

# Toronto Seniors Housing Corporation

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

**Date:** Tuesday, May 9, 2023

**Time:** 3:00 pm to 5:00 pm

**Location:** WebEx and 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 March 9, 2023	Approval	Minutes of Public meeting of March 9, 2023	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

## Toronto Seniors Housing Corporation

Item	Time	Description	Action	Supporting Documents	Presenter
8.	3:20 10min	Operational Dashboard	Information	Operational Performance Dashboard	Brad Priggen
9.	3:30 10min	Listening Tour	Information	Report	Wendy Dobson
10.	3:40 30min	Programs and Partnerships	Information	Report	Jaipreet Kohli
11.	4:10 15min	OCHE Quarterly Update – January 1 to March 31, 2023	Information	Report	Melanie Martin
12.	4:25 5 min	Additional QTEC Meeting	Approval	N/A	Grant Coffey
13.	4:30 1min	Adjournment	Approval	N/A	Chair

*(For approval by QTEC May 9, 2023)*

**Toronto Seniors Housing Corporation (TSHC)  
Quality and Tenant Engagement Committee Meeting  
(QTEC)**

**Date:** Thursday, March 9, 2023

**Time:** 3:00 pm to 5:15 pm

**Location:** WebEx and Livestream

**Draft Minutes**

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Thursday, March 9, 2023, at 3:00pm via WebEx video conference. This meeting was livestreamed.

**Members in Attendance:**

Linda Jackson (Chair), Carrie MacNeil, Jim Meeks, Lawrence D’Souza, Brenda Parris, Fareed Amin, Vincent Crisanti.

**TSHC staff present:** Tom Hunter, Grant Coffey, Brad Priggen, Vince Truong, Matthew Kinch, Mary Tate, Wendy Dobson, Tina Ferreira, Executive Assistant to CEO, Fatima Mahmood (Recording Secretary).

**Guests:** Jennifer Dockery, City of Toronto, Andrea Austen, City of Toronto, Melanie Martin, Office of the Commissioner of Housing Equity (OCHE), Summer Nudel Office of the Commissioner of Housing Equity.

**Item 1: Chair’s Remarks**

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The Chair welcomed everyone to the meeting. The Chair reviewed the agenda noting a review on the interim strategic directions, the operational dashboard and an update from OCHE. A big shout out to all the women living and working at TSHC on International Women’s Day.

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## **Item 2: Land and African Ancestral Acknowledgements**

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The Chair began with Land and African Ancestral Acknowledgements.

## **Item 3: Approval of Public Meeting Agenda**

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The Chair asked if there were any changes to the Public Meeting Agenda. Hearing none the public meeting agenda is approved.

It was noted that we have one deputant today for item #9.

## **Item 4: Chair's Poll Re: Conflict of Interest**

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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 December 19, 2022**

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The Chair tabled the Public minutes of the December 19, 2022 meeting and asked that they be taken as read.

At the invitation of the Chair, Brenda Parris commented on keeping a focus on building community, partnerships and making agreements with our partners. Tom Hunter highlighted the work Baycrest has been doing in the northwest region with a focus on engagement. The Chair asked to have one of our key partners come to the board to talk about the health system issues and opportunities at home and community.

**Action Item:** Have key partners attend a board meeting to speak about the health system issues and opportunities at home and community.

*Motion*      **Upon motion**, duly made by Carrie MacNeil, and seconded by  
*Carried*      Fareed Amin, **it was resolved** that the Public session meeting minutes

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of December 19, 2022, as tabled, are hereby approved.

### **Item 6: Action Item Review**

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

At the invitation of the Chair, Grant Coffey noted, completed items from previous years had been removed from the action item list and only in progress items remained in the list.

### **Item 7: CEO Update**

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At the invitation of the Chair, Toronto Seniors Housing CEO, Tom Hunter, provided a verbal update on ongoing efforts.

Mr. Hunter noted that a consultant has been hired to work on the formal tenant engagement model.

The Quality Improvement Projects are coming to an end soon and next steps and actions have been identified, next step will be to check in with the ELT team to identify feasible action.

The Draft Annual Report is ready and Audit is being completed. The report will be ready for the April Board meeting.

The Tenant Survey is moving forward and best practices are being scoped, more information to come in May and June. The tenant and staff survey will be completed in 2023.

### **Item 8: Operational Dashboard**

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At the invitation of the Chair, Brad Priggen provided an overview of the operational dashboard for the month of January 2023 providing an overview of categories that are measured.

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*(For approval by QTEC May 9, 2023)*

Brad Priggen noted a rise in arrears in the month of January due to an anticipated increase after Christmas, but a downward trend for February. Over the last four months TSHC collected a quarter million dollars in arrears collection, effectively entering tenants into the arrears collection process. The vacancy rate for January was 2.06%, it was noted that the vacancy rate has come down to 2.01%, the Service Manager and the Deputy City Manager are pleased with the progress and would like the vacancy rate to remain consistent. In January we saw an increase of completed maintenance work orders at 90% in two business days. There was a decrease in the number of units requiring pest control. The new environmental health team is ready to launch a full building pest treatment, where staff will be inspecting every unit within the building and will take preventative measures. Staff completed 76% of administrative requests within a five day period.

A detailed discussion ensued.

The Chair thanked the team members for their proactive work.

### **Item 9: Interim Strategic Directions/KPI'S**

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#### **Deputation: Bill Lohman**

Mr. Bill Lohman joined the meeting by phone. He thanked the Chair for the opportunity to depute. Mr. Bill Lohman thanked Mary Tate and Grant Coffey for all of their efforts put into the Interim Strategic Direction and thanked Tom Hunter and Grant Coffey for taking out time over the phone to provide clarity and assurance of the report.

Mr. Bill Lohman noted that the Integrated Service Model is missing accountabilities on social issues such cognitive problems, hoarding and other social issues and requested that the social concerns be added to the integrated service model. Bill Lohman spoke about an incident effecting himself and other tenants in a building due to social issues.

The Chair asked to have a follow-up to the individual issues in the building.

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The Chair welcomed Tom Hunter to introduce the Interim Strategic Direction (ISD) and KPI's.

Tom Hunter noted that the Interim Strategic Direction is evolving and using the documents from the STAC report, the health commons report, the ISM evaluation, the listening tours and the QIP's helped enrich and inform the Interim Strategic Direction.

Mary Tate provided a brief background on everything accomplished thus far and an overview of the important themes and implementation considerations as well as specific proposed changes.

Mary noted the three documents for discussion: the consultation results and recommendations, the Interim Strategic Direction that reflects our recommended changes and the third document on the KPI's. There is parallel work being done on the KPIs and the Interim Strategic Directions to align. Mary noted that the documents were reviewed and changes were made. The team conducted 8 workshops and engaged 150 participants discussing the draft ISD for comments, ideas and future directions for TSHC.

Mary noted the important themes that will now be incorporated into the document. The first noted was integration which is considered to be fundamental to the ISM, the feedback was that tenant wellbeing is multi-faceted and the four objectives should be well thought out and an integrated approach should be used. The second point was the importance of inter-dependence and collaboration between the City of Toronto, Social Service system and the Healthcare system. The last point was shared values and who they apply to, the consensus was that these values be shared between the staff, tenants and the organizations that TSHC works with. A revised version of the document will be provided for approval of the Board at its April meeting.

Many implementation considerations were raised, under 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

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strategic objectives. Developing a deeper understanding of the definition and scope of “seniors’ lens/focus” needs to be a priority. 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. 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. 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. Clarity in definitions of key elements. Concern was expressed about the capacity of the TSCH to achieve these objectives with available resources in the 12 –18-month timeframe of the Interim Strategic Directions.

At the invitation of the chair a detailed discussion ensued.

Fareed Amin thanked Tom Hunter and team for their work. Fareed commented on how important collaboration is to TSHC and the importance of inclusion and a sense of belonging.

Brenda Parris spoke to the importance of the senior focus and its meaning of taking the extra steps to look at the impact on seniors as distinct from other age groups. Brenda spoke to aging in place and the importance of collaboration.

Mary continued to the recommended changes to the Interim Strategic Direction. Revisions were made to the vision and commitment. Mary purposed to have the mandate reflect “to enable TSHC tenants to age in place in comfort and dignity with access to programs and services and a voice in their community”.

The Chair reflected that the changes captured the comments made to date and does assume that we will do everything possible to help someone age in place in their own home and that we will partner with others to enable this.



