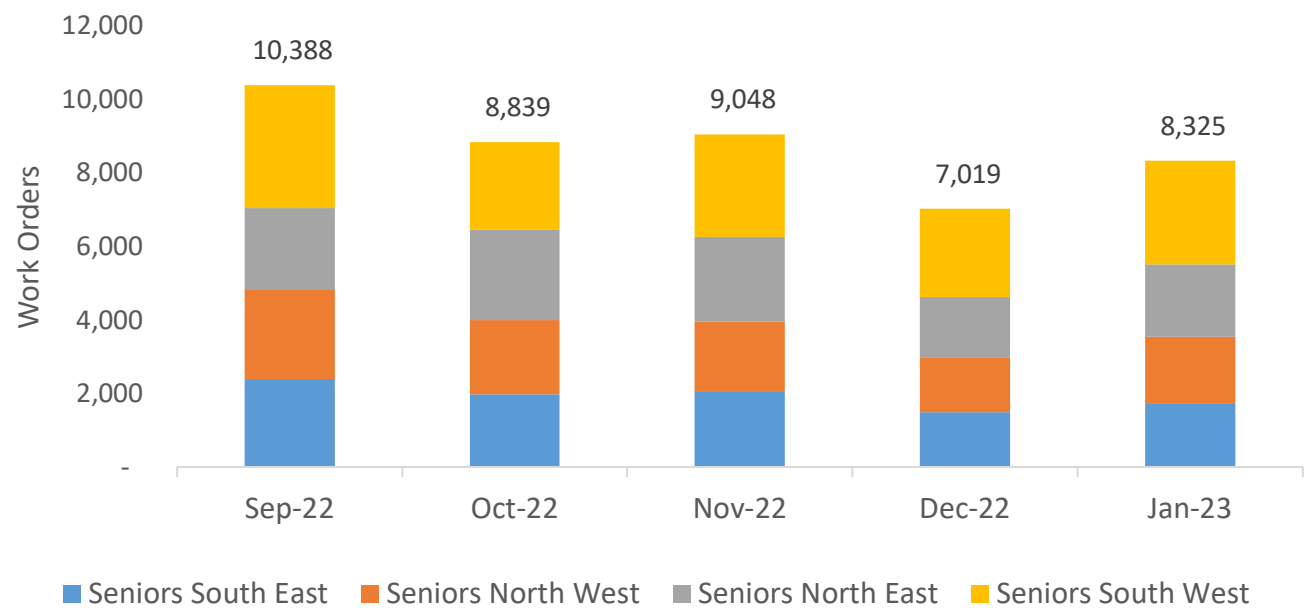
Maintenance Work Order

- In January 2023, staff and vendors processed 10,818 work order requests from tenants with 47.4% resolved within 5 business days
- TSHC Staff completed 64.1% (7,015) internal work orders
- In January, the majority of these work orders were related to pest control and plumbing; making up more than 40% of all work orders in January

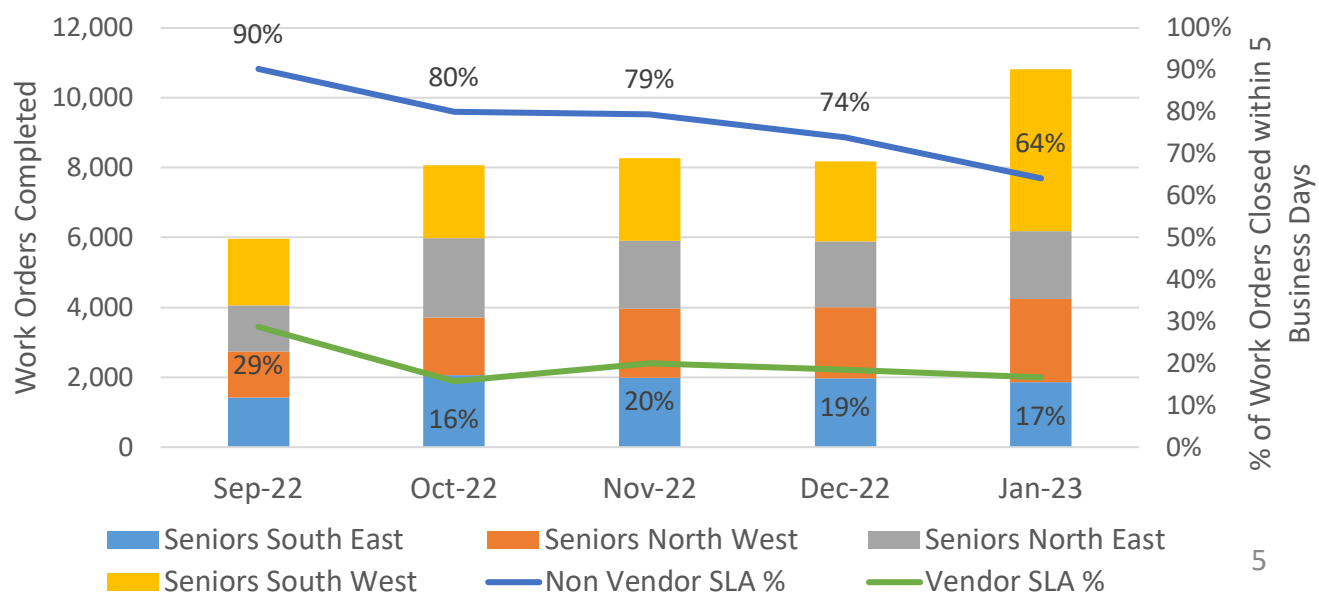
➤ Top 5 Work Order Categories Completed in January 2023

Work Order Request Category	%
Pest Control	29.6%
Plumbing	11.6%
Alarm Monitoring	8.0%
Janitorial	6.4%
Doors	6.3%

Number of Work Orders Started



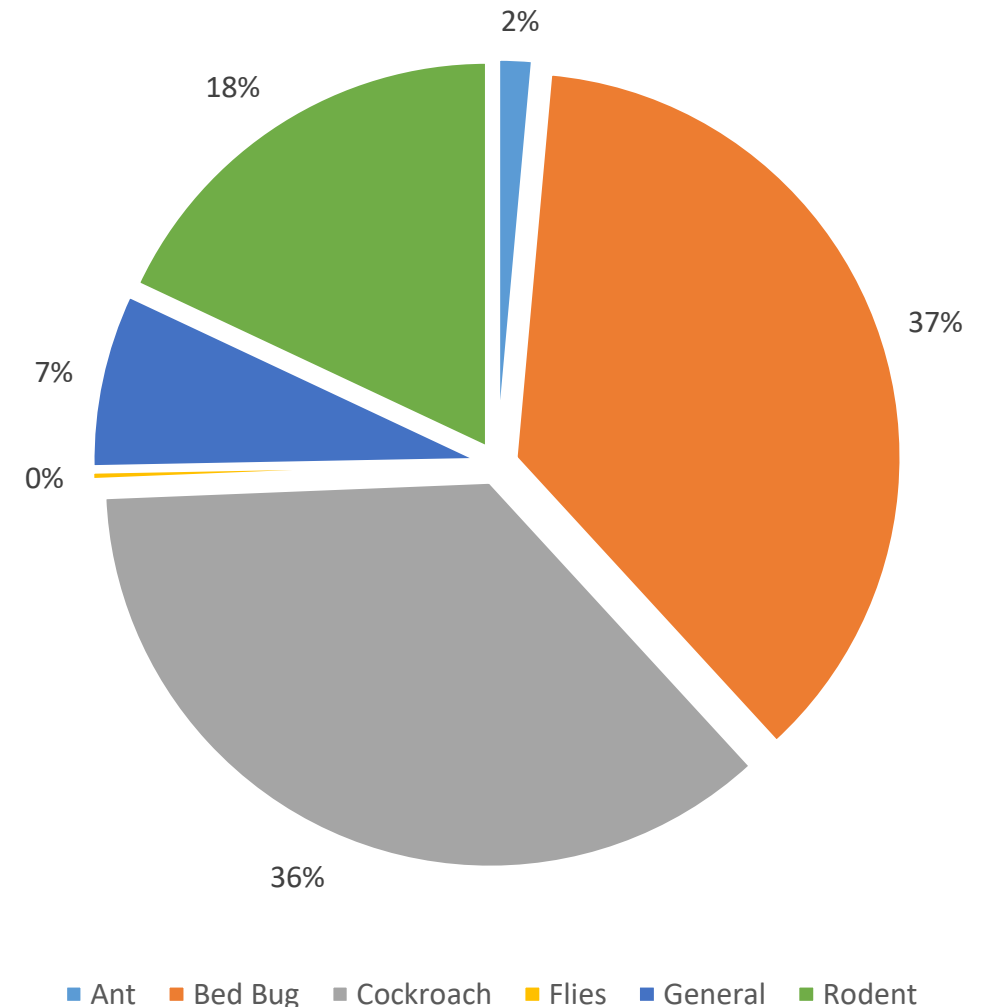
Work Order Performance



Pest Control

- For the month of January staff processed 3,198 requests for pest control service
- Of the treatments requested
 - 304 units received a single treatment
 - 59 units received two treatment's
 - 33 units received three or more treatment's
- Staff and Tenants continue to work together on the Pest Control Quality Improvement project identifying various areas to strengthen the services received by TSHC and Tenants.
- Staff have piloted various approaches in order to reduce pest infestations. Staff training and empowering front line staff to manage to the pest contractor, revisiting documentation, reviewing and using data to drive the allocation of resources, increased legal presence have all shown results to varying degrees
- TSHC staff are in the process of launching a full building cleanout for pest control at a building within the South East. An integrated approach to resolving building wide pest issues as opposed to a case by case (unit by unit) approach. Staff are currently working on the communications strategy prior to engaging with tenants. The full building meeting will commence with a building meeting and conclude with a focus group to identify successes as well as areas to strengthen for future clean outs.

Pest Control - Treatment Type

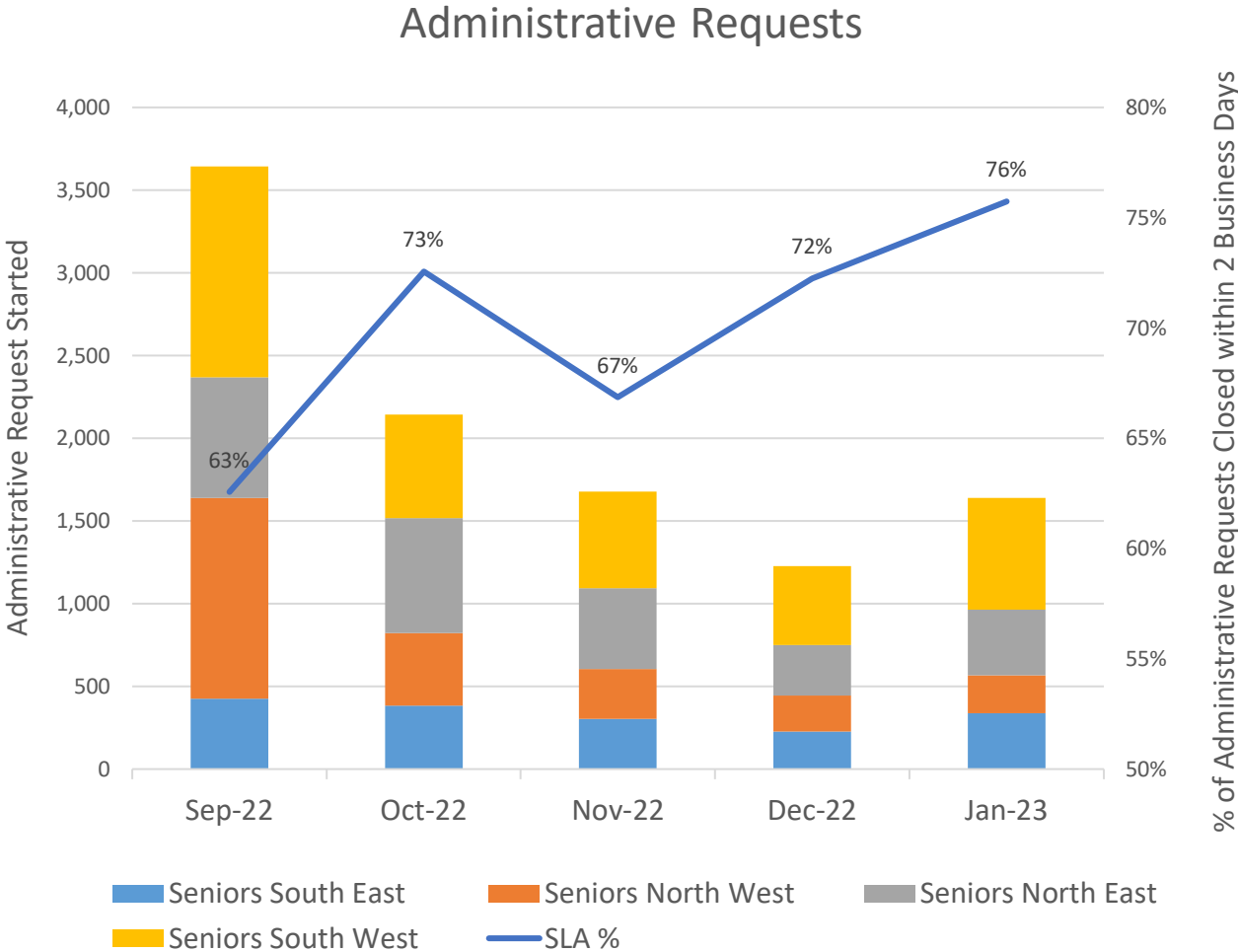


Administrative Requests

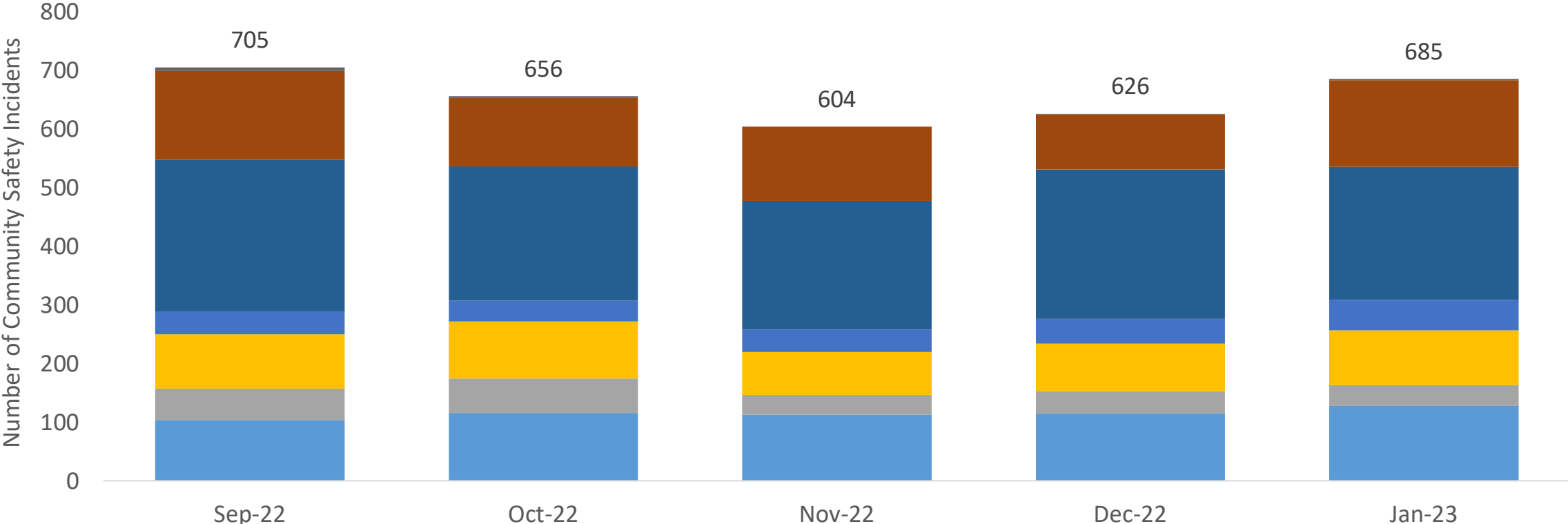
- Staff processed 1,640 service requests from tenants
- The majority of these requests were in relation to the supporting tenants with documentation and tenants requesting information.

Top 5 Service Categories Completed in January 2023

Service Request Category	%
Documentation Support	23.2%
Caller Requesting Info	11.7%
Document Request – Income Tax Letter	7.6%
Tenant Requesting Referral	4.8%
Unit Condition	4.1%



Community Safety Incidents



- Anti Social Behaviours
- Arson
- CSU Officer Initiated Arrests/Charges
- Disputes
- Incidents Affecting Quality of Life
- Meetings
- Other Calls for Service
- Self Initiated Patrols
- Serious Violent Incidents

Glossary of Terms

Acronym	Definition	Acronym	Definition
ACP/Arrears Collection Process	The process by which staff collect outstanding payments from tenants	On Offer	Units that have been offered to applicants including Rent café and Rapid Rehouse
Unmanaged Arrears	Arrears that are outside of the arrears collection process	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
N4 issued	Arrears for which staff have issue an N4	Good Standing	An account that is up to date with payments (including any arrears payments)
Order	Arrears for which staff have received an order from the Landlord Tenant Board	Community Safety	Calls responded to the TSHC Community safety unit
Mediated Agreement	Arrears for which the Landlord Tenant Board has imposed a repayment agreement upon TSHC and the tenant	EasyTrac	The software system that TSHC use to log all Maintenance and administrative requests
Legal Filing	Arrears which TSHC has filed for enforcement at the Landlord Tenant Board		
Repayment Agreement	Arrears for which staff or OCHE have negotiated a repayment of the outstanding balance		
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		
Vacant Ready	Units that are ready for new tenants to occupy		

**Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee
Interim Strategic Directions and Key Performance Indicators**

Item #9

DATE: March 9, 2023

Report: BD: 2023 xx

To: Quality and Tenant Engagement Committee

From: Mary Tate
Advisor, Interim Strategic Directions and Quality
Improvement

Date: March 3, 2023

PURPOSE:

The purpose of this report is to provide the Quality and Tenant Engagement committee with the following documents for discussion purposes:

- Interim Strategic Directions Consultation Feedback And Recommendations (Discussion Document)
- Interim Strategic Directions (Proposed Revised Version, Draft for Discussion Purposes)
- Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics including Key Performance Indicators.

RECOMMENDATION:

It is recommended that the Quality and Tenant Engagement Committee receive this report for information and discussion purposes.

REASONS FOR RECOMMENDATION:

Background:

In September 2022, The TSHC Board decided to develop Interim Strategic Directions and actions for 12 – 18 months rather than embarking on a full strategic planning process because:

- Limited capacity to undertake a full strategic planning process with extensive engagement currently.
- Permanent leadership team is not yet in place; delay in undertaking full strategic planning allows for involvement of the full leadership team.
- A strategic plan in 12-18 months would benefit from the experience 12-18 months of operation.
- Several reports and documents and results of TSHC tenant consultation to date can inform interim the strategic directions.

The process to date for developing the Interim Strategic Directions for the April 2023 TSHC Board of Directors discussions included:

- Reviewed > 25 documents and materials as they related to the TSHC
 - See Appendix 1.
- Developed draft Interim Strategic Directions (ISD), including a draft vision, mission, strategic objectives, strategic initiatives and actions.
- Conducted a workshop with the TSHC Board of Directors in December 2022, and revised the draft based on Board input.
- Conducted 8 workshops throughout January and February 2023:
 - Engaged ~ 150 participants in discussion of the draft ISD to hear comments, ideas and issues relating to future directions for the TSHC.
 - This included the Senior Tenant Advisory Committee (STAC), the TSHC Extended Leadership Team, TSHC Regional

Operations, Corporate TSCH staff, City of Toronto, Health & Social Services Partners and TCHC.

- Summarized “what we heard” during consultation re: vision, mission, strategic objectives and initiatives.
- Recommended changes to the ISD, including 3 overarching themes/ principles that emerged in the consultation.
- Developed draft outcome measures for the strategic objectives and initiatives including Key Performance Indicators.

The work to develop a “roadmap” to support implementation is ongoing:

- The roadmap will cover an 18-month period, which is the timeframe for the ISD
- Concern has been raised about the extent of the objectives, initiatives and actions that are included in the ISD.
 - To address this concern, the roadmap will reflect what TSHC leadership thinks can reasonably be achieved in the 18-month timeframe.
- The roadmap will reflect all the work that will be undertaken in the next 18 months
 - Recognizing that much of the work of TSHC is ongoing operations, the roadmap will include operational activities that are undertaken on a continuous basis
 - The roadmap will also include "time-limited" activities which have specific deliverables or outcomes.
 - Time limited work will be spread out over 6 quarters to allow tracking of expected vs. completed work

Description and Purpose of Attached Documents

Attachment 1: Interim Strategic Directions Consultation Feedback and Recommendations (Discussion Document)

This is a discussion document for Quality and Tenant Engagement Committee (QTEC). It has 3 purposes:

- Provide information on the results of the consultation on the Interim Strategic Directions which were based on a version that reflected the Board's input in December 2022.
- Suggest recommended changes to the Interim Strategic Directions based on the consultation.
- Provide suggested approaches for Key Performance Indicators (KPIs) and the Implementation Roadmap to be included in the Interim Strategic Directions.

This document has three components:

Consultation—Overarching themes and implementation considerations

- This section summarizes the key issues that arose during the consultation and includes general comments rather than specific suggestions for changes to the ISD document. Some of the content of this section is reflected in various places in the ISD document.

Recommended Changes to Interim Strategic Directions

- This section contains feedback that was specific to a component of the ISD. It contains “what we heard” on each section of the ISD. Based on the feedback, there are recommendations for revision for consideration by QTEC.

New Content

- In parallel with the development of the ISD, there has been a project on KPIs. A decision was made to align the KPIs with the ISD, which is described in this section.
- Work is also proceeding on the roadmap to implement the ISD. The approach to developing the roadmap is included in this section.

Attachment 2: Interim Strategic Directions (Proposed Revised Version, Draft for Discussion Purposes)

This proposed revised version of the ISD document shows what it would look like if the recommendations in the first document were accepted. This is provided for information so that the Committee can see where the ISD is heading as a result of the consultations. This document is a draft which will be revised based on input from QTEC (and the Board). A revised version will be provided for approval of the Board at its April meeting.

Attachment 3: Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics

Proposed outcome measures are incorporated into the Draft Interim Strategic Directions document. This attachment provides greater detail on KPIs, including metrics for each initiative/action. This is a draft, and will be updated as work on the KPIs progresses

SIGNATURE:

Mary Tate

Advisor, Interim Strategic Directions and Quality Improvement
Toronto Seniors Housing Corporation

Appendix 1:

History	Tenants First, Formation of TSHC, Transition Agreement, Services Delivery Agreement
Foundation Documents	Shareholder Directions, Integrated Service Model
TSHC Tenant Consultations	Tenant Survey, 100 Day Priorities, Listening Tour, STAC Minutes
TSHC Staff (SHU) Consultations	SHU Employee Engagement Action Planning Staff Prioritization
Recent Reports related to TSCH	Seniors Health and Wellness Initiative, Principles and Methods for a Tenant Engagement Framework, TSHC Board & Committee Reports
TSHC Activities to Date	Tenant engagement initiated; health and wellness restarted; implementing 100-day priorities & operational improvements;
External Information	Recent research reports and Review of comparator organizations
Analysis	SWOT Analysis (strengths, weakness, opportunities, threats)

Attachments:

Attachment 1: Interim Strategic Directions Consultation Feedback and Recommendations (Discussion Document)

Attachment 2: Interim Strategic Directions (Proposed Revised Version, Draft for Discussion Purposes)

Attachment 3: Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics

Item # 9

**Attachment 1: Interim Strategic Directions
Consultation Feedback and Recommendations
(Discussion Document)**

Interim Strategic Directions Consultation Feedback and Recommendations

Discussion Document for Quality and Tenant Engagement Committee

March 3, 2023



3/3/2023



Purpose Consultation Feedback and Recommendations Document

This is a discussion document for Quality and Tenant Engagement Committee (QTEC)

It has 3 purposes:

- Provide information on the results of the consultation on the Interim Strategic Directions
 - Consultations were based on a version of ISD that reflected the Board's input in December 2022
- Suggest recommended changes to the Interim Strategic Directions based on the consultation
- Provide suggested approaches for Key Performance Indicators (KPIs) and the Implementation Roadmap to be included in the Interim Strategic Directions

A companion document, an updated version of the Interim Strategic Directions document is provided for the information of the Committee

- The Interim Strategic Directions will be further updated based on the input from QTEC

Content

This document has three components:

- **Consultation—Overarching themes and implementation considerations**
 - Summarizes the key issues that arose during the consultation
 - Includes general comments rather than specific suggestions for changes to the ISD document
 - Some of the content of this section is reflected in various places in the ISD document
- **Recommended Changes to Interim Strategic Directions**
 - This section contains feedback that was specific to a component of the ISD
 - It contains “what we heard” on each section of the ISD
 - Based on the feedback, there are recommendations for revision for consideration by QTEC
- **New Content**
 - In parallel with the development of the ISD, there has been a project on KPIs
 - A decision was made to align the KPIs with the ISD, which is described in this section
 - Work is also proceeding on the Roadmap to implement the ISD
 - The approach to developing the Roadmap is included in this section

Process to Date

As a foundation for developing the Interim Strategic Directions for the April 2023 TSHC Board of Directors discussions, we:

- Reviewed > 25 documents and materials as they related to the TSHC
- Developed draft Interim Strategic Directions (ISD), which include a vision, mission, strategic objectives, strategic initiatives and actions, to discuss with TSHC executives and staff, staff of TCHC and the City of Toronto, representatives of the tenants (Senior Tenants Advisory Committee) and external partners
- Conducted 9 workshops, beginning with the TSHC Board of Directors in December, and throughout January and February 2023, engaged ~ 150 participants in discussion of the draft ISD to extract comments, ideas and issues relating to future directions for the TSHC. This included STAC, the TSHC Extended Leadership Team, TSHC Operations staff across all regions, Corporate staff, City of Toronto, Health & Social Services Partners and TCHC

We have:

- Summarized “what we heard” during consultation re: vision, mission, strategic objectives and initiatives
- Recommended changes to the ISD, including 3 overarching principles that emerged in the consultation
- Developed draft outcomes measures for the strategic objectives and initiatives

Ongoing:

- Development of the “roadmap” to support implementation

Section 1: Consultation Feedback: Overarching Themes and Implementation Considerations

Provided for information and discussion



Overarching themes

Three overarching themes which impact the entire interim strategic directions emerged in the consultation. It is recommended that these be expressed in the Interim Strategic Directions as overarching themes to guide the implementation of the Interim Strategic Directions

Integration: The thread of integration was heard throughout the consultations. Tenant well-being is multi-faceted. The four objectives which were developed to contribute to tenant well-being need to be highly integrated. Integration is the foundation of the Integrated Service Model (ISM) on which the City created TSHC. Therefore, it is important that TSHC recognizes the interrelationships between its various activities and operates in an integrated manner, without silos.