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Mary continued with the values and the feedback received. She noted the feedback to differentiate between what the ways of doing business as a commitment and what the actual values are. Mary stated the 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.

Mary continued with the objectives 1-4.

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

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

Proposed Revised Strategic Objective 3: To facilitate access to services and programs that tenants need and want.

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

Jim Meeks commented on the importance of having Objective 3 and was happy to see the approach being taken.

Mary noted a conversation with the health and community services partners being very keen on working with TSHC on the innovation enabler and putting thought into what kind of data to collect and how to evaluate the progress. Mary noted there were no changes to the wording.

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Mary continued with the enablers 1-2.

Proposed Enabler 1: (no change) to strive for organizational excellence to ensure effective and efficient delivery of our mandate.

Proposed Revised Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff.

The Chair thanked everyone for their work and accepted the document for information.

### **Item 10: Tenant Policy Consultation Update**

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At the invitation of the Chair, Grant Coffey was invited to provide a brief update on the report.

Mr. Coffey noted the policies being reviewed: The Use of Space Policy and the Tenant Action Fund Policy. He noted that work was being done in collaboration with Health Commons and that the tenant consultations across the portfolio were being completed, in addition they would have consultation with STAC in mid-March to review the consultation findings to date and gather further input on the policy components. The report highlights the major steps of the process and the intent is to work with STAC before future policy recommendations are brought to the QTEC.

The Chair asked for a report back at the next QTEC and thanked Grant Coffey.

### **Item 11: OCHE Update**

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At the invitation of the Chair, Melanie Martin, Interim Commissioner of Housing Equity, was invited to speak to the Committee. Melanie Martin provided the highlights of the report from the period of October 2<sup>nd</sup> to December 31<sup>st</sup> 2022, also noting going forward reporting will be done quarterly to the Board.

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OCHE reviewed 27 referrals and issued 23 individual reports and recommendations, OCHE was successful in avoiding the need for eviction in 90% of the cases, and in addition OCHE collected approx. \$110,000 through local repayment agreements, \$3,900 in direct payments from tenants and \$556 through the housing stabilization fund, it was also noted that OCHE received eight breach repayment agreements and found that only one had exceptional circumstances.

During this reporting period files received from TSHC were audited and categorized into theme based audit categories. Melanie noted that going forward OCHE would be working in collaboration with Senior Management to develop a tool which will track the audit findings in real time, this document will be shared through SharePoint where updates can be made simultaneously and issues can be found and addressed quickly.

The Chair questioned whether OCHE felt supported from the team on moving forward with rectifying the late issuing of N4's, Melanie noted most files were pre-transition and part of the old arrears collection process and that it is expected that this number will decline.

Tom Hunter noted working with OCHE will be extremely helpful to reduce the arrears specifically through the collaboration of the documents on SharePoint.

The report was received for information.

## **Item 12: Communications Update**

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At the invitation of the Chair, Grant Coffey provided an overview of work accomplished in the past three months to support communications and engagement and a preview into upcoming activities. Grant noted the development of a communications work plan for the year that will display all of the initiatives and projects as well as the ongoing communications activities.

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From a tenant lenses the continuation of the community letter from Tom Hunter, Senior's Speak, R-PATH accessibility program and working with the Senior Tenant Advisory Committee to keep tenants informed on activities and supports. Grant also noted posters and template documents continue to be updated with senior-friendly language and translation into 13 languages and working with a vendor to ensure all documents on our website meet the AODA standards. It was also noted

An 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.

Grant noted the engagement for staff through an all staff Town Hall coming up at the end of March and the Staff Listening Tours started by the CEO, Tom Hunter. The staff bulletin which reflect the TSHC culture is published every two weeks.

The Chair applauded Tom Hunter for his work around the Listening Tour.

Brenda Parris also praised the work and how meaningful it is and not to underestimate the impact.

Councillor Vincent Crisanti echoed the praises.

### **Item 13: Eviction Prevention and Arrears Collection Process**

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At the invitation of the Chair, Toronto Seniors Housing Director of Operations, Brad Priggen, presented a report on the eviction and arrears collection process.

The Arrears Collection Process is designed for early intervention by staff and focuses on working with tenants. Previously tenants would be taken to OCHE in twenty seven months, which has been reduced to seven months making the process quicker. 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. 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.

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**Item 14: Adjournment**

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

Fareed congratulated Andrea Austen as the new Director of Strategic Policy and Program in the Deputy City Manager's Office at the City of Toronto.

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Linda Jackson, Chair  
Quality and Tenant Engagement Committee

**Toronto Seniors Housing Corporation**  
**Quality and Tenant Engagement Committee**  
**Action Items List as of May 2023**

	<b>Meeting arising from</b>	<b>Description</b>	<b>Resp.</b>	<b>Status</b>
1.	Sept 12, 2022	<ul style="list-style-type: none"> <li>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.</li> <li>Identify the wording in leases around the rights of tenants to access common rooms and spaces.</li> </ul>	Arlene Howells (previously Brad Priggen)	Draft summary developed
3.	Sept 12, 2022	<ul style="list-style-type: none"> <li>Add the 'red, yellow, green's flag to the Operations Dashboard for a quick 'at a glance' overview.</li> </ul>	Brad Priggen	In progress – part of future KPI dashboard development
4.	Sept 12, 2022	<ul style="list-style-type: none"> <li>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.</li> </ul>	Brad Priggen	Completed
8.	Oct 26, 2022	<ul style="list-style-type: none"> <li>Recommend add to future agenda item. It should include demographic data and race-based and language-based data.</li> </ul>	Grant Coffey	In progress – part of future KPI development

11.	Oct 26, 2022	<ul style="list-style-type: none"> <li>Bring back to the Committee a more tangible structured update on the Health Commons Report on Seniors Health and Wellness Initiative.</li> </ul>	Grant Coffey	In progress
12.	Oct 26, 2022	<ul style="list-style-type: none"> <li>Tenant Engagement Model update: Provide summary to the Committee as a follow up summarizing some of the key items in the report.</li> </ul>	Arlene Howells (previously Grant Coffey)	In progress
13.	Dec 19, 2022	<ul style="list-style-type: none"> <li>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.</li> </ul>	Arlene Howells (previously Grant Coffey)	In progress
14.	Dec 19, 2022	<ul style="list-style-type: none"> <li>Staff to review current Board and Committee schedule, noting we may need to add a meeting between now and the March 9 meeting and in the May to September as there is a large gap.</li> </ul>	Grant Coffey	In progress
15.	Dec 19, 2022	<ul style="list-style-type: none"> <li>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.</li> </ul>	Grant Coffey	Completed
16.	Dec 19, 2022	<ul style="list-style-type: none"> <li>Staff to have a more inclusive approach to racism and discrimination issues. This needs to be</li> </ul>	Grant Coffey	In progress

		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.		
17.	Dec 19, 2022	<ul style="list-style-type: none"> <li>Staff to report back on Pest Management QIP, not only the data, but also the experience in preparation and the outcome.</li> </ul>	Brad Priggen	In progress
18.	Dec 19, 2022	<ul style="list-style-type: none"> <li>We will commit that the ISM model report to come back to the board with some actionable next steps.</li> </ul>	Grant Coffey	Completed
19.	March 9, 2023	<ul style="list-style-type: none"> <li>Have key partners attend a future meeting to speak about the health system issues and opportunities at home and community.</li> </ul>	Grant Coffey	In Progress



# Toronto Seniors Housing Corporation

## Toronto Seniors Housing Corporation Quality and Tenant Engagement Committee Operational Performance Dashboard

Item #8

May 3, 2023

**Report: QTEC: May 9, 2023, #8**

**To:** Quality and Tenant Engagement Committee

**From:** Brad Priggen, Director, Operations

**Date:** May 3, 2023

**Purpose:** For Information

**Recommendation:**

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

**Reason for Recommendation:**

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

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

Please see Attachment 1 for the Operational Performance Dashboard for March 2023.