Interdependence “TSHC is not an island”: The interdependence of TSHC with the broader health and social service systems was highlighted by many participants in the consultation. TSHC is part of a larger system, needing connections and relationships with the City, the healthcare system, social services agencies and not for profits to respond to the needs of its tenants. Collaboration and partnerships are critical to success. Partners indicated a strong commitment to supporting TSHC.

Shared Values—Making the vision, values and ISD come alive: Values should apply to TSHC staff, the tenants and those who provide services to TSHC – “values need to apply to how everyone treats each other” — staff to tenants, tenants to tenants, providers to tenants and staff”. TSHC needs to articulate how these values will be implemented. They are, in effect, a statement of what is considered productive behaviour for working together collaboratively to achieve a common goal.

Implementation Considerations

While there was widespread agreement on the proposed objectives, many implementation considerations were raised. It is recommended that these implementation considerations provide guidance in the development of the implementation roadmap and throughout implementation.

Shared accountability: We heard that the Shareholder, the City as the Housing Manager, TSHC, the tenants and TCHC all share accountability towards achieving the vision and strategic objectives.

Seniors' lens/focus: Developing a deeper understanding of the definition and scope of “seniors' lens/focus” needs to be a priority.

Aging in place: We heard that TSHC can provide support for aging in place, but at some point, some seniors may not be able to live independently, even with supports. Concern was raised about inadequate or unequal access to social services for aging in place.

Complex Tenancies: The importance of inclusion of people with complex needs in TSHC communities was recognized and seen as a goal. This goal should be balanced with the needs of other tenants. The importance of supports for tenants with complex needs was emphasized.

Inclusion: We heard that *“diversity is about differences, equity is about providing equitable access, and inclusion is about fostering a sense of value and empowerment”*. It was recommended that TSHC engage staff and tenants in discussions of EDI, including balancing inclusion of all tenants with needs of specific cultural groups. Some tenants may not feel they “fit in” to a building where one cultural group dominates. Some buildings have a higher sense of community and inclusion than others.

Clarity in definitions of key elements: We heard that definitions within the Interim Strategic Directions need to be developed and clearly understood by both staff and tenants, including e.g., comfort, dignity, community, tenants first.

Capacity: There was significant support for the vision, mandate and objectives in the draft Interim Strategic Directions. Concern was expressed about the capacity of the TSCH to achieve these objectives with available resources in the 12 – 18-month timeframe of the Interims Strategic Directions.

Section 2: Recommended Changes to Interim Strategic Directions

Provided for discussion and direction



Revised Interim Strategic Framework "at a Glance"

VISION

Safe, diverse and vibrant communities where tenants have a sense of inclusion and well-being

MANDATE

To enable TSHC tenants to age in place in comfort and dignity with access to programs and services and with a voice in their community

COMMITMENT

With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors. Our commitment includes facilitating access to programs and services, and engaging and collaborating with our tenants, our staff and our partners towards providing excellent service for the well-being of our tenants

VALUES

Respect

Inclusion

Accountability

Innovation

INTEGRATED OBJECTIVES TO SUPPORT TENANT WELL-BEING



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



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



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



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

ORGANIZATIONAL ENABLERS

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

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

Draft Vision: What we heard:

**Draft
VISION:
Vibrant and diverse
communities where
tenants have a sense of
safety and belonging**

- Key concepts within the Vision statement generally well received
- Safety should take priority in the order of words in the Vision; “vibrant” may not be as important as “safety” for some seniors
- Concept of diversity/inclusion should be part of the vision. Inclusion was preferred—we are diverse, but not always inclusive—we are striving for inclusive.
- Some suggested “inclusion” a better word than belonging; others felt concept of “belonging” important to seniors.
- Well-being noted as the outcome of the vision
- Change “tenants” to “senior tenants”

Vision: Recommendations

- Move "safe" to the beginning of the vision
- Replace "belonging" with inclusion
- Add "well-being" to the vision
- To keep the vision simple, do not add "seniors",

**Previous Draft VISION:
Vibrant and diverse
communities
where tenants have a
sense of safety and
belonging**

Change to:

**Proposed Revised
VISION:
Safe, diverse and vibrant
communities where tenants
have a sense of inclusion and
well-being**

Draft Mandate: What we heard:

Draft TSHC MANDATE:

**To enable TSHC tenants to age in place
in comfort and dignity in well
maintained buildings with access to
the services they need and with a
voice in their community**

Mandate well received and understood that it needs to reflect elements of the Shareholder Direction from the City

“Age in place” was discussed at length with suggestions made to remove “age in place” from the mandate, or replace with “age in the right place”:

- TSHC units may not ultimately be the “right” place for situations where seniors are needing care beyond the scope of that provided by TSHC.
- Where independent living is no longer possible, TSHC provides tenants with referrals to access the right place.

Add “safe” and “units” to well-maintained buildings

Tenants should have a say in the services they want and the programs they prefer

Add “feedback system” to voice

Mandate Recommendations:

- Simplify the mandate
 - Mandate should be simple and easy to understand and reflect the reflect the shareholder direction and ISM
- Retain "age in place"--this is a key part of the Shareholder Direction and ISM
 - Do not add "right" place
- Some of the comments on the mandate are included in the objectives and do not need to be specifically reflected in the mandate, e.g., "want" and "prefer" with respect to programs and services; safe is covered in the vision and objective 1, "units" has been added to objective 1

Draft

TSHC MANDATE:

To enable TSHC tenants to age in place in comfort and dignity in well maintained buildings with access to the services they need and with a voice in their community

Change to:

Revised MANDATE:

To enable TSHC tenants to age in place in comfort and dignity with access to programs and services and with a voice in their community

Draft Values: What we heard:

Our Value	This means that:
Respect	Our culture is built on respect, trust and open and honest communication . We respect each tenant's independence and privacy . We will assist tenants to find the services and supports they prefer .
Inclusion	Quality of life is enhanced by living in vibrant and diverse communities . We encourage inclusion and embrace equity .
Engagement	We are engaged with our tenants. Tenants should have a voice in everything that affects them, at all levels. We recognize that tenants are experts in their own lives . We value their lived experience . We empower staff and recognize their contribution.
Seniors Focus	We respond to a range of needs from a seniors' perspective. These needs may evolve over time . We promote aging in place by responding to their changing needs. We strive to make our buildings, units and communications more accessible .
Excellent Service	We deliver responsive and timely services based on what tenants tell us they need. We work with our partners to deliver good outcomes for tenants. We work with our staff to deliver great service.
Accountability	We are accountable to our tenants, our shareholder (the City of Toronto) and the public. We are committed to transparency . We are clear on our goals. We set targets and report our results .
Innovation	We are creative, innovative, adaptive and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change , energizing communities and partners to join us to achieve our mandate.

Overall, the concepts included in the Values were well received. However, it was felt that:

- Respect, inclusion, accountability, innovation are the values
- Some statements are not values but are business practices – “something we do” (e.g., seniors focus, engagement) or are outcomes (e.g., excellent service)
- There are too many values
- “Collaboration” should be added as a value
- Inclusion is the first step towards equity - need to strive for equity
- It was suggested that “Diversity” be added together with “Inclusion” - diversity is what people see and inclusion is a step towards equity

Values: Recommendations

- Reduce the number of values as suggested in the consultation (see next slide)
- The draft values of *engagement*, *seniors focus*, and *excellent service* be included a TSHC statement of commitment, separate from organizational values

Proposed Commitment Statement

With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors.

Our commitment includes facilitating access to programs and services, and engaging and collaborating with our tenants, our staff and our partners towards providing excellent service for the well-being of our tenants.

Values: Recommendations (cont'd):

Our Value	This means that:
Respect	Our culture is built on respect, trust and open and honest communication . We respect each tenant's independence and privacy . We will assist tenants to find the services and supports they prefer .
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Engagement	We are engaged with our tenants. Tenants should have a voice in everything that affects them, at all levels. We recognize that tenants are experts in their own lives . We value their lived experience . We empower staff and recognize their contribution.
Seniors Focus	We respond to a range of needs from a seniors' perspective. These needs may evolve over time . We promote aging in place by responding to their changing needs. We strive to make our buildings, units and communications more accessible .
Excellent Service	We deliver responsive and timely services based on what tenants tell us they need. We work with our partners to deliver good outcomes for tenants. We work with our staff to deliver great service.
Accountability	We are accountable to our tenants, our shareholder (the City of Toronto) and the public. We are committed to transparency . We are clear on our goals. We set targets and report our results .
Innovation	We are creative, innovative, adaptive and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change , energizing communities and partners to join us to achieve our mandate.

Our Value	This means that:
Respect	Our culture is built on respect, trust and open and honest communication among tenants, staff and service providers . We respect each tenant's independence and privacy . We will assist tenants to find the services and supports they prefer .
Inclusion	Quality of life for seniors is enhanced by living in vibrant and diverse communities . We strive for inclusion and equity .
Accountability	We are accountable to our tenants, our shareholder (the City of Toronto) and the public. We are committed to transparency . We are clear on our goals. We set targets and report our results . We demonstrate integrity and responsible stewardship of our resources.
Innovation	We are creative, innovative, adaptive and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change , energizing communities and partners to join us to achieve our mandate.

Strategic Objective 1: What we heard



Draft Strategic Objective 1:

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

- Safety is paramount for the tenants, followed by clean, well-maintained buildings. Safety contributes stable tenancies.
 - The objective should be re-ordered to put safety first
 - Tenants have wide ranging expectations of security (a factor within safety) depending on vulnerability and age of the tenants
 - Staff need to feel safe
 - Collaborative approaches are needed where tenants and staff address safety and security together
- Well-maintained buildings include units within the buildings
- Processes to support tenants could be improved (simplified, plain language forms and lease agreements, electronic payment,)
- Need to balance support and action re: complex tenancies.
 - There is an understanding of the need to work with complex tenancies but where these tenancies impact the safety and health of other tenants, TSHC needs to take stronger action.
 - Complex tenants can affect perception of safety.

Strategic Objective 1: Recommendations:

- Strategic Objective 1 be rephrased, putting a priority on “safe”:
- Add "units" to clarify that clean, well-maintained includes inside the units as well as common areas



Draft Strategic Objective 1:

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

**Change
to:**

Proposed Revised Strategic Objective 1:

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

The initiatives within Strategic Objective 1: (re-ordered to reflect the revised Objective)

- Initiative 1: Promote safety and security in our building communities
- Initiative 2: Provide clean and well-maintained buildings and units
- Initiative 3: Work with tenants to support stable tenancies

Strategic Objective 2: What we heard

- Definition of engagement and tenant voice
 - Tenants define engagement as direct interaction with the community including developing and implementing tenant-led activities and programs
 - Tenant voice includes consultation and communication between TSCH and tenants
 - These two activities should be combined into one objective, and separated from the objective related to activities and programs provided by other agencies/providers
- Not all tenants want to be engaged—provide an opportunity for all tenants to have a voice
 - Clarity is needed on “voice” vs. decision-making
 - Although all agree that a “tenant voice” in community is important, but this needs to be balanced with TSHC landlord responsibilities, priorities and capacity.
- Support is needed for tenant-led programs and tenant leaders to build leadership capacity; concern was raised about the capacity of TSHC to fully support tenant engagement and consultation
- Partner agencies indicated willingness to support tenant engagement and consultation
- The concepts of inclusion and equity need discussion between staff and tenants – EDI is a partnership

Draft Strategic Objective 2:

To support tenant programs and facilitate access for tenants to key services and supports

Strategic Objective 2: Recommendations

- Strategic Objective 2 and Strategic Objective 3 be combined differently to reflect tenant input on the definition of engagement and consultation.
- Objective 2 include both tenant engagement and tenant voice.
- Initiatives related to agency/provider programs be consolidated into Objective 3.



Draft Strategic Objective 2:

To support tenant programs and facilitate access for tenants to key services and supports

**Change
to:**

Proposed Revised Strategic Objective 2:

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

The initiatives for the revised Strategic Objective 2 are:

1. Engage tenants in their communities
2. Create opportunities for broad and diverse tenant voices
3. Promote an environment of respect, trust and inclusiveness

Strategic Objective 3: What we heard



Draft Strategic Objective 3:

To engage and partner with tenants, giving all tenants a voice and input into decision-making.

- Objective 3 should be revised to combine initiatives related to programs and services provided by external agencies/providers
- Tenants and their families need clarity that TSCH is independent living, with supports as needed
- Facilitating access to services and supports is difficult due to limited availability and long waiting lists
 - Not enough programs available to support complex tenancies (e.g., mental health, extreme clean)
 - SSCs are limited by requirement for tenants to consent to referrals
 - Availability of services is uneven across the city—this creates an issue of equity
- Majority of programs in TSCH buildings are agency/provider-led
 - Tenants want input into what programs are provided by agencies; agencies expressed willingness to consult with tenants about what programs to provide and the design of these programs
- Providers need support through access to space agreements, including office space
- It was suggested in the consultation that it is difficult for smaller agencies to participate in providing programs and services because of insurance requirements (this needs to be investigated further)
- It is difficult to evaluate programs in 12 – 18 months
 - Important to begin data collection for future evaluations
 - Not TSHC's mandate to evaluate health and social service programs

Strategic Objective 3: Recommendations

- Strategic Objective 2 and Strategic Objective 3 be combined differently to reflect tenant input on the definition of engagement and consultation.
- Strategic Objective 3 be revised to consolidate agency/provider led activities



Draft Strategic Objective 3:

To engage and partner with tenants, giving all tenants a voice and input into decision-making.

**Change
to:**

Proposed Revised Strategic Objective 3:

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

The initiatives for Strategic Objective 3: (reflect revised objective)

1. Facilitate access to priority health and community support services
2. Support agency/provider-led programs and initiatives

Strategic Objective 4: What we heard

- Support for innovation was "loud and clear" It was noted by some that the ISM itself is very innovative
 - There is an opportunity for TSHC to become the "gold standard" across the city and beyond; TSHC can identify and scale innovation; staff and partners need opportunities to share innovative ideas
- The innovation objective is very ambitious for the 12 – 18-month timeframe of the interim strategic directions
 - It was suggested that the 12- 18-month period be used to establish the frameworks, systems and processes to enable innovation – undertake an inventory of existing innovative concepts, and lay foundation for partnerships and evaluation
 - Small innovations can be as important as the larger ones and can be undertaken in a shorter timeframe
- Tenants can be innovative; consider innovations from tenants as well as staff
- There are opportunities for using technology to support innovation
- Innovation will be data driven; need to be thoughtful about what data to collect and have a culture of open data sharing
- Partnerships are critical to support innovation
 - There is opportunity for partnership with research institutes and healthcare organizations who share common goals to design and undertake TSHC evaluation
 - External relationships should be developed with both the social housing sector and the seniors sectors
- Culture change, with supporting HR policies to enable innovation and implementation need to be developed by TSHC (see enabler 2)



Draft Strategic Objective 4:

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

Strategic Objective 4: Recommendations

- No changes are needed to Strategic Objective 4.
- However, some of the initiatives should be removed and included in Enabler 2.
- An initiative related to evaluation should be added



Proposed Strategic Objective 4: (no change)
To develop and promote innovation and leading practices which contribute to seniors' well-being

The recommended revised initiatives for Strategic Objective 4: (initiative 1 consolidated, Initiative 2 added)

- Partner and cultivate relationships to research and test emerging trends and new practices
- Design and begin implementation of an evaluation of TSCH

Enabler 1: What we heard

Draft Enabler 1:

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

- The relationship between good governance and organizational excellence should be elaborated
- Meeting the requirements of the City as Housing Manager under the Housing Services Act should be added
- The importance of collaboration with TCHC re: capital projects, maintenance, pest control and safety was noted; the ongoing relationship with TCHC needs to be clarified
- Be clear that the budget process referred to is the City budget process
- Resources are needed to address risk identification and mitigation
- We heard the importance of decision-making informed by data and driven by performance commitments, although lack of data and incompatible data make this a challenge; need systems to collect and analyze data
- Learn from the current Quality Improvement Projects (QIPs) on how to improve service quality; service quality also depends on the relationship with TCHC
- Plain language is important and should be used in the lease and other communications in addition to policies
- Effective communication with tenants includes interpretation and translation
- Add an initiative related to technology

Enabler 1: Recommendations

- No changes are needed to Enabler 1.
- An initiative related to technology should be added

Proposed Enabler 1: (no change)

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

The initiatives for Enabler 1: (initiative 10 added)

1. Implement elements of good governance practices
2. Meet the requirements of the Shareholder Direction and the City as Housing Manager
3. Collaborate with TCHC
4. Manage our financial resources responsibly
5. Identify and mitigate risk
6. Be informed by data and driven by performance commitments
7. Improve service quality in areas of importance to our tenants
8. Develop clear, plain language policies
9. Communicate effectively with our tenants and other stakeholders
10. Use technology effectively

Enabler 2: What we heard

- Overall, there was support for “employer of choice” – the concept of entrepreneurship was seen as problematic for a public organization
- Staff want to work for an organization who would be reported as being “the Best Place to Work”, including
 - Important work that reflects personal values, empathy for tenants and each other
 - Inclusive, supportive and innovative environment, great teamwork
 - Culture of respect, engagement
 - Opportunity to do current job well, and develop and move up
 - Ongoing opportunities for staff engagement, sharing of best practices, testing innovative ideas needed
- To attract and retain the best talent need knowledge of the community TSHC serves and the ongoing needs of the workforce
- A supportive, innovative environment means:
 - Clarity of roles and expectations , with guidance on extent of innovation, recognition of achievements
 - Appreciation and recognition
 - Opportunity for continuous learning, both to do current job well and to develop new skills, including both technical skills and conceptual learning
- A changing workplace includes:
 - Balance work and family life
 - Safe workplace, free of harassment and violence
 - Mental health supports for staff

Draft Enabler 2:

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

Enabler 2: Recommendations

- Enabler 2 be reworded to remove the word "entrepreneurship"

Draft Enabler 2:

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

Change
to:

Proposed Revised Enabler 2:

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

Initiatives for Enabler 2 are: (no change)

1. Develop and implement a talent strategy
2. Embrace equity, diversity and inclusion
3. Develop a supportive environment for TSHC staff to innovate
4. Create a positive culture with engaged employees
5. Foster continuous learning and improvement
6. Innovation to respond to a changing workplace

Section 3: New Content

Aligning Interim Strategic Directions with KPIs

Approach to development on the implementation roadmap



Aligning Interim Strategic Directions and Key Performance Indicators

- In parallel with the development of the Interim Strategic Directions, a project to develop Key Performance Indicators for TSHC was underway.
- A decision was made that KPIs should align with the Interim Strategic Directions
- Detailed metrics for each objective, initiative and action are under development. A draft of this work is included in an appendix of the revised ISD document
- A smaller number of outcomes have been identified for each objective and initiative and are included with each objective
- The KPIs and objectives are still under review and discussion and will be updated as the work progresses

Implementation Roadmap

- An implementation roadmap is under development
- The roadmap will cover an 18-month period, which is the timeframe for the ISD
 - Concern has been raised about the extent of the objectives, initiatives and actions that are included in the ISD
 - The roadmap will reflect what TSCH leadership thinks can reasonably be achieved within the timeframe
- The roadmap will reflect all the work that will be undertaken in the next 18 months
 - Recognizing that much of the work of TSHC is ongoing operations, the roadmap will include operational activities that are undertaken on a continuous basis
 - The roadmap will also include "time-limited" activities which have specific deliverables or outcomes
 - Time limited work will be spread out over 6 quarters to allow tracking of expected vs. completed work

Item # 9

Attachment 2: Interim Strategic Directions
(Proposed Revised Version, Draft for
Discussion Purposes)

Toronto Seniors Housing Corporation Interim Strategic Directions

Proposed Revised Version
Draft for discussion purposes

March 3, 2023



3/3/2023



Toronto Seniors Housing Corporation

Interim Strategic Directions Table of Contents (**Update at end**)

Introduction	A. Message from Chair and CEO B. Process	
Proposed Revised Interim Strategic Directions		
Overview	A. Strategic Framework “at a Glance” B. Overarching Themes	
Vision, Mandate, Commitments and Values	A. Vision and Mandate B. Commitments and Values	
TSCH Strategic Objectives	A. Objectives Overview Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies Strategic Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice Strategic Objective 3: To facilitate access to services and programs that tenants need and want Strategic Objective 4: To develop and promote innovation and leading practices which contribute to seniors’ well-being	
Organizational Enablers	Building an Effective Organization to Achieve the Objectives Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers and supports staff	
Implementation Roadmap	A. Roadmap approach B. Workplan inputs to the roadmap	

Introduction

Developing Interim Strategic Directions



3/3/2023



A. Message from Chair and CEO (To be added later)

Chair

- Exciting opportunity
- Why interim strategic directions now
- Process, and importance of consultation input
- Can reflect some of what was heard in the overarching themes (e.g., integration, interdependence)

CEO

- Listening tour highlights; key component to developing strategic directions
- Implementation issues
 - ISD very ambitious
 - Some of the implementation considerations, including capacity
 - Roadmap to reflect anticipated work in the next 12 – 18 months

Process to Date

In September 2022, The TSHC Board decided to **develop interim strategic directions and actions for 12 – 18 months** rather than embarking on a full strategic planning process

As a foundation for developing the Interim Strategic Directions for the April 2023 TSHC Board of Directors discussions, we:

- Reviewed > 25 documents and materials as they related to the TSHC
- Developed draft Interim Strategic Directions (ISD), which include a vision, mission, strategic objectives, strategic initiatives and actions
- Conducted 9 workshops, beginning with the TSHC Board of Directors in December, and throughout January and February 2023
 - Engaged ~ 150 participants in discussion of the draft ISD to hear comments, ideas and issues relating to future directions for the TSHC.
 - This included STAC, the TSHC Extended Leadership Team, TSHC Operations staff across all regions, Corporate staff, City of Toronto, Health & Social Services Partners and TCHC
- Summarized “what we heard” during consultation re: vision, mission, strategic objectives and initiatives
- Recommended changes to the ISD, including 3 overarching themes/principles that emerged in the consultation
- Developed draft outcomes measures for the strategic objectives and initiatives

Ongoing:

- Development of the “roadmap” to support implementation

Proposed Revised Interim Strategic Directions

Draft

For Discussion Purposes
February 23 draft



3/3/2023



Overview

February/March 2023 draft



3/3/2023



Revised Interim Strategic Framework "at a Glance"

VISION

Safe, diverse and vibrant communities where tenants have a sense of inclusion and well-being

MANDATE

To enable TSHC tenants to age in place in comfort and dignity with access to programs and services and with a voice in their community

COMMITMENT

With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors. Our commitment includes facilitating access to programs and services, and engaging and collaborating with our tenants, our staff and our partners towards providing excellent service for the well-being of our tenants

VALUES

Respect

Inclusion

Accountability

Innovation

INTEGRATED OBJECTIVES TO SUPPORT TENANT WELL-BEING



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



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



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



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

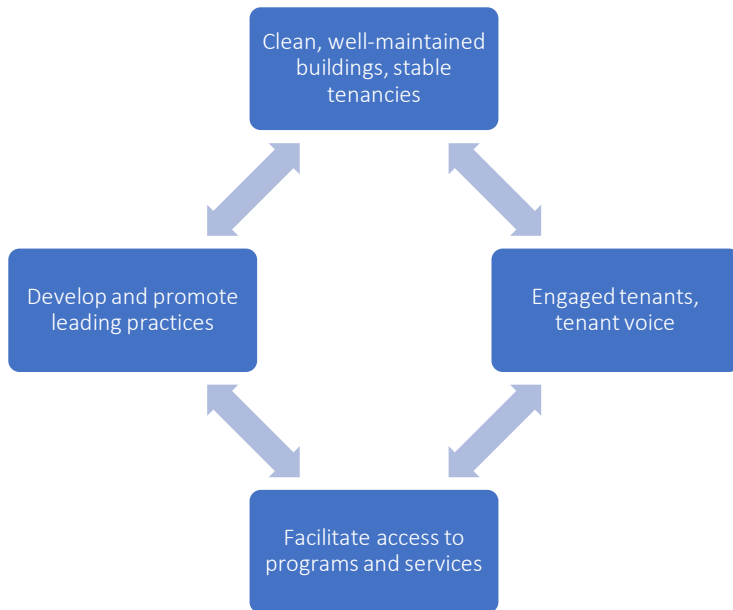
ORGANIZATIONAL ENABLERS

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

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

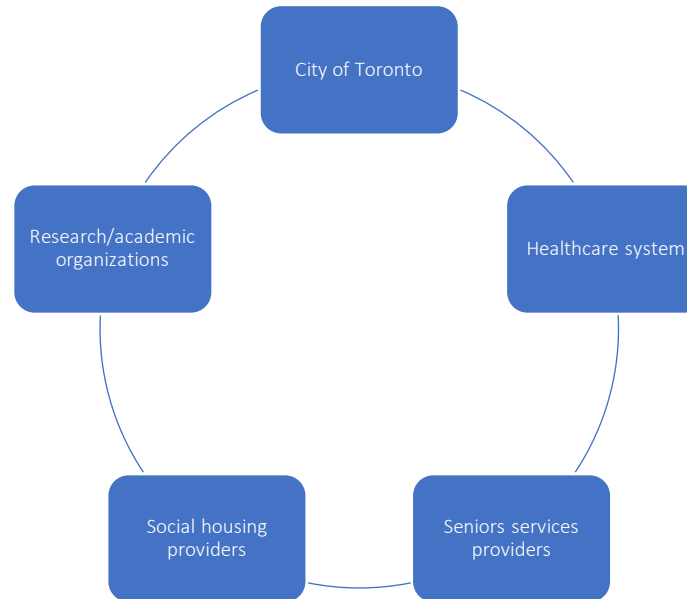
Overarching Themes from Consultation:

Integrated Strategic Objectives



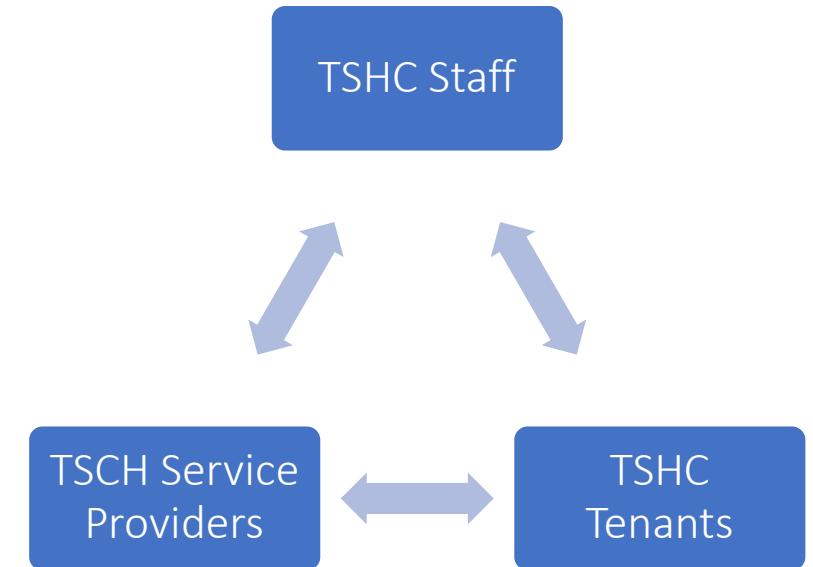
Objectives, taken together promote well-being; need to operate in an integrated manner, without silos
Integration a fundamental aspect of the Integrated Service Model