Brad Priggen  
Director, Operations

# **Toronto Seniors Housing Corporation**

## **List of Attachments:**

Attachment 1: Operational Dashboard March 2023

# Toronto Seniors Housing Corporation

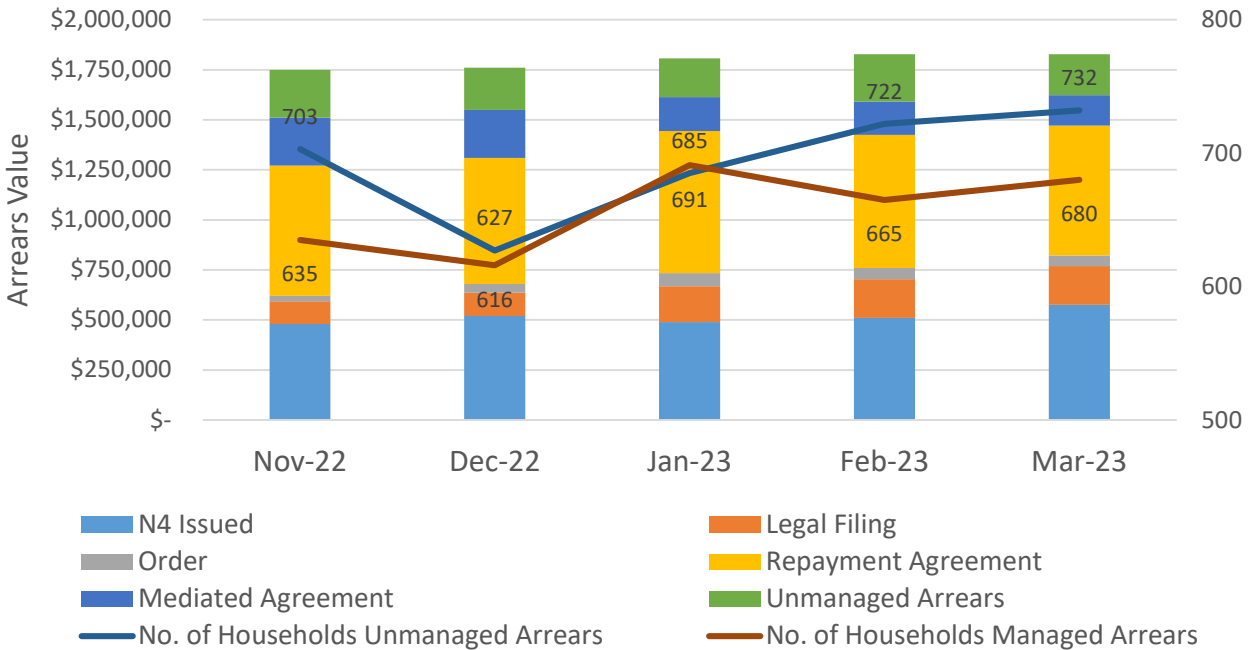
## Operational Performance Dashboard – March 2023

Quality and Tenant Engagement Committee Meeting, May 9, 2023

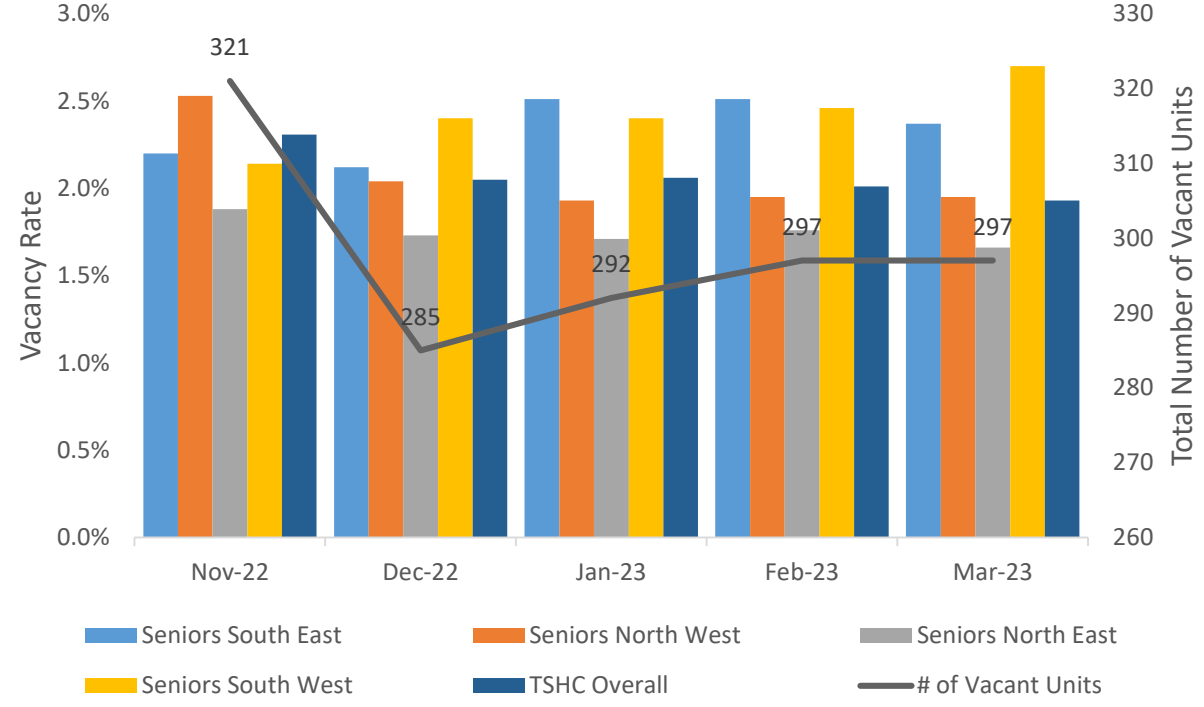


# Summary – March 2023

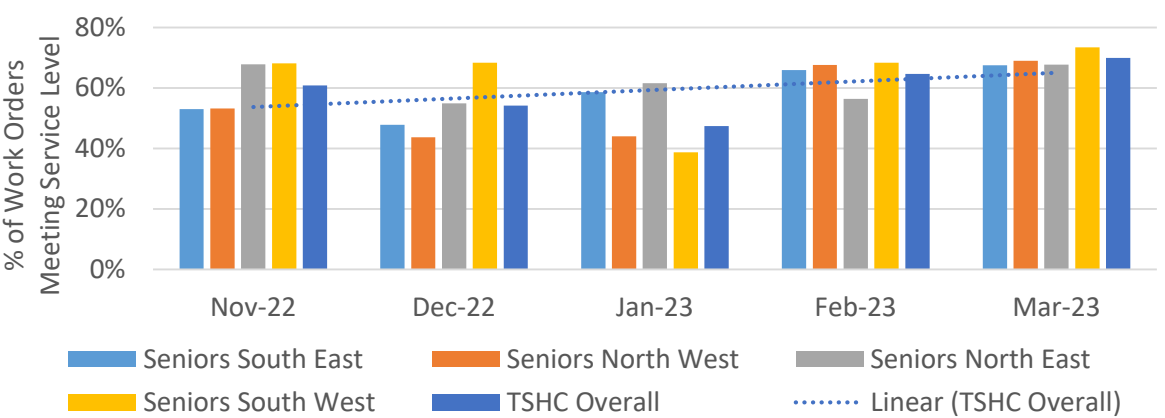
## Arrears Collection Process (ACP) Stage Arrears and Tenants



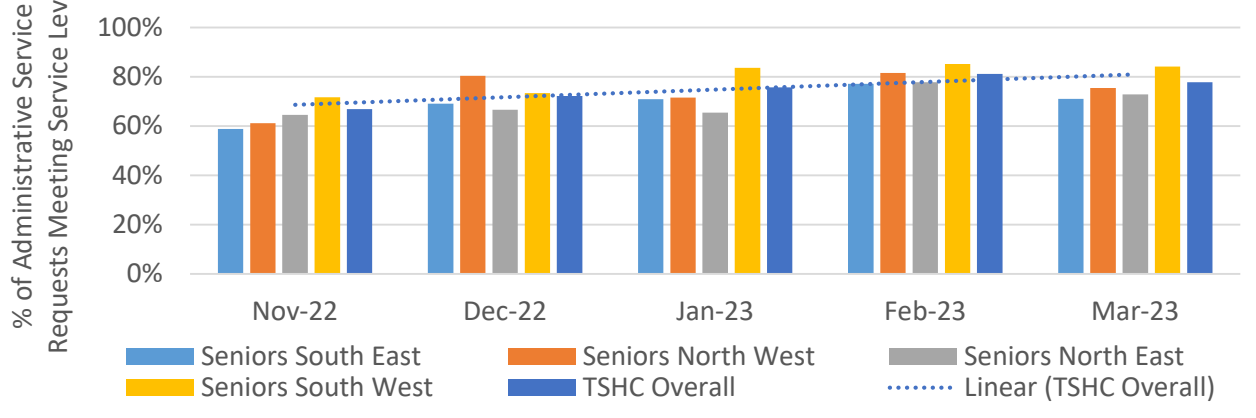
## Vacancy Rate & Number of Vacant Units