Interdependence with our Partners



TSCH is part of a larger system; collaboration and partnerships are critical to success and achieving common goals

Shared Values



Values need to apply to how everyone treats each other; staff to tenants, tenants to tenants, providers to tenants and staff

Vision, Mandate, Commitments and Values



Vision and Mandate

TSHC VISION:

Safe, diverse and vibrant communities where tenants have a sense of inclusion and wellbeing

TSHC MANDATE:

To enable TSHC tenants to age in place in comfort and dignity with access to programs and services and with a voice in their community

Our vision and mandate is based on what tenants say contributes to their overall well-being, on the Shareholder Direction, and principles of ISM:

1. Safe and well-maintained buildings
2. Connection and autonomy
3. Trusting relationship with staff
4. Harmonious relationships with fellow tenants and staff
5. Services and supports when needed to maintain their tenancies and age in place
6. Aging in place in comfort and dignity through stable tenancies
7. Voice in community

Health and wellness is a “kaleidoscope” something “huge”, 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

(Seniors Health and Wellness initiative report)

Our Commitment and Shared Values:

Our Commitment

With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors. Our commitment includes facilitating access to programs and services, and engaging and collaborating with our tenants, our staff and our partners towards providing excellent service for the well-being of our tenants

Our Value	In the TSHC community of staff, tenants and partners, this means that:
Respect	Our culture is built on respect, trust and open and honest communication among tenants, staff and service providers . We respect each tenant's independence and privacy . We will assist tenants to find the services and supports they prefer .
Inclusion	Quality of life for seniors is enhanced by living in vibrant and diverse communities . We strive for inclusion and equity .
Accountability	We are accountable to our tenants, our shareholder (the City of Toronto) and the public. We are committed to transparency . We are clear on our goals. We set targets and report our results . We demonstrate integrity and responsible stewardship of our resources.
Innovation	We are creative, innovative, adaptive and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change , energizing communities and partners to join us to achieve our mandate.

TSHC Strategic Objectives

Integrated objectives contribute to tenant well-being



3/3/2023



Objectives Overview

**Our integrated objectives , taken together, contribute to tenant well-being
The Integrated Service Model is the foundation on which the City created TSCH**

Objective 1: To provide safe, clean and well-maintained buildings and units and to support stable tenancies

The living environment (both the building and their individual unit) is of utmost importance to our tenants. This objective addresses how we will provide our tenants clean, safe and well-maintained buildings and support our tenants to maintain their tenancies.

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

This objective addresses how we will build strong relationships with our tenants that are built on trust, collaboration and openness. We will support tenants to enhance engagement in their communities. We believe that tenants should be given an opportunity to have a voice in their communities.

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

Seniors have a range of needs which may change over time. This objective addresses how we will support aging in place through facilitating tenants' access to the programs, services and supports they prefer. It reflects the interdependence of TSHC with its community partners. To achieve this objective, collaboration with our partners in the community is essential.

Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being

The challenges facing seniors are significant. We must be a catalyst for positive change, energizing communities and partners to join us to achieve our mandate. This objective addresses how we will build a culture of innovation that is creative, flexible, adaptive and future oriented.



Strategic Objective 1: To provide safe, clean, and well-maintained buildings and to support stable tenancies

I've experienced dangerous situations on [my] floor to do with drug use, selling drugs, injecting drugs...I would not feel comfortable being in the lobby alone waiting for the bus if members of the community were coming in...I don't feel protected at all." (Seniors Health and Wellness Initiative Report)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
1. Promote safety and security in our building communities	<ul style="list-style-type: none"> a. Focus on improved safety and security through the quality improvement project (QIP) b. Develop partnerships with safety and security organizations in the broader community b. Conduct regular safety audits and implement findings
2. Provide clean and well-maintained buildings and units	<ul style="list-style-type: none"> a. Improve effectiveness of pest management through the quality improvement program (QIP) b. Support tenant accessibility needs in the built space c. Provide timely response to maintenance requests d. Provide high standards of cleanliness in building and on the grounds e. Prepare vacant units for re-occupancy f. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans
3. Work with tenants to support stable tenancies	<ul style="list-style-type: none"> a. Support tenants to understand and be accountable for the key aspects of their lease, their rights and responsibilities as a tenant b. Provide support to ensure requirements for ongoing RGI eligibility are met c. Work with tenants to prevent evictions for arrears or other reasons d. Improve condition of housing relating to complex tenancies



Strategic Objective 1: To provide safe, clean, and well-maintained buildings and to support stable tenancies

HOW WE WILL MEASURE RESULTS

Strategic Initiative 1: Promote safety and security in our building communities

- a. TBD: Draft metrics and outcome measures to come from QIP, e.g., percentage decrease in safety incidents
- b. Increased tenant satisfaction based on Senior Tenant Experience Survey
- c. Percent of prioritized recommendations from safety audits adopted.

Strategic Initiative 2: Provide clean and well-maintained buildings and units

- a. Percentage decrease in number of building requesting pest treatment
- b. Percentage decrease in number of units with moderate or excessive clutter (hoarding)
- c. Percentage of approved accessibility projects completed in buildings
- d. Percentage of work orders completed by staff within the 2-day service level; Percentage of vendor completed work orders within the 5-day service level
- e. Percentage of buildings which meet TSCH cleaning standard
- f. Percentage of approved capital plan initiatives completed and communicated to tenants

Strategic Initiative 3: Work with tenants support stable tenancies

- a. Percentage increase in number of tenants who have a better understanding and their role in key aspects of lease, rights and responsibilities (measured through Senior Tenant Experience Survey)
- b. Percentage decrease in tenants who lose RGI eligibility due to incomplete information
- c. Percentage decrease of number of evictions resulting from arrears and/or cause



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

“I can say one simple thing. You value people by sitting down and listening to them.” (Seniors Health and Wellness Initiative Report)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
1. Engage tenants in their communities	<ul style="list-style-type: none"> a. Review policies on supporting tenant-led initiatives (e.g., TAF and Use of Space) b. Streamline administrative processes including, and funding c. Build capacity for tenants to develop and lead programming in their communities
2. Create opportunities for broad and diverse tenant voices	<ul style="list-style-type: none"> a. Work with tenants in the development of a new tenant engagement model b. Engage tenants in a review of tenant-facing policies and the Seniors Health and Wellness Initiative report c. Enable input through a variety of mechanisms, e.g., building and regional meetings, focus groups, and specific and periodic tenant satisfaction surveys
3. Promote an environment of respect, trust and inclusiveness	<ul style="list-style-type: none"> a. Undertake a project on staff and tenant relations b. Develop and implement an Equity, Diversity and Inclusion Framework (EDI) including our anti-black racism plan and anti-ageism initiatives c. Develop a communications plan that supports two-way communication among staff and tenants, including accessibility of information on the ISM for tenants d. Enhance accessibility by striving to provide translation and interpreter services, and support for tenants with visual or hearing limitations to enable participation of tenants in engagement opportunities



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

HOW WE WILL MEASURE RESULTS:

Strategic Initiative 1: Engage tenants in their communities

- a. Percentage increase in number of programs and initiatives, led by tenants
- b. Percentage increase in the perception of tenant engagement within their communities
- c. Decrease in time for tenants to receive funding to support their initiatives
- d. Increased number of tenants leading programming and initiatives

Strategic Initiative 2: Create opportunities for broad and diverse group of tenant voices

- a. Approved tenant engagement model with tenant input
- b. Approved tenant facing policies
- c. Percentage increase in satisfaction rate re: tenant engagement measured through Senior Tenant Experience Survey, with particular focus on effectiveness of engagement mechanisms - building and regional meetings, focus groups, specific and periodic tenant satisfaction surveys



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

Strategic Initiative 3: Promote an environment of respect, trust and inclusiveness

- a. Increased tenant satisfaction based on Senior Tenant Experience Survey, re: focus on environment of respect, trust and inclusiveness
- b. Percentage of commitments included in the EDI framework which have been implemented
- c. Percentage of tenants who were able to receive and access the information and were pleased with the two-way communication tactics (through survey)
- d. Percentage increase in number of tenants engaged as a result of the increase of translation, interpreter, visual and hearing supports provided



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

“For me it was very interesting ...people living here independently, getting a little bit of help and getting what they need... for those that don’t require that type of service, I think it would be helpful for them to know where to go.” (Seniors Health and Wellness Initiative Report)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative		Actions
1. Facilitate access to priority health and community support services	a. Enhance access for senior tenants to City programs, provincial programs and other community initiatives b. Maintain and create new partnerships to provide access to senior tenants with the support and services they need	
2. Support agency/provider - led programs and initiatives	a. Partner with City, provincial and federally funded programs and other community initiatives to enable community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing.	



Strategic Objective 3: Facilitate access to services and supports that tenants need and want

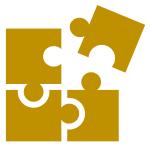
HOW WE WILL MEASURE RESULTS:

Strategic Initiative 1: Facilitate access to priority health and community support services

- a. Percentage increase in the perception of access to services and supports measured through the Senior Tenant Experience Survey
- b. Percentage increase in programs and services offered through each partnership which meet the needs of senior tenants. Assessment of the relevance of the partnership re: the TSHC mandate and vision

Strategic Initiative 2: Support agency/provider - led programs and initiatives

- a. Percentage increase in the number of agency/provider led programs and initiatives
- b. Percentage increase in community-tenant partnerships which support community development and tenant wellbeing.



Strategic Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
1. Partner and cultivate relationships to research and test emerging trends and new practices	<ul style="list-style-type: none">a. Pinpoint innovation opportunities through collaboration with experts and researchers in seniors social housingb. Seek input of tenants, partners and other external stakeholders to inform innovationc. Evaluate and share learning from TSHC's innovative practices and application of technologiesd. Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate
2. Design and begin implementation of an evaluation of TSHC	<ul style="list-style-type: none">a. Seek funding and partners for program evaluationb. Work with a program evaluation expert who can design and undertake an evaluation to determine the impact of ISM and other actions by TSHC to achieve its vision and mandate, to consider impacts on TSHC tenants and broader societal impacts (e.g., health care and social systems, and to compare with leading practices which contribute to seniors' wellbeing)



Strategic Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being

HOW WE WILL MEASURE RESULTS

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

- Increased number of innovations undertaken/ implemented as a result of successful research, partnerships and external relationships
- Increased number of joint learnings as a result of external partnerships
- Increased number of innovations undertaken/ implemented as a result of successful research, partnerships and external relationships e.g., social housing and seniors' organizations

Strategic Initiative 2: Design and implement a program evaluation of TSHC

- Funding successfully secured; project developed in partnership with program evaluation funders
- As a result of a systematic program review, the foundations for TSHC decision-making are enhanced re: recommendations for programmatic refinement

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

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
1. Implement elements of good governance practices	a. Enhance governance practices in the areas of: Governance foundations, principles and structures, Board responsibilities and oversight, Governance processes, and Board effectiveness
2. Meet the requirements of the Shareholder Direction and the City and housing manager	a. Establish operating agreement including clarity on responsibilities and reporting expectations and the City as housing manager b. Ensure regular and annual reporting obligations are met
3. Collaborate with TCHC	a. Clarify legal relationship b. Develop positive relationship management practices c. Manage service delivery relationship
4. Manage our financial resources responsibly	a. Engage in annual budget process b. Implement sound financial management and accountability
5. Identify and mitigate risk	a. Develop a TSHC risk and mitigation plan b. Ensure effective business continuity and emergency response

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate (2)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
6. Be informed by data and driven by performance commitments	<ul style="list-style-type: none"> a. Improve access to quality data and apply data analytics b. Develop performance metrics and targets for reporting at all levels
7. Improve service quality in areas important to our tenants	<ul style="list-style-type: none"> a. Develop a quality improvement framework and approach b. Implement priority quality improvement projects
8. Develop clear, plain language policies	<ul style="list-style-type: none"> a. Review priority internal policies to reflect TSCH values and principles
9. Communicate effectively with our tenants and other stakeholders	<ul style="list-style-type: none"> a. Develop communications strategy, including multiple channels and tools, AODA compliance and consistent messaging
10. Use technology effectively	<ul style="list-style-type: none"> a. Make best use of available functionality and data in the HOMES systems

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

HOW WE WILL MEASURE RESULTS

Strategic Initiative 1: Implement elements of good governance

- Degree of effectiveness and performance of the Board as assessed re: roles, competencies, board meeting productivity, communication and Board recruitment

Strategic Initiative 2: Meet requirements of Shareholder Direction

- High degree of shareholder satisfaction of TSHC evaluation and annual reporting of achievements and results against strategic goals and timelines, and efficiency and effectiveness of business functions and processes

Strategic Initiative 3: Collaborate with TCHC

- New TSHC/TCHC agreements in place
- TSHC and TCHC satisfaction with the TCHC partnership, value added and engagement with TCHC.
- TSHC evaluation of service provided