## Work Order Service Levels



## Administrative Request Service Levels

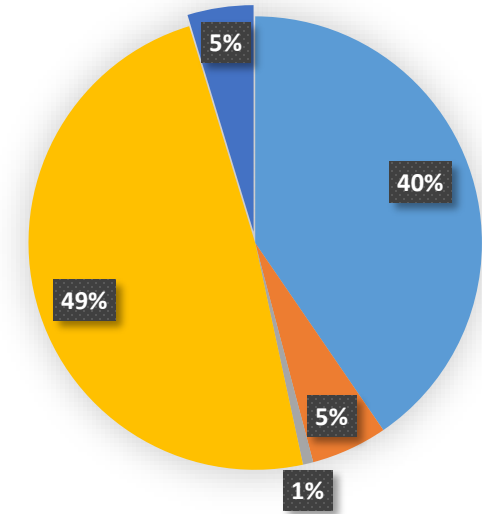


# Arrears

- In March 2023, the rent/parking arrears was \$1,827,585, a small decrease of \$1,073 from February
- The *N4 Issued* stage saw the largest increase of \$64,771 (12.7%)
- While *Unmanaged* and *Mediated Agreement* stages saw the largest % drops; 14.1% (\$69,210) and 7.5% (\$12,425) respectively
- TSHC has begun a information sharing Partnership with OCHE in order to increase and study arrears within the TSHC portfolio.

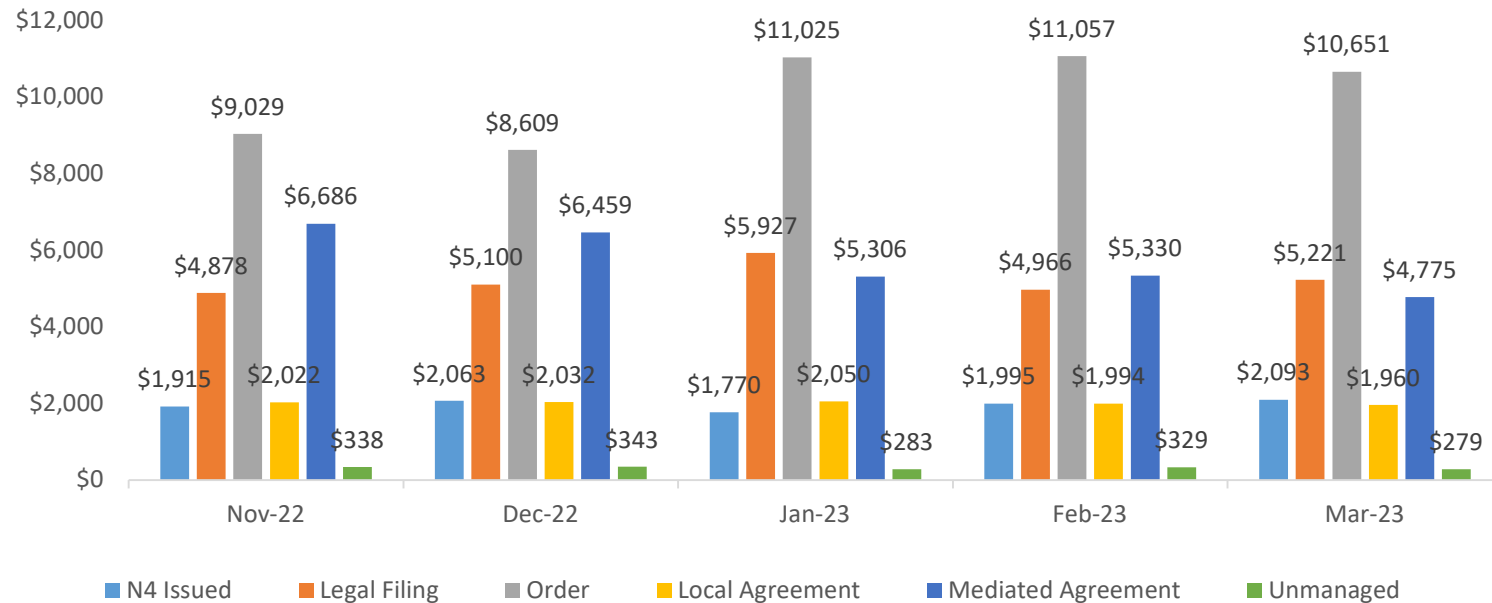
## # of Tenants at each stage of ACP

21

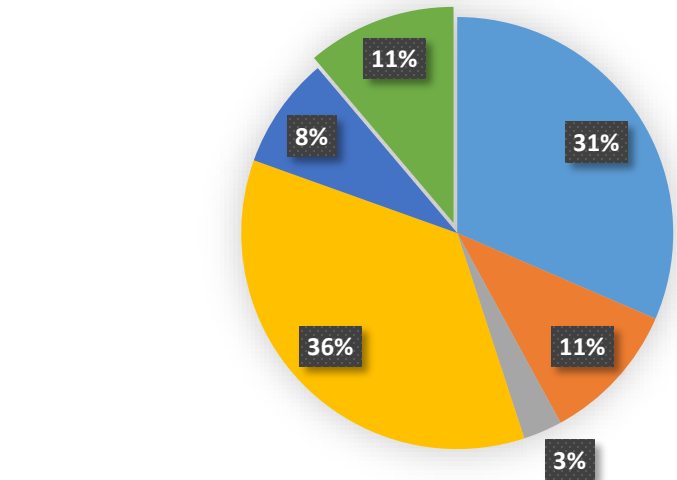


■ N4 Issued ■ Legal Filing ■ Order ■ Local Agreement ■ Mediated Agreement

## Average Arrears per Stage



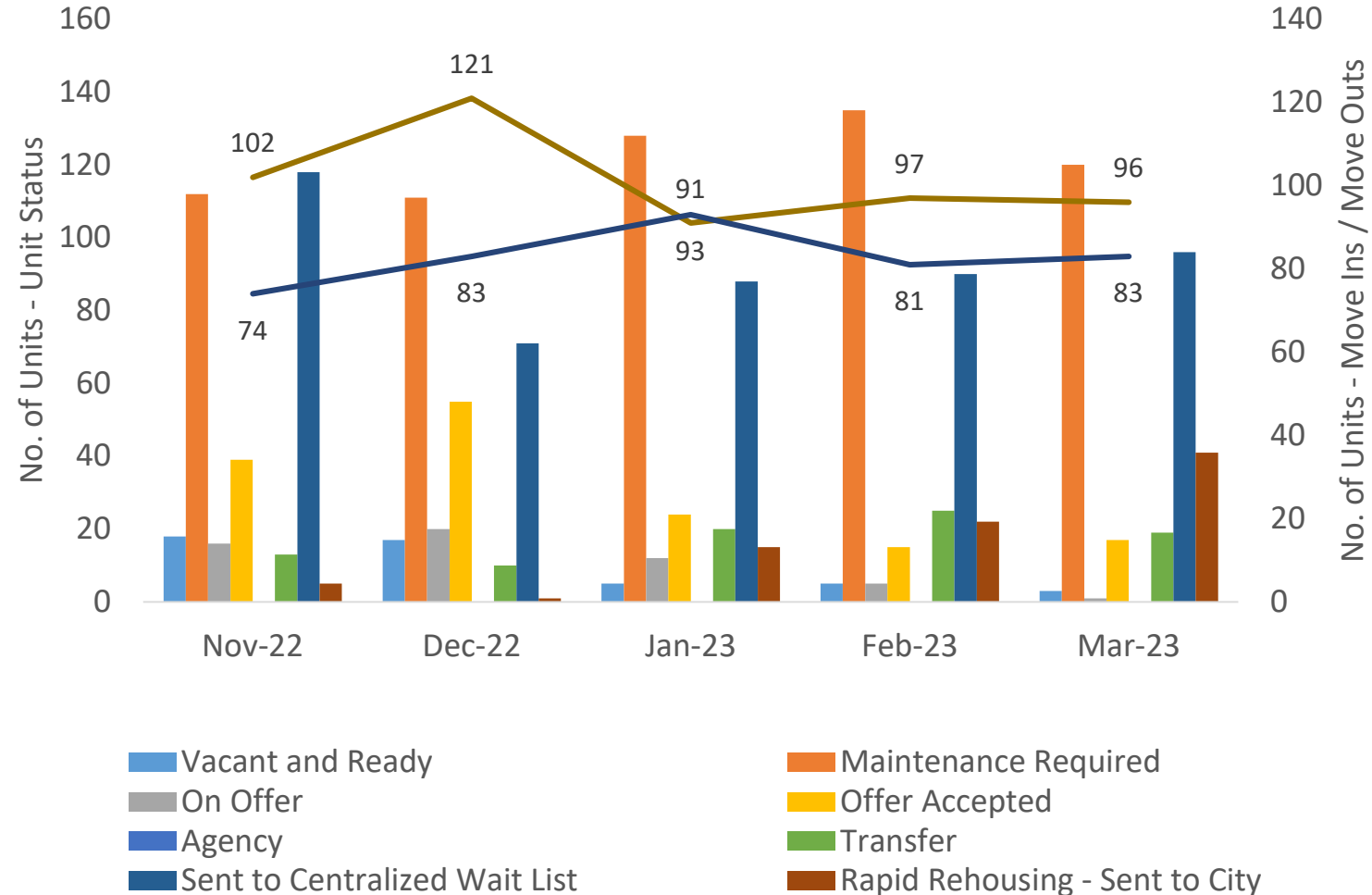
## Arrears Percentages



■ N4 Issued ■ Legal Filing ■ Order  
 ■ Local Agreement ■ Mediated Settlement ■ Unmanaged

# Vacancy Rate

- The overall vacancy rate for TCHC at the end of March was 1.93% below the service manager target of 2%.
- In March 2023, the 'On offer' category saw the largest decrease (*fell by 80.0%, 4 units*)
- The following categories also saw a decrease this month;
  - 'Vacant and Ready': -40.0% (*2 units*)
  - 'Transfer': -24.0% (*6 units*)
- The 'Rapid Rehousing – Sent to City' category saw a significant increase in March, the number of units went from 22 (*February 2023*) to 41 (86.4%)
- In March, there were only slight changes in the move ins (-1.0% / *1 units*) and move outs (2.5% / *2 units*)



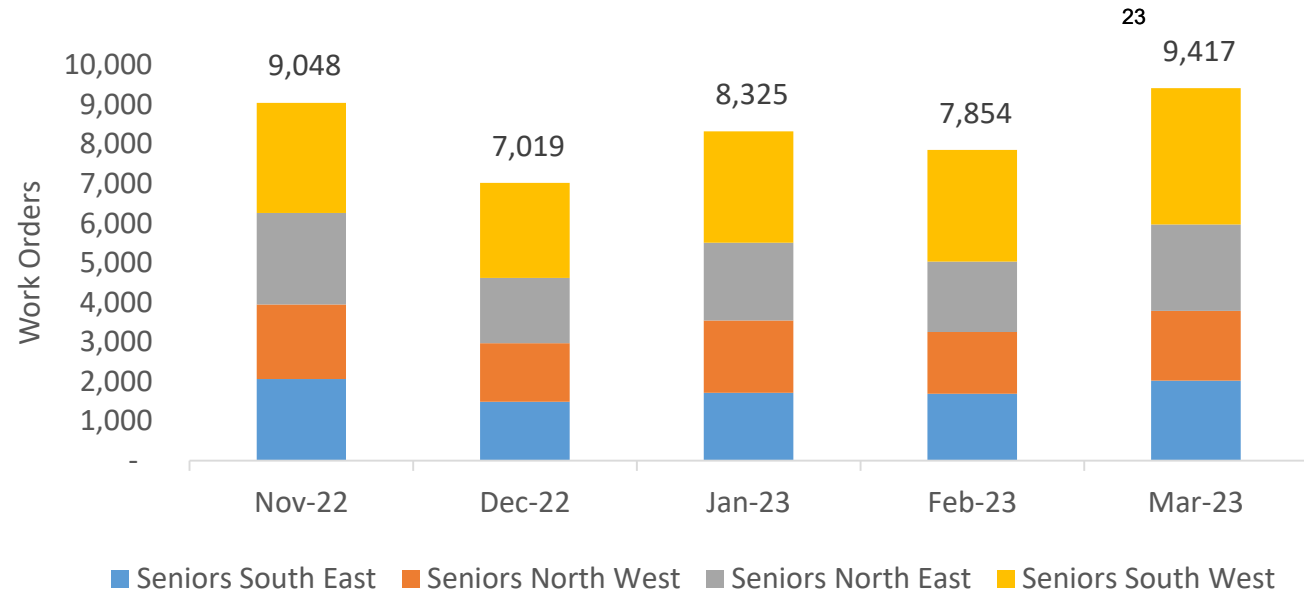
# Maintenance Work Order

- In March 2023, staff and vendors processed 9,334 work order requests from tenants with 70.0% resolved within 5 business days
- TSHC Staff completed 89.1% (6,320) internal work orders
- In March, the majority of these work orders were related to pest control and plumbing; making up almost 32% of all work orders in March

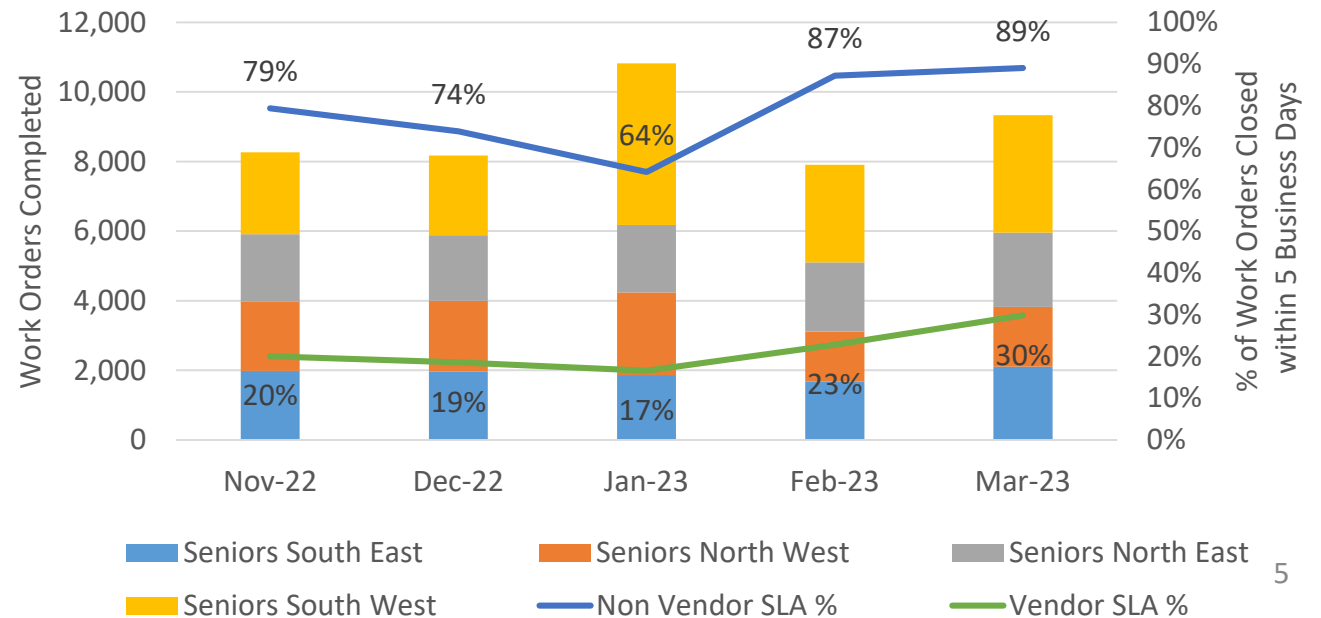
## ➤ Top 5 Work Order Categories Completed in March 2023

Work Order Request Category	%
Pest Control	18.9%
Plumbing	13.0%
Janitorial	9.9%
Alarm Monitoring	9.8%
Doors	8.0%