Strategic Initiative 4: Manage our financial resources responsibly

- Financial resources are managed according to best financial management practices,
- Budget is balanced
- External auditor is satisfied with results

Strategic Initiative 5: Manage and mitigate risks

- Initial risk identification and mitigation plans approved by the board
- Annual report to the Board on risk management and mitigation

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate (2)

HOW WE WILL MEASURE RESULTS

Strategic Initiative 6: Be informed by data and data-driven performance commitments

- Strategic directions reviewed and revised based on data to continue to meet and adapt to the needs of the tenants

Strategic Initiative 7: Improve service quality in areas important to our tenants

Percentage increase of tenant satisfaction of service quality and delivery by TSHC

Strategic Initiative 8: Develop clear language policies

- Increased understanding by tenants and TSHC staff of TSHC policies as measured through surveys

Strategic Initiative 9 : Communicate effectively with our tenants and other stakeholders

- Increased effectiveness of communication tactics as measured through employee engagement survey and Tenant Experience Survey

Strategic Initiative 10: Use technology effectively

- Increased extraction and analysis of data from HOMES
- Increased use of mobile technology by TSHC staff

Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff (1)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
1. Develop and implement a talent strategy	<ul style="list-style-type: none">a. With the aim of becoming an employer of choice, identify, attract, recruit, and retain top talent to drive innovationb. Empower staff to proactively develop innovation to achieving vision and mandatec. Provide growth opportunities within TSHC, rewards and recognition, and processes
2. Embrace equity, diversity and inclusion	<ul style="list-style-type: none">a. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplaceb. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion.
3. Develop a supportive environment for TSHC staff to innovate	<ul style="list-style-type: none">a. Develop and implement processes and approaches which welcome and encourage unconventional thinking, and to test innovative ideasb. Empower staff to proactively innovatec. Break silos by connecting staff from different disciplines and areas to work as a team to challenge the status quo, and deliver innovation

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

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions:
4. Create a positive culture with engaged employees	<ul style="list-style-type: none"> • Develop and implement approaches for employee engagement at the local, regional, and corporate level. • Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff.
5. Foster continuous learning and improvement	<ul style="list-style-type: none"> • Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors focused services. • Develop talent management and succession planning strategies to strengthen TSHC leadership capacity. • Develop, implement training programs to help understand “seniors’ focus” • Supporting managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles.
6. Innovation to respond to a changing workplace	<ul style="list-style-type: none"> • Explore innovative practices to address the changing nature of work (e.g., hybrid, part-time, new technologies) • Develop and implement programs and initiatives to support employee health and well-being • Review health, safety and wellness policies and programs to create a heightened “safety first and wellness” culture.

Enabler 2: to be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff (1)

HOW WE WILL MEASURE RESULTS

Strategic Initiative 1: Develop and implement a talent strategy

- Talent strategy and implementation timelines developed with measurable outcomes over time. Regular communication with staff on progress

Strategic Initiative 2: Embrace equity, diversity and inclusion

- Increased diversity of TSHC staff as measured through self-identification on race, ancestry, creed, language, disability, family status, gender expression/identity

Strategic Initiative 3: Develop a supportive environment for TSHC staff to innovate

- Measurable increase in employee satisfaction that innovation is supported, as measured through employee engagement survey

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

HOW WE WILL MEASURE RESULTS

Strategic Initiative 4: Create a positive culture with engaged employees

- Measurable increase in employee satisfaction measured through employee engagement survey

Strategic Initiative 5: Foster continuous learning and improvement

- Quality of training and direct application to job measured through employee engagement
- Percentage of TSHC staff who have been trained on serving seniors, accessibility, anti-black racism, and promoting equity, diversity and inclusion
- Increased employee retention and reduced turnover rates.

Strategic Initiative 6: Innovation to respond to a changing workplace

- Increased percentage of innovative work practices adopted to support staff well-being, health and safety
- Decrease in lost-time injuries and workplace absences, complaints of workplace harassment and violence

Implementation

To be completed after vision, mandate, values, objectives and enablers are discussed



Implementation Roadmap Approach

An implementation roadmap is under development

- The roadmap will cover an 18-month period, which is the timeframe for the ISD
- Concern has been raised about the extent of the objectives, initiatives and actions that are included in the ISD
- The roadmap will reflect what TSCH leadership thinks can reasonably be achieved in the timeframe
- The roadmap will reflect all the work that will be undertaken in the next 18 months
 - Recognizing that much of the work of TSHC is ongoing operations, the roadmap will include operational activities that are undertaken on a continuous basis
- The roadmap will also include "time-limited" activities which have specific deliverables or outcomes
 - Time limited work will be spread out over 6 quarters to allow tracking of expected vs. completed work

Input to the Implementation Roadmap

1. Seniors Health and Wellness Initiative implementation plan
2. Principles of Tenant Engagement implementation plan
3. ISM evaluation implementation plan
4. QIP implementation plans (TBD by QIP teams)
5. Learning and development plan
6. Governance work plan
7. Communications work plan



Item # 9

Attachment 3: Expected Outcomes linked
to Strategic Initiatives and Actions and
Proposed Metrics

Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics – Key Performance Indicators

Draft version March 3, 2023





Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Strategic Initiative 1: Promote safety and security in our building communities

Action	Proposed Metrics	Expected Outcomes
a. Focus on improved safety and security through a quality improvement project (QIP)	<ul style="list-style-type: none">• # of Safety Incidents (broken down by category)• Tenant Satisfaction % – Safety and Security• Percentage of commitments, developed through the QIP, which have been implemented to improve safety and security• Response time of the CSU	<p>Draft metrics and KPIs to come from QIP, e.g. percentage decrease in safety incidents (pick which type of incidents to monitor)</p> <p>Increased tenant satisfaction re: safety and security based on Senior Tenant Experience Survey</p>
b. Develop partnerships with safety and security organizations in the broader community	<ul style="list-style-type: none">• # of Safety Audits completed, prioritized, and actioned	Percent of prioritized recommendations from safety audits adopted
c. Conduct regular safety audits and implement findings		



Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Strategic Initiative 2: Provide clean and well-maintained buildings

Action	Proposed Metrics	Expected Outcomes
a. Improve effectiveness of pest (bedbugs, rodents, roach) management through a quality improvement project	<ul style="list-style-type: none">• # of Pest Treatment Requests (broken down by pest type)• Tenant Satisfaction % – Cleanliness and Maintenance	Percentage decrease in the number of pest treatment requests
b. Improved condition of housing relating to complex tenancies	<ul style="list-style-type: none">• # of units with moderate or excessive clutter (hoarding) in annual unit inspection	Percentage decrease in number of units with moderate or excessive clutter (hoarding)
c. Support tenant accessibility needs in the built space	<ul style="list-style-type: none">• # of Accessibility Projects Completed	Percentage of approved accessibility projects completed in buildings
d. Provide timely response to maintenance requests	<ul style="list-style-type: none">• % of Work Orders Completed within the Service Standard	Percentage increase of work orders completed within the Service Standard
e. Provide high standards of cleanliness in building and on the grounds	<ul style="list-style-type: none">• # of Clean Building Inspections Completed• Average Clean Score	Percentage of buildings with a cleaning score above 96%
f. Prepare vacant units for re-occupancy	<ul style="list-style-type: none">• # of Units that did not meet Turnover Standard (60-day turnover)	Percentage decrease of units that did not meet turnover standard
g. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	<ul style="list-style-type: none">• Approved annual capital plan• Changes in approved capital plan communicated to tenants	Percentage of approved capital plan initiatives completed and communicated to tenants (<i>Under Development</i>)



Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Strategic Initiative 3: Work with tenants to support stable tenancies

Action	Proposed Metrics	Expected Outcomes
a. Support tenants to understand and be accountable for the key aspects of their lease, their rights and responsibilities as a tenant	<ul style="list-style-type: none">Senior Tenant Experience Survey – understanding of rights and responsibilities	Percentage increase in number of tenants who have a better understanding and their role in key aspects of lease, rights and responsibilities (measured through Senior Tenant Experience Survey)
b. Provide support to ensure requirements for ongoing RGI eligibility are met	<ul style="list-style-type: none"># of Loss of Eligibility due to Incomplete Information (<i>Under Development</i>)# of Outstanding Rent Reviews	Percentage decrease in tenants who lose RGI eligibility due to incomplete information
c. Work with tenants to prevent evictions for arrears and/or other reasons	<ul style="list-style-type: none"># of Tenants in Arrears (broken down by # of tenants in <u>managed</u> arrears and # of tenants in <u>unmanaged</u> arrears)# of Evictions Enforced due to Arrears# of Evictions Enforced for Cause	Percentage decrease of number of evictions resulting from arrears and/or cause



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

Strategic Initiative 1: Engage a broad and diverse group of tenant voices

Action	Proposed Metrics	Expected Outcomes
a. Work with tenants in the development of a new tenant engagement model	<ul style="list-style-type: none"> • <i>Metrics to be informed by and identified upon the development of a new tenant engagement model</i> 	Approved tenant engagement model with tenant input
b. Engage tenants in a review of tenant-facing policies and the Seniors Health and Wellness Initiative report	<ul style="list-style-type: none"> • # of Tenant-facing Policies Reviewed and approved 	Approved tenant facing policies
c. Enable input through a variety of mechanisms, e.g., building and regional meetings, focus groups, and specific and periodic tenant satisfaction surveys	<ul style="list-style-type: none"> • # of Tenant Consultations/Town Halls Held • # of Regional Tenant Leadership Meetings • # of tenants involved 	Percentage increase in satisfaction rate re: tenant engagement and the type of mechanisms used as measured through Senior Tenant Experience Survey



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

Strategic Initiative 2: Engage tenants in their communities

Action	Proposed Metrics	Expected Outcomes
a. a. Review policies on supporting tenant-led initiatives	<ul style="list-style-type: none">• # of Re-occurring Use of Space Agreements for Tenant-led Programs	Percentage increase in the number of programs and initiatives led by tenants Percentage increase in the perception of tenant engagement within their communities
b. Streamline administrative processes including, e.g., simplify access process for tenants to common space for tenant-led initiatives	<ul style="list-style-type: none">• Total Value of Tenant Action Funds Distributed• Time for tenants to receive funding (<i>Under Development</i>)	Decrease in the time for tenants to receive funding to support their initiatives
c. Build capacity for tenants to develop and lead programming in their communities	<ul style="list-style-type: none">• # of Programs/Activities per Building	Increased number of tenants leading programming and initiatives



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

Strategic Initiative 3: Promote an environment of respect, trust and inclusiveness

Action	Proposed Metrics	Expected Outcomes
a. Undertake a project on staff and tenant relations	<ul style="list-style-type: none"> Number of commitments, developed through the QIP, which have been implemented to improve staff and tenant relationships 	Increased tenant satisfaction based on Senior Tenant Experience Survey, focus on environment of respect, trust and inclusiveness
b. Develop and implement an Equity, Diversity and Inclusion Framework (EDI) including our anti-black racism plan and anti-ageism initiatives	<ul style="list-style-type: none"> # of Training Opportunities Provided to Staff on Senior Services, EDI, Anti-Black Racism, Anti-Ageism, Accessibility etc. and Participation Rate 	Percentage of commitments included in the EDI framework which have been implemented
c. Develop a communications plan that supports two-way communication among staff and tenants, including accessibility of information on the ISM for tenants	<ul style="list-style-type: none"> # of Issues of Seniors Speak # of Issues of Community Letter Tenant Satisfaction % - Communication with Staff 	Percentage of tenants who were able to receive and access the information and were pleased with the two-way communication tactics (through Senior Tenant Experience Survey)
d. Enhance accessibility by striving to provide translation and interpreter services, and support for tenants with visual or hearing limitations to enable participation of tenants in engagement opportunities	<ul style="list-style-type: none"> # of tenants using translation and interpreter services (<i>Under Development</i>) # of tenants using/needing visual or hearing services (<i>Under Development</i>) 	Percentage increase in number of tenants engaged as a result of the increase of translation, interpreter, visual and hearing supports provided



Strategic Objective 3: Facilitate access to services and supports that tenants need

Strategic Initiative 1: Facilitate access to priority health and community support services		
Action	Proposed Metrics	Expected Outcomes
a. Enhance access for senior tenants to City programs, provincial programs and other community initiatives	<ul style="list-style-type: none">• # of Referrals made for Health and Wellness Support*• Tenant Satisfaction % – Access to Health and Community Support	Percentage increase in the perception of access to services and supports measured through the Senior Tenant Experience Survey
b. Maintain and create new partnerships to provide access to senior tenants with the support and services they need	<ul style="list-style-type: none">• Results of evaluation of agency and other partnerships (<i>Under Development</i>)	Percentage increase in programs and services offered through each partnership which meet the needs of senior tenants Positive results from assessment of partnerships



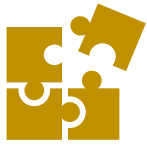
Strategic Objective 3: Facilitate access to services and supports that tenants need

Strategic Initiative 2: Support agency-led programs and initiatives		
Action	Proposed Metrics	Expected Outcomes
a. Partner with City, provincial and federally funded programs and other community initiatives to enable community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing.	<ul style="list-style-type: none">• # of Re-occurring Use of Space Agreements for Agency-led Programs• # of tenants participating in Agency-led Programs (<i>under development</i>)	Percentage increase in community partnerships which support community development and tenant wellbeing.