### Number of Work Orders Started



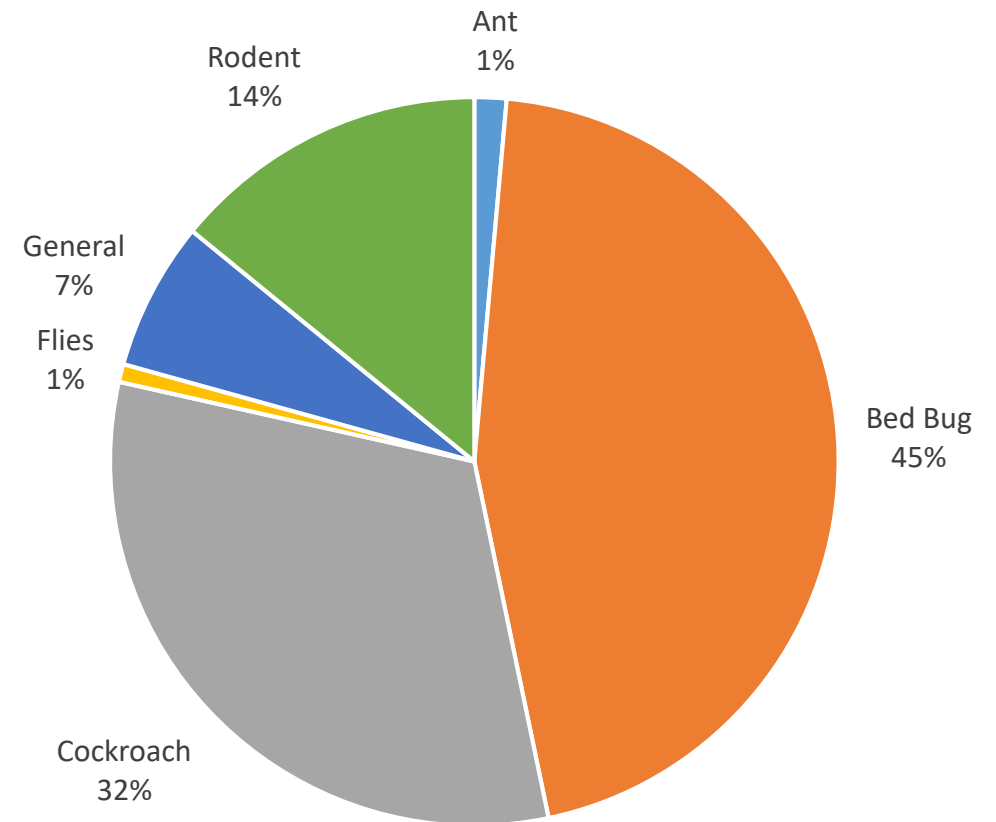
### Work Order Performance



# Pest Control

- For the month of March staff scheduled 1,828 pest treats, of the treatments requested:
  - 321 units were declared bedbug free and 152 units were declared cockroach free
  - 702 units for bedbugs
  - 497 units for cockroaches
- Year to date staff have assisted 18 residents with preparation for treatment while coordinating 74 units for preparation with Toronto Public Health. Staff have also supplied 14 residents with new beds as their existing beds were too infested to be recovered.
- Staff have reviewed pest treatment rates to unit numbers and have identified:
  - 40 developments with less than 10% of units requesting service
  - 40 development with 11% to 49% of units requesting service
  - 3 developments with more than 50% of units request service
- Environmental Health staff will be carrying out a full building “cleanout” of a development where 66% of units requested pest service. Staff have worked with Communications staff to review the full building clean out plan and prepare notices, revised preparation instructions, and building meeting notices. Staff are currently working with the vendor and are targeting a date in May to begin.

Pest Control - Pest Types



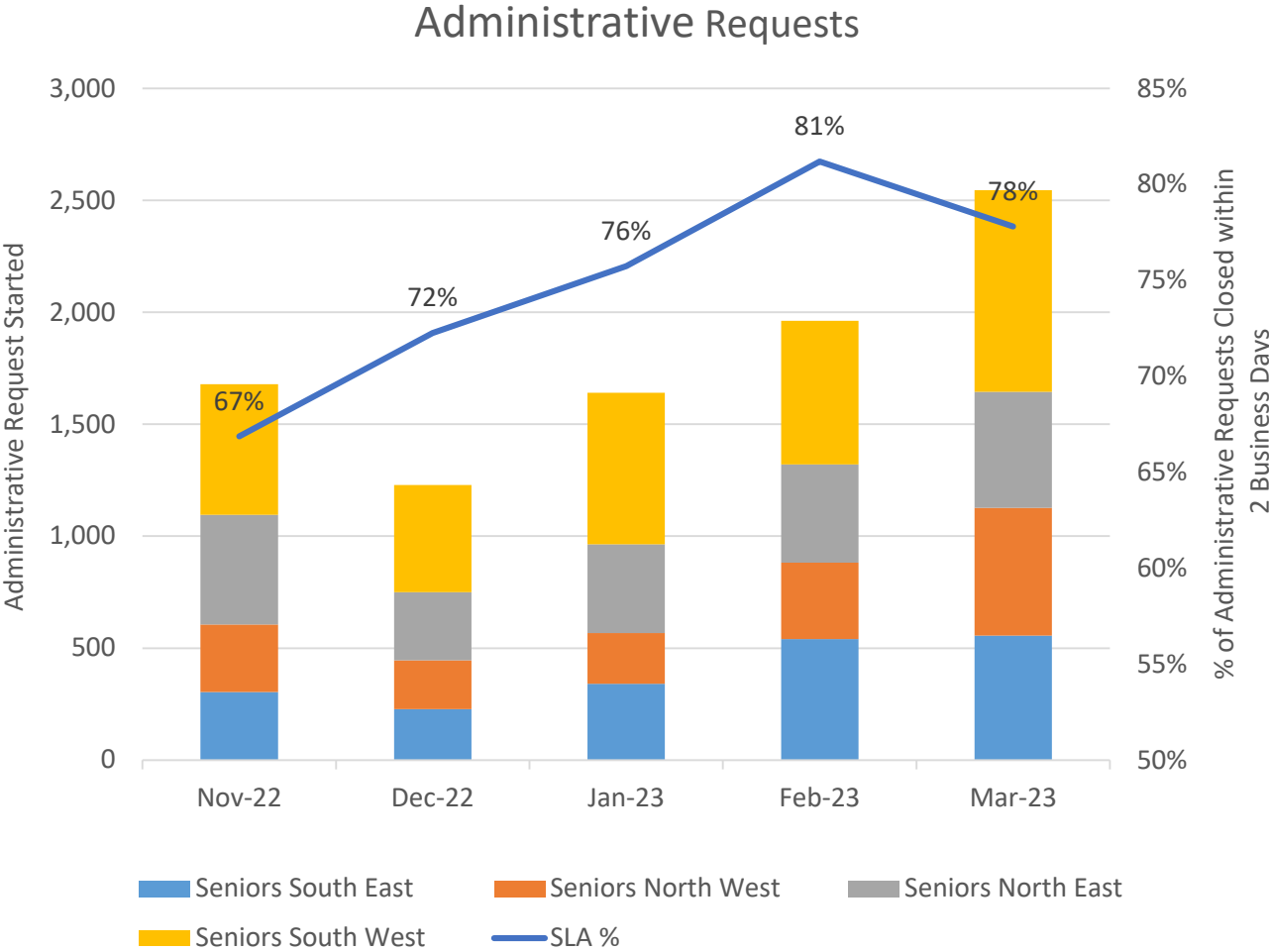


# Administrative Requests

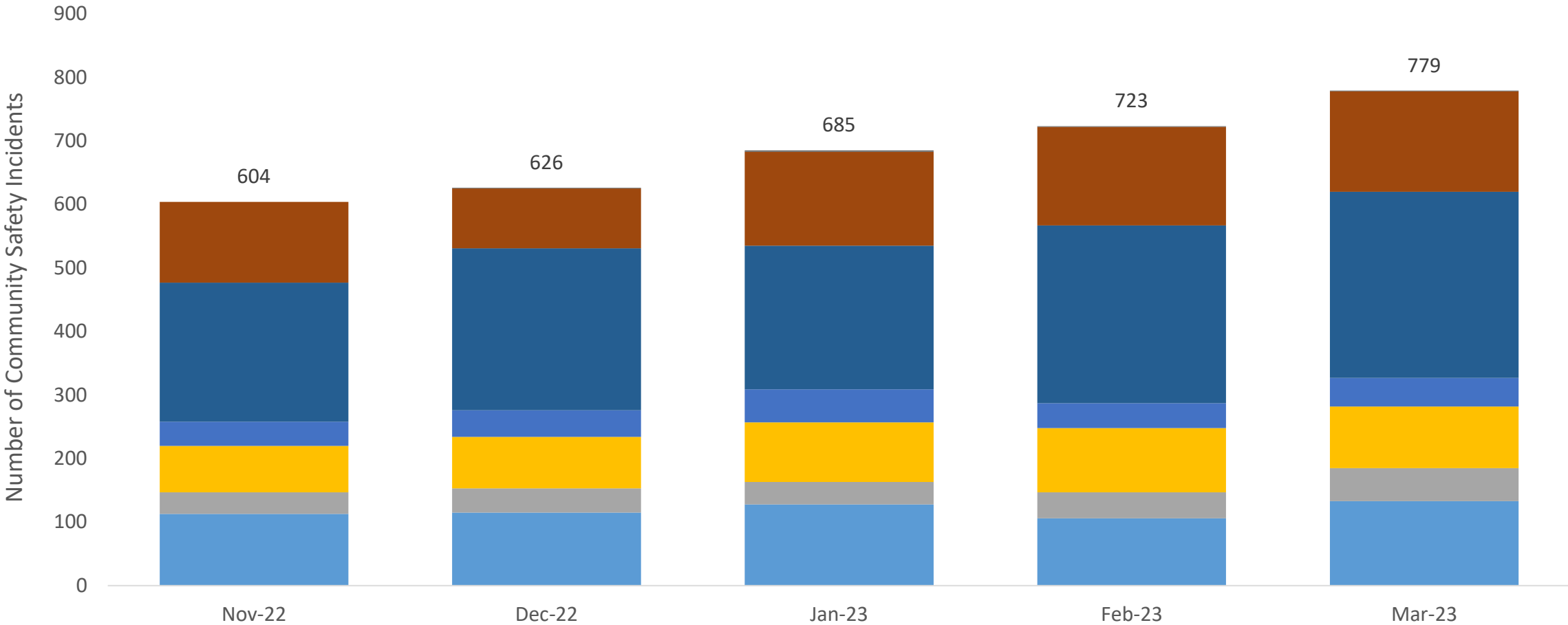
- Staff processed 2,546 service requests from tenants
- The majority of these requests were in relation to the supporting tenants with documentation (*including income tax related documents*).

## Top 5 Service Categories Completed in March 2023

Service Request Category	%
Documentation Support	32.1%
Document Request – Income Tax Letter	11.0%
Caller Requesting Info	8.8%
Tenant Requesting Referral	5.4%
Complaints – Tenant Harassment/Unruly Behaviour	4.1%



# Community Safety Incidents



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

# Glossary of Terms

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

# Toronto Seniors Housing Corporation

## Toronto Seniors Housing Corporation Quality and Tenant Engagement Committee Meeting

Topic: Listening Tour

Item #9

Date: May 3, 2023

**Report: QTEC: May 9, 2023, #9**

**To:** Quality and Tenant Engagement Committee

**From:** Wendy Dobson, Senior Manager Communications and External Affairs

**Date:** May 3, 2023

**Purpose:**

For information

**Recommendation:**

It is recommended that the Committee receive this Listening Tour Final Report for information.

**Reason for Recommendation:**

In June 2022, a Listening Tour was designed for the CEO to connect with staff, tenants and other stakeholders to hear their concerns, desires and needs for the new corporation. This included a plan for the CEO to visit all TSHC buildings and provide a time to meet with tenants and as well staff and tour the buildings. We have also brought in 65 interpreters to Listening Tour events to support the discussions with tenants to help make sure as many tenants as possible could be reached and to address the diversity across our tenants.

## **Toronto Seniors Housing Corporation**

The Listening Tour is coming to an end. As of May 1, 2023, CEO Tom Hunter has visited all but three locations<sup>1</sup>, with approximately 2,300 tenants attending across these visits. Tom has heard valuable feedback in these sessions. Key themes from these sessions informed the Quality Improvement Projects as well as prioritizing the review of Use of Space and Tenant Action Fund policies. Additionally, the information from the Listening Tour has helped inform the Interim Strategic Directions and Key Performance Indicators.

For more details on the Listening Tour, please see Attachment 1: Listening Tour Final Report. This provides extensive detail on the feedback heard including key themes and learnings.

Going forward Tom will continue to visit buildings approximately once per week as part of his ongoing efforts to remain connected with tenants and staff.

Wendy Dobson

Senior Manager, Communications and External Affairs

**List of Attachments:** Attachment 1: Listening Tour Final Report

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<sup>1</sup> Three locations (10 buildings) had to be rescheduled and will be completed by mid-May. One of these locations has eight buildings and is part of a pending revitalization project. One of the 83 buildings is currently vacant due to major renovations.



# CEO Listening Tour

Final Report May 2023

**Toronto Seniors  
Housing Corporation**

# Introduction

In June 2022, a Listening Tour was designed for Tom Hunter. The purpose of the tour was for Tom to connect with staff, tenants and other stakeholders to hear their concerns, desires and needs for the new corporation.

This report summarizes the process as well as the learnings and actions resulting from Tom’s interactions with tenants and staff.

June 17, 2022, marked the first building visit, with the Tour continuing at a rate of up to three events per week. As of **May 1, 2023**, Tom visited **72 buildings**. Over **2,300 tenants** attended the Listening Tour events, with **65 interpreters** supporting these conversations.

Three locations (10 buildings) have been rescheduled due to challenges accessing space, mainly due to construction. These final locations will be completed in the month of May.

The tour events with staff are complete, with **eight events** held in total, two per region. Approximately **150 staff** attended these events.



## What Tom Heard

Tom has heard many different perspectives and valuable feedback in these sessions. Key themes have emerged around safety and security, pest management, staff and tenant relations, access to common spaces and access to tenant action funds. This input provides additional information to support priorities and focus on improvements going forward. This information was captured in the First 100 Days Priorities report and the Quality Improvement Projects. This feedback also informed the Interim Strategic Directions and the Key Performance Indicators that will guide our work over the next 12 to 18 months.



### Tenants:

**"There has been a significant improvement in the building since TSHC took over, and the site staff deserve recognition for their efforts."**

**"Communication has been improved greatly since the change to become Toronto Seniors Housing. The Seniors Services Coordinator has been helpful in improving the communication."**



# Key Themes From Tenants

## Safety and Security

### People

- Reduce unwanted and high-risk visitors and loitering
  - o More tenant education on not allowing people in they do not know
  - o Stricter checks on absences from unit to help prevent unit takeovers
- Concerns about behavioural issues and intimidation by tenants or guests
- Balcony clutter causing fire and pest hazards – more education and support
- Conduct weekly check-in for all seniors; consider fall detection services
- Concerns over large and aggressive dogs

### Products

- Improve elevators
- Improve heating, air conditioning and ventilation systems, especially in kitchens
- Provide air conditioning in units or help tenants install ones they purchase themselves, including draining floor air conditioners as needed
- Aging appliances, kitchen cabinets and toilets need replacing

### Accessibility

- More senior-friendly appliances, such as automatic shut-offs for stoves to prevent fires and pull out shelves in fridges for easier cleaning
- Improve process and timelines for accessibility requests, including clearer communication on reasoning for denials.
  - o More in-suite accessibility supports like bathtub grab bars
  - o Tenants with mobility devices should have automatic door openers installed without having to complete an application.
- Make garbage chutes more accessible for seniors – automatic door and garbage chute openers

- Need accessible lobby washrooms
- Need designated, secure area for bike and mobility device parking/storage
- Lockers should be phased out to make room for more accessible spaces
- Common areas need properly maintained seating; visible for Wheel-Trans

## Systems

- Increase safety and maintenance funding for seniors' buildings
- Improve security
  - Improve service response, especially during high-risk event
  - Possibly 24-hour guards/more cameras
  - Staff should have access to CCTV footage
  - Improve call system in some buildings – lobby camera no longer available for some buildings to validate who tenants are letting in
  - Improve underground parking safety
  - Non-tenants renting underground parking spots should not have access to the rest of the building
- Improve safety for drop-off and pick-up of large delivery boxes
- Improve snow removal to reduce tenant fall risks
- Increased response time for lost keys
- Fire system announcements should be in multiple languages
- Increased clarity on fire hazards, such as decorations, pictures and posters in hallways
- Would like staff on site on weekends for cleaning or emergencies

## Pest Management

- Address pervasive and ongoing concerns about pests including bed bugs and cockroach infestations
- Many tenants need assistance in preparing their unit both before and after treatment
- Install balcony screen doors to keep bugs out while doors are open
- Address issues with pigeons on balconies
- Make sure tenants are educated on not feeding wildlife