Strategic Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being

Strategic Initiative 1: Partner to research emerging trends and new practices		
Actions	Proposed Metrics	Expected Outcomes
<p>a. Pinpoint innovation opportunities through collaboration with experts and researchers in seniors social housing</p> <p>b. Seek input of tenants, partners and other external stakeholders to inform innovation</p>	<ul style="list-style-type: none"> # of innovations undertaken/implemented 	<p>Increased number of innovations undertaken/implemented as a result of successful research, partnerships and external relationships</p>
<p>c. Evaluate and share learning from TSHC's innovative practices</p>	<p>NA</p>	<p>Increased number of joint learnings as a result of external partnerships</p>
<p>d. Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate</p>	<p># of innovations undertaken/implemented</p>	<p>Increased number of innovations undertaken/implemented as a result of successful research, partnerships and external relationships e.g, social housing and seniors' organizations</p>



Strategic Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being

Strategic Initiative 2: Design and implement a long term program evaluation of TSHC

Actions	Proposed Metrics	Expected Outcomes
a. Seek funding and partners for program evaluation	NA	Funding successfully secured; project developed in partnership with program evaluation funders
b. Work with a program evaluation expert who can design and undertake a five-year program evaluation to determine the impact of ISM and other actions by TSHC to achieve its vision and mandate, to consider impacts on TSHC tenants and broader societal impacts (e.g., health care and social systems, and to compare with leading practices which contribute to seniors' wellbeing	NA	As a result of a systematic program review, the foundations for TSHC decision-making are enhanced re: recommendations for programmatic refinement

ENABLER 1: TO STRIVE FOR ORGANIZATIONAL EXCELLENCE TO ENSURE EFFECTIVE AND EFFICIENT DELIVERY OF OUR MANDATE

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
1. Implement elements of good governance practices	a. Enhance governance practices in the areas of: Governance foundations, principles and structures, Board responsibilities and oversight, Governance processes, and Board effectiveness	<ul style="list-style-type: none"> • # of Board and Committee Meetings • Board Self-evaluation Results 	Degree of effectiveness and performance of the Board via self-evaluation re: Governance foundations, principles, and structure; Board responsibilities and oversight; Board processes; and Board effectiveness
2. Meet the requirements of our Shareholder Direction and Housing Manager	a. Establish operating agreement including clarity on responsibilities and reporting expectations and the city as housing manager b. Ensure regular and annual reporting obligations are met	<ul style="list-style-type: none"> • Annual Report and Letter to the Shareholder • % of Units that Are Vacant (Vacancy Rate) • % of Units that Are Occupied (Occupancy Rate) • Total amount of arrears (TBC) 	<ul style="list-style-type: none"> • High degree of shareholder satisfaction of TSHC evaluation and annual reporting of achievements and results against strategic goals and timelines, and efficiency and effectiveness of business functions and processes
3. Collaborate with TCHC	a. Clarify legal relationship b. Develop positive relationship management practices c. Manage service delivery relationship	NA	<ul style="list-style-type: none"> • New agreements in place • TCHC and TSHC satisfaction with the partnership • TSHC evaluation of service provided

ENABLER 1: TO STRIVE FOR ORGANIZATIONAL EXCELLENCE TO ENSURE EFFECTIVE AND EFFICIENT DELIVERY OF OUR MANDATE

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
4. Manage our financial resources responsibly	<ul style="list-style-type: none"> a. Engage in annual budget process b. Implement sound financial management and accountability 	<ul style="list-style-type: none"> • Financial Results (Actual vs. Forecast) • Total revenue—forecast and actual • Total expenditures forecast and actual • Cash balance vs. projected 	<ul style="list-style-type: none"> • Financial resources are managed according to best financial management practices, • budget is balanced, • external auditor is satisfied with results
5. Identify and mitigate risk	<ul style="list-style-type: none"> a. Develop a TSHC risk and mitigation plan b. Ensure effective business continuity and emergency response 	NA	<ul style="list-style-type: none"> • Initial risk identification and mitigation plans approved by the Board • Annual report to the Board on risk management and mitigation
6. Be informed by data and driven by performance commitments	<ul style="list-style-type: none"> a. Improve access to quality data and apply data analytics b. Develop performance metrics and targets for reporting at all levels 	<ul style="list-style-type: none"> • Establishment of performance metrics and dashboards at all levels 	<ul style="list-style-type: none"> • Strategic directions reviewed and revised based on data to continue to meet and adapt to the needs of the tenants

ENABLER 1: TO STRIVE FOR ORGANIZATIONAL EXCELLENCE TO ENSURE EFFECTIVE AND EFFICIENT DELIVERY OF OUR MANDATE (cont'd)

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
7. Improve service quality in areas important to our tenants	<ul style="list-style-type: none"> a. Develop a quality improvement framework and approach b. Implement priority quality improvement projects 	<ul style="list-style-type: none"> • # of Quality Improvement Projects Completed • # of Recommendations 	<ul style="list-style-type: none"> • Percentage increase of tenant satisfaction of service quality and delivery by TSHC
8. Develop clear, plain language policies	<ul style="list-style-type: none"> a. Review priority internal policies to reflect TSHC values and principles 	<ul style="list-style-type: none"> • # of Internal Policies Created/Reviewed 	<ul style="list-style-type: none"> • <i>To be determined</i>
9. Communicate effectively with our tenants and other stakeholders	<ul style="list-style-type: none"> a. Develop communications strategy, including multiple channels and tools, AODA compliance and consistent messaging 	<ul style="list-style-type: none"> • <i>To be informed by and identified upon the development of the Communications Strategy</i> 	<ul style="list-style-type: none"> • Increased effectiveness of communication tactics as measured through employee engagement survey and Tenant Experience Survey

ENABLER 2: TO BE AN EMPLOYER OF CHOICE BY FOSTERING A CULTURE OF INNOVATION THAT ENGAGES, EMPOWERS, AND SUPPORTS STAFF

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
1. Develop and implement a talent strategy	<ul style="list-style-type: none"> a. With the aim of becoming an employer of choice, identify, attract, recruit, and retain top talent to drive innovation b. Providing growth opportunities within TSHC, rewards and recognition, and processes 	<ul style="list-style-type: none"> • Staff Diversity: self-identified race, ethnic origin, gender expression, disabilities, languages spoken etc. <i>(under development)</i> 	Talent strategy and implementation timelines developed with measurable outcomes over time
2. Embrace equity, diversity and inclusion	<ul style="list-style-type: none"> a. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace b. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion. 		Increased diversity of TSHC staff as measured through self-identification on race, ancestry, creed, language, disability, family status, gender expression/identity
3. Develop a supportive environment for TSHC staff to innovate	<ul style="list-style-type: none"> a. Develop and implement processes and approaches which welcome and encourage unconventional thinking, and to test innovative ideas b. Empower staff to proactively innovate c. Break silos by connecting staff from different disciplines and areas to work as a team to challenge the status quo, and deliver innovation 	<ul style="list-style-type: none"> • Results of Employee Engagement Survey 	Measurable increase in employee satisfaction that innovation is supported, as measured through employee engagement survey

ENABLER 2: TO BE AN EMPLOYER OF CHOICE BY FOSTERING A CULTURE OF INNOVATION THAT ENGAGES, EMPOWERS, AND SUPPORTS STAFF (cont'd)

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
4. Create a positive work culture with engaged employees	<ol style="list-style-type: none"> a. Develop and implement approaches for employee engagement at the local, regional, and corporate level. b. Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff. 	<ul style="list-style-type: none"> • Results of Employee Engagement Survey (under development) 	<p>Measurable increase in employee satisfaction measured through employee engagement survey</p>
5. Foster learning and development	<ol style="list-style-type: none"> a. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors focused services. b. Develop talent management and succession planning strategies to strengthen TSHC leadership capacity. c. Supporting managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles. 	<ul style="list-style-type: none"> • # of Training Opportunities Offered • Participation Rate of Training • # of Training Hours per Staff • Usage of tuition reimbursement 	<p>Quality of training and direct application to job measured through employee engagement.</p> <p>Percentage of TSHC staff who have been trained on serving seniors, accessibility, anti-black racism, anti-ageism and promoting equity, diversity and inclusion</p> <p>Increased employee retention and reduced turnover rates.</p>
6. Innovation to respond to changing workplace	<ol style="list-style-type: none"> a. Explore innovative practices to address the changing nature of work (e.g., hybrid, part-time, new technologies) and enable work-life balance b. Develop and implement programs and initiatives to support employee health and well-being c. Review health, safety and wellness policies and programs to create a heightened “safety first and wellness” culture. 	<ul style="list-style-type: none"> • Results of Employee Engagement Survey 	<p>Increased percentage of innovative work practices adopted to support staff well-being, health and safety</p> <p>Decrease in lost-time injuries and workplace absences, complaints of workplace harassment and violence</p>

**Toronto Seniors Housing Corporation
Quality & Tenant Engagement Committee**

Topic: Tenant Policy Consultations

Item #10

Date March 9, 2023

Report:

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director Strategy & Communication

Date: March 9, 2023

PURPOSE: FOR INFORMATION

RECOMMENDATION:

It is recommended that the Quality and Tenant Engagement Committee receive this report for information.

REASON FOR RECOMMENDATION:

The review of Tenant-Facing policies is a key focus for TSHC and the project to gather input to inform updates to prioritized Tenant-Facing policies is underway. This work was initiated in 2022 further to the interim approaches to these policies during the transition period post June 1, 2022 and from several aspects of tenant feedback and recommendations to prioritize review of these. The current focus for this work is in the following three (3) components:

- Use of Space Policy
- Tenant Funds Distribution Policy/Tenant Action Funds

- Policy Prioritization (to understand the sequence of reviewing and renewing tenant-facing TSHC policies inherited and adapted from TCHC policies).

Health Commons was brought on to support this work in October 2022 and together with TSHC formed a project team dedicated to conduct the consultative process of gathering input from tenants on the components above. The consultation approach was reviewed with the Senior Tenant Advisory Committee (STAC) in November 2022. Subsequently a series of tenant focus groups were setup (a total of 45 tenants across 16 buildings participated in one-on-one and/or group conversations) and have been completed across 10 buildings for the Use of Space Policy, and are underway across 10 buildings for Tenant Funds Distribution/Tenant Action Funds Policy. For the Policy Prioritization this will be via a phone survey of 40-50 tenants and has recently started. In addition, there will be a further consultation with STAC in mid-March to review the consultation findings to date and gather further input on the policy components.

Collectively, the findings from the consultations will provide considerations on updating the Use of Space Policy and Tenant Funds Distribution Policy/Tenant Action Funds as well as informing Policy Prioritization from a tenant perspective. This review of the findings is expected to be completed by April.

Once the tenant informed findings and directions are synthesized, there will also be a consultation process with broader stakeholders on gathering input on the 3 project components. These other stakeholder groups include Operations, Management, Finance, Senior Leadership, Legal and potentially TCHC (as required). STAC will also be consulted prior to bringing forward any formal policy revision recommendations.

The consolidation of findings from the tenant consultations and broader stakeholder consultations will inform the recommended updates to the policies. These recommendations will be brought forward to QTEC prior to seeking approval from the Board. It is expected that each policy component will come forward separately, considered for the May or September QTEC 2023 meetings.

Grant Coffey
Director, Strategy and Communications (I)

OCHE Update – October 2 to December 31, 2022

Item #11

March 9, 2023

Quality Tenant Engagement Committee

Report: QTE: 2023-xx

To: Quality Tenant Engagement Committee (“QTE”)

From: Interim Commissioner of Housing Equity

PURPOSE:

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 October 2 to December 31, 2022.

RECOMMENDATION:

It is recommended that the Quality 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 October 2 to December 31, 2022, and focuses on the work metrics as outlined in the TCHC Board-approved 2022 OCHE Work Plan.

This report is the second OCHE Report to be reviewed by the Toronto Seniors Housing Corporation (“TSHC”) Board of Directors. Data for this period has been compared to the first part of 2022 (January 1 to May 30, 2022) and to the last half of 2021 (July 1 to December 31, 2021) as well as the last reporting period which covered June 1 to October 1, 2022. The

OCHE will report quarterly going forward and the next report will cover the first Quarter of 2023.

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. For reference, please find the theme based audit categories described in Appendix 1.

1.1 REFERRALS BY REGION

The following chart shows the number of referrals to the OCHE. In 2022, the OCHE received 110 referrals. These numbers represent all Stage 1 referrals.

Region	July 1 – Dec 31, 2021	Jan 1 - May 30, 2022	June 1 – Oct 1, 2022	Oct 2 – Dec 31, 2022
OU O (NW)	52	22	5	7
OU N (SE)	38	8	13	4
OU Q (SW)	16	11	11	6
OU P (NE)	5	9	4	10
Seniors Housing Unit total	111	50	33	27

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 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 variance between the new and the old ACP.

	July 1 – Dec 31, 2021	Jan 1 -May 30, 2022	June 1– October 1 2022	Oct 2 – Dec 31, 2022
Average Arrears at Time of First N4	\$1,519.00	\$1,339	\$1,508.00* *Old ACP: \$1,834 *New ACP:\$1,247	\$3,624.45* *Old ACP: \$6,868.44 ¹ *New ACP: \$1,378.62
Average Arrears at Time of Referral	\$2,642.06	\$2,154	\$3,580.00* *Old ACP: \$5506 * New ACP:\$2039	\$6,795.43* *Old ACP: \$12,369.80 ² *New ACP: \$2,507.46
Average Month Of Referral to OCHE After Arrears Started Accumulating	12 Months	12 Months	21 Months* *Old ACP: 41 *New ACP: 7	16 Months* *Old ACP 27 months *New ACP 7 months

¹ It should be noted that 1 filed received under the Old ACP had arrears totaling \$20,345.00 at the time of the first N4 and came to the OCHE with a total of \$23,397.00 arrears owing.

² Three files under the Old ACP had arrears totaling more than \$20,000.00 in arrears.

******* 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. 16 months represents the average of all files referred to OCHE during this time period (October 2, to December 31, 2022). Under the Old ACP, the average month of arrears at the time of referral to OCHE was 27 months. Under the New ACP, the average month of arrears at the time of referral to OCHE was 7 months.

There were 10 files that fell under the old ACP and 13 files that fell under the new ACP.

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.

	July 1 – Dec 31 2021	Jan 1 - May 30, 2022	June 1 – October 1, 2022	Oct 2 – Dec 31, 2022
Number of recommendation reports	31	62	28	23
Number of Recommendations	75	137	61	56

2.1. Administrative Delays and Inefficient Use of Resources

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	October 2 – December 31, 2022
Serve the Notice to Terminate the Tenancy in accordance with Arrears Collection Process timelines	29%(9/31)	72% (45/62)	71% (20/28)	65% (15/23)
Make direct contact with the tenant in the first month of arrears	45%(9/31)	48% (30/62)	28% (8/28)	30% (7/23)
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)	26% (6/23)
After finding an error in the Notice to Terminate the Tenancy, issue a new one within the Arrears Collection Process timelines				16% (4/23)

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.

2.2 Non-Compliance with Policies and Procedures

The chart below outlines the Commissioner’s recommendations related to non-compliance with policies and procedures:

Commissioner’s Recommendations related to Non-Compliance with Policies and Procedures Recommendations	Total Number of Reports recommendations were made
Pursuant to the Arrears Collection Process, ensure Local Repayment Agreements are in written format	4% (1 ³ /23)
Pursuant to the Residential Tenancies Act, 2006, serve the Notice to Terminate the Tenancy to the tenant	4% (1/23)
Pursuant to the Housing Services Act, 2011, issue a reminder letter before the Loss of Subsidy takes effect according to the prescribed timelines	8% (2/23)
Pursuant to the Housing Services Act, 2011, make direct contact before and after issuing the Notice of Decision regarding Loss of Subsidy	8% (2/23)

As the above chart indicates of the 23 files reviewed by the OCHE there were not significant findings in this category. In two instances, the Reminder Letter was not sent to tenants before the loss of subsidy took effect, and there was no documented attempt to reach the household to remind them of their pending loss of subsidy. These are important steps as they could potentially avoid a loss of subsidy which has an impact on the overall arrears.

³ The arrears began to accumulate in 2019- at which time TSHC did not have carriage of the file.

2.3 Unreliable Internal Information

This category includes issues related to documentation—missing information, notes recorded late, no indication of follow through for staff or the tenant included in the notes. Of the files the OCHE received, there were no findings in this category.

2.4 Quality of Services

This category covers the need for assisting tenants to stabilize their tenancies through additional supports. These may include: engaging external stakeholders such as caseworkers, family members, interpreters, income tax clinics, as well as internal supports such as Senior Services Coordinators.

Commissioner's Recommendations Regarding Quality of Service	July 1 – Dec 31 2021	Jan-May 2022	June to October 2022	Oct 2 – Dec 23 2022
Reach out to tenants' caseworkers or families should they get into arrears of rent	32% 10/31	27% (17/62)	25% (7/28)	25% (6/23)

In 6/23 instances, the ERO identified a support person that the TSHC may contact should issues arise with the tenancy in the future.

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 with the aim to ensure the life of the agreement is prolonged. Despite our best effort, some tenants will still breach their agreements.

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. 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 received.

Breach Files	July 1 – Dec 31 2021	Jan 1- May 30, 2022	June 1 to October 1, 2022	October 2 to December 31, 2022
Total Breach Referrals	8	12	2	8
No Exceptional Circumstances	3	10	1	7 ⁴
Breach Reports issued	5	2	1	1
Average month of referral to OCHE after breach	10.3 months	2.08 months	2.63 months	11.4 months
Average month of actual breach (first, second, third etc.)	4.46 months	19 months	3 months	1.18 months

From our small sample size of 8 files, the average length of time the files were referred to the OCHE was 11.4 months; however, the breach itself

⁴ Of the 7 breaches that were sent back to TSHC, 2 were due to the ERO unable to reach the tenant through door knocks and phone calls, 1 had fully paid off their arrears and had a credit with TSHC, 1 had their rent increase by \$50.00 and were unaware of this change for their repayment, and 2 had breached a second time.

occurred in the first or second month of the agreement. This gap is not ideal as it could lead to arrears accumulating further.

During this period of time, the OCHE conducted a tenant survey of all tenants who breached their OCHE brokered agreement. The purpose of this survey was to determine what may have prevented the breach. We will continue to collect this data throughout 2023. As of this date, there is not enough data to report on.

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 elected 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	Oct 2 – Dec 31, 2022
Engagement Rate	87%(27/31)	87% (54/62)	86% (24/28)	96% (22/23)
Avoided the need for eviction	93%(25/27)	87% (47/54)	88% (21/24)	90% (20/23)

4.1 ARREARS MANAGED

In the current period, the OCHE recovered \$114,385.00 mainly by managing arrears through Repayment Agreements. In this period, one payment \$3,902.00 was received from a tenant directly.

	July 1 – Dec 31, 2021	Jan 1, – May 30, 2022	June 1– Oct 1, 2022	Oct 2 – Dec 23, 2022
Ontario Works/Ontario Disability Support Program's Housing Stabilization Fund	\$1,427.00	\$0.00	\$159.00	\$556.00
OCHE Brokered Repayment Agreements	\$43,488.00	\$88,163.68	\$81,143.00	\$109,927.00
Direct Payments received from Tenant/Tenants' Family				\$3,902.00

Conclusion:

This report provided an analysis of the referrals received from TSHC between October 2, 2022 and December 31, 2022 and included a discussion related to the case management of files. Our next report will cover the first Quarter of 2023. The OCHE will continue to use the same theme-based audit categories when reporting to the Board.

Next Steps:

The OCHE is working with TSHC management to create and implement a monthly auditing tool that will identify issues by Region. In this way, TSHC will have up to date statistics and can address them quickly and directly. This Auditing Tool, yet to be named, will help Regions better implement the Commissioner's recommendations in real time.

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:

"Melanie Martin"

Melanie Martin
Interim Commissioner of Housing Equity

STAFF CONTACT:

Melanie Martin, Interim Commissioner of Housing Equity
437.997.3687
melanie.martin@oche.ca

Appendix 1

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.

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

Item #12

March 9, 2023

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director, Strategy and Communications (I)

Date: March 9, 2023

Purpose: For information

Recommendation:

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

Reason for Recommendation:

The materials contained in the following update give the Quality and Tenant Engagement Committee an overview of work accomplished in the past three months to support communications and engagement and a preview into upcoming activities.

Communications Activities:

We have developed a strategic communications plan for the year to maximize proactive planning as well as balancing priorities and impact with workloads and budgets. The plan was developed with the leadership team. We also completed RFQs for translation and interpretation services to optimize the process for this high priority area.

Tenants

A community letter and accompanying video message from Toronto Seniors Housing CEO, Tom Hunter, provides corporate updates to tenants. Four letters have been published to date with the most recent one released in February. The next letter is planned for May. The letters and videos are available on our [website](#) and are now printed and put in document holders by the mailroom area in TSHC

buildings. There is also a poster with a QR code to view all editions online and to access the video. Translation is available directly on the website version or upon request.

The second edition of Seniors Speak since launching the new corporation was published in February 2023. This issue includes stories about tenant food markets, a loving couple who shares their love of music, R-PATH and STAC updates, tax information for tenants, and local discounts for seniors. The next issue is planned for May.

Posters and template documents continue to be updated with senior-friendly language and translation into 13 languages where feasible. Posters are also available on the website in a format that allows for translation directly on the website and is suitable for accessibility and translation tools.

A new bulletin board procedure has been implemented that ensures consistency in postings between buildings. Posters are put up in English and the secondary language of each building. All posters are available in the top 13 languages and posters and other documents now include a numbered code that tenants can use to request translations. There is also a general poster in 13 languages letting tenants know how to request documents in another language or format.

Work continues with a vendor to ensure all documents on our website meet or exceed Accessibility for Ontarians with Disabilities Act (AODA) standards and to ensure staff are adequately trained to continue this work effectively moving forward.

The R-PATH tenant guide to accessibility requests along with several supporting tools has now been distributed to Seniors Services Coordinators in all buildings to provide to tenants who are inquiring about accessibility modifications. It has also been translated into 13 languages.

Staff

An all-staff virtual Town Hall was held in December celebrating the corporation's six month anniversary and included staff appreciation and length-of-service acknowledgements. The next staff Town Hall is planned for the end of March.

Staff bulletins are published bi-weekly. Topics include important updates and resources, staff profiles, as well as staff accolades and successful programs and

activities with tenants and partners. The most recent issue was published February 21. Issues are emailed to all staff and published on the TSHC intranet page and are also shared with Board members.

A video from Tom Hunter, CEO, to all staff is released after each Board meeting to provide staff with a summary of the meeting and decisions.

Listening Tours

As of February 28, the Tenant Listening Tour has been held at 63 buildings with approximately 1,935 tenants attending. Interpretation services continue to be a priority at these events, with 55 interpreters provided to date. All TSHC buildings are expected to be completed by approximately April 2023. Tenant feedback continues to reflect the Quality Improvement Project priority topics of pest management, safety and security, and staff and tenant relations.

The CEO has also started Staff Listening tours; four events were held before the end of 2022, one per region, with four additional staff events planned for early 2023.

Engagement

A vendor is being onboarded to work with tenants and staff to develop a new tenant engagement model. The work is expected to be completed in summer 2023 and recommendations will be brought to QTEC and Board for approval. A plan to implement the model will be developed through the process.

Moving Forward

Communications is expected to be a substantial topic of interest in the Staff and Tenant Relations Quality Improvement Project and ideas from this working group and from other sources, such as the Listening Tour, will continue to inform improvements.

Grant Coffey
Director, Strategy and Communications (I)

List of attachments: None

Toronto Seniors Housing Corporation

Quality and Tenant Engagement Committee

Topic: Eviction Prevention and Arrears Collection Process

Item #13

March 9, 2023

Report: BD: DATE

To: Quality and Tenant Engagement Committee

From: Brad Priggen, Director Operations

Date: March 9, 2023

PURPOSE: FOR INFORMATION

RECOMMENDATION:

It is recommended that the Quality and Tenant Engagement Committee receive this report for information.

REASON FOR RECOMMENDATION:

At a recent Board meeting, more information was requested on the Arrears Collections Process and stages of the process. TSHC (Toronto Seniors Housing Corporation) operates the Arrears Collection Process within the framework of the Eviction Prevention Policy for Non-payment of Rent (Arrears) as set by the Board of Directors.

The Arrears Collection Process is designed for early intervention by staff and focuses on working with tenants in a fair and respectful manner with

a goal to preserve tenancies. The following provides an overview of the process that staff operate under.

Identification of those in arrears (1st to 9th business days of the month):

For the purpose of arrears collection, tenants must owe more than one month's RGI housing charge to TSHC. Those tenants that owe one month or less in rent are considered in “good standing” with TSHC and not in arrears.

Issuance of N4: Notice to End your Tenancy Early for Non-payment of Rent (10th to 13th business days of the month):

Staff issue an N4 to all tenants that owe more than one month of their current housing charge between the 10th to 13th business days of the month. This is done as many tenants will use their pension for the current month which is received at the end of the month and ensures that these tenants are not issued notices month after month.

Referral to Senior Services Coordinator: (From the 13th business day till the end of the month):

All tenants issued an N4 are then referred to the Senior Services Coordinator (SSC) within TSHC so that staff can assist the tenant in returning to “good standing”. The SSC must either make direct contact with the tenant or three documented valid attempts at contact prior to the end of the month.

There are three outcomes for the SSC whereby the tenant may:

- Pay the full balance outstanding

- Negotiate a repayment agreement with the tenant on behalf of the corporation for the outstanding balance. Any agreement longer than 24 months requires management sign off.
- Should the tenant not want to engage with staff a referral is made to Office of the Commissioner of Housing Equity (OCHE).

SSC's can request additional time to work with a tenant from their supervisor during the period they are working with the tenant.

Review Repayment Agreements (1st business day to 9th business day):

The TSHC Tenant Services Administrators review all accounts with a repayment agreement. Any accounts that are not to date are noted as breached and proceed to an OCHE referral.

Office of the Commissioner of Housing Equity (OCHE): All TSHC tenants that are in arrears have the benefit of an OCHE referral. OCHE reports directly to the Board of Directors and has a mandate to work with all seniors prior to an L1: Application to Evict a Tenant for Non-Payment of Rent and to Collect Rent the Tenant Owes notice being served. TSHC refers files to OCHE and OCHE staff then work further with tenants who are willing to engage in order preserve tenancies. The OCHE will also work with tenants to arrange repayment agreements and supports for their tenancy, which would then be managed through TSHC.

Landlord Tenant Board: For those tenants that are unable or unwilling to maintain repayment agreements or have not been successful through OCHE, files are then scheduled for a hearing at the Landlord Tenant Board (LTB) where all tenants have access to Tenant Duty Council to assist them through the legal proceedings. The Landlord and Tenant

Board can also put in place a mediated repayment agreement, which both the tenant and TSHC would manage too. Ultimately if a mediated agreement is breached the file would return to the LTB and could result in eviction

Brad Priggen
Director, Operations