# Staff and Tenant Relations

## Communications

- Improve poster and bulletin board posting/removal processes
  - o Post a monthly calendar of events in buildings
  - o Drop printed information to each unit and have staff follow-up to help tenants understand the information
  - o Increase font size in posters
- Improve policy and signage for Poop and Scoop – multilingual
- Provide onsite speakers and mics for events to be more inclusive
- Improve program and information delivery in languages other than English
- Provide interpreters on Listening Tour
- Have interpreters at each building or hire staff who speak a primary language of the building (e.g., speaks Mandarin where a high Mandarin speaking population exists)
- Provide annual rent reviews in languages other than English
- Improve communications with tenants on how to use/access new products like washing machines – multi-lingual signage across all sites

## Tenant Relations

- Improve call centre operations, processes, response times, hours
- Improve tenant education on building/unit transfer limitations
- Review and improve RGI processes
- Provide greater clarity on Ontario Trillium Benefit
- Address conflicts between tenants that cause fear, discrimination
- More inclusive approach to racism, discrimination issues

## Connecting with Staff

- Provide clearer communications on how and when to reach site staff; doors to offices should be open whenever possible
- Provide vacation back-up support at the building level
- Provide adequate communication about staff absences, coverages and replacements

- Increase staff hours for Seniors Services Coordinators (SSCs)
- Coordinate ongoing meetings with tenant leaders, tenants and staff
- Reduce staff turnover
- Improve staff supports to help seniors feel more cared for
- Address lack of faith and trust in staff to resolve issues in a timely way

## Access to Supports, Common Spaces and Tenant Action Funds

### Programming and supports

- Improve information sharing and access to information about recreation, social programming and health services supports
- Increase in-building programs since COVID measures have been lifted
  - o Provide computer literacy training, exercise programs, and English as a Second Language courses
  - o Increase work effort to reduce barriers to understanding and communications like providing access to computers to tenants
  - o More games, like playing cards, available to tenants in common room
- Provide better processes and tools for garden care
- Provide transportation to offsite events held at places like community centres
- Hold onsite vaccine clinics
- Provide more information on housekeeping supports
- Should have a supportive housing agency at more buildings

### Use of Space and Tenant Action Funds

- Improved access to pool room, library, craft room, exercise rooms
  - o Increase hours of operations to common spaces; some close at 4 pm due to key rather than fob access so staff must be on site to open
- Simplify process for applying for Use of Space and Tenant Actions Funds

- Address insurance concerns and costs for running tenant-led programs
- Replace aging equipment: pool tables, exercise equipment, tables, chairs
- Need funding for formal and informal tenant gatherings
- Funding requests – approvals and distribution of funds take too much time
- Potential use of community room for ‘Free Exchange’ items
- Chairs stacked too high – not accessible
- Address kitchen spaces that have signs that say ‘No Cooking’
- More cleaning of rec rooms
- Common washrooms need to be open, clean and available to tenants

## Vendors

- Need better coordination of services between TSHC and TCHC (e.g., issues such as hydro shut-off are better communicated to tenants)
- Contractors working on buildings are not being held to a high enough standard for delivery of project on time, completeness of project or on the job cleanliness

## General

- Improve laundry services and post laundry room hours
- Improve waste management removal systems
  - o Improve removal of garbage around buildings (cigarettes, syringes)
  - o Reduce public access to waste disposal bins on property
  - o Garbage areas need to be disinfected; educate tenants not to litter – often foul odor
- Consider policies on smoke and fragrance-free buildings
- Improve noise management in building
- Commercial leases should be screened for possible disruption to tenants

- Improve parking by adding more spots – both for tenants and visitors
  - o Free parking for tenants
  - o Improve information sharing at the building level when parking spots become available
  - o Consistent practices for visitor parking
  - o Monitor guest parking for misuse by non-visitors
- Provide Wi-Fi in buildings, especially community rooms
- Provide hand sanitizer in main lobby

## Key Themes from Staff

### Systems and Training

- Staff are not sure of the methods and measurements for the Key Performance Indicators and are feeling stressed about meeting deadlines.
- More training needed, especially on the tenancy management system (HoMES) for the Seniors Services Coordinators.
- Different staff have access to different systems making it challenging to coordinate work or to support a tenant properly.
- Would like to see more training for Local 416 staff on carpentry, electrical and plumbing, as was done in the past. This may help with the costs and speed of repairs.
- Staff would like access to CCTV footage.
- Would be helpful to have data about complaints so can have an accurate picture of the situation.
- The systems are not set up to meet the needs of Toronto Seniors Housing staff and do not reflect their work or roles. They were set up for TCHC. This makes it challenging for proper follow-up, tracking, and reporting.
  - o Staff cannot see all of their tickets or notes and cannot pull notes needed for the Landlord and Tenant Board.
  - o Templates are set up for TCHC not seniors/TSHC
  - o There are overlaps in the ticketing system and some tickets close automatically after three visits causing duplication, missed tickets and inaccurate data.

## Supporting Tenants

- Generally, the relationship between staff and tenants is good.
- Need to make sure communication about unit transfers is clear to tenants.
- Need to educate tenants about not letting in unwanted guests/ trespassers.
- Need enhanced/increased check-ins with new tenants.
- Staff within buildings are often feeling overwhelmed with the number of tenants who are having issues and require support.
- More in-building support recommended, possibly from outside agencies.
- The Access and Support piece for the Seniors Services Coordinators is very time consuming, resulting in long line-ups for tenants.
- Simplify cumbersome paperwork for referrals to the Complex Tenancies Team.
- Staff need enhanced language support for working with tenants.
- Tenants need to be aware of how, when and where to reach staff. This includes posting coverage when staff are on vacation or sick.
- All levels of staff need to support policies and their related decisions and actions consistently.

## Vendors

- Staff are not clear on the expectations of some vendors, including private security firms.
- Staff need ongoing clear guidance on how to manage and/or report issues with vendors.

## Learnings and Actions

Tom has heard many different perspectives and received valuable feedback in these Listening Tour events. This input provides additional information to support priorities and focus on improvements going forward.

Issues remain largely the same across the buildings with tenants identifying the following priority items:

- Pests, including bed bugs, cockroach infestations, and pigeons on balconies
- Unwanted and high-risk visitors
- Improve security
- Improve translation and interpretation to reduce barriers
- Improve or replace aging equipment or fixtures
- More small and large group activities for tenants – formal and informal

Staff echoed many of the tenant concerns, and are looking for improved tools, training and coordination to help them best support tenants.

The feedback from these sessions has already resulted in actions:

- Three Quality Improvement Projects with tenants and staff were launched in September 2022 to address pest management, safety and security, and staff and tenant Relations.
- Ongoing staff training and partnership conversations are underway to support changes needed for programming and staff-tenant relations.
- Multi-lingual support was offered during Listening Tour (65 interpreters) to help increase understanding and sharing of ideas. Data as well as building staff assisted in guiding the need for interpretation services.
- A Tenant Survey is planned for later in 2023 to capture enhanced language and diversity data on tenants to allow for increased proactive support.
- A specialized pest management team was created to enhance pest management.
- A pilot pest management project is underway to help improve the process.
- Tenants were consulted on the Use of Space and Tenant Action Funds policies as well as prioritizing other tenant-facing policies for review.



- Work is underway to conduct tenant consultations to address policy changes needed to become a more seniors-focused organization
- A new bulletin board process was implemented to improve information sharing with tenants.
- Feedback from the Listening Tour was incorporated into the development of the Interim Strategic Directions and Key Performance Indicators that will guide Toronto Seniors Housing over the next 12 to 18 months.

Tom intends to continue regular meetings with staff and tenants, aiming to go to one building per week whenever possible. This will make sure that the changes we make are having their intended positive impact. We will also be able to capture and adjust to changes in priorities quickly.

Making sure that tenant and staff voices are heard is a priority for Toronto Seniors Housing. Ongoing connection with our most important stakeholders will also provide more informed long-term Strategic Directions.

## Tenant:

**“The tenant reps and other tenant volunteers have kept the building very nice with the gardens and plants; and site staff follow up on maintenance requests quickly.”**



# Toronto Seniors Housing Corporation

## Toronto Seniors Housing Corporation Quality and Tenant Engagement Committee Meeting

Topic: Programs and Partnerships

Item #10

Date: May 3, 2023

**Report: QTEC: May 9, 2023, #10**

**To:** Quality and Tenant Engagement Committee

**From:** Jaipreet Kohli, Manager, Access and Support

**Date:** May 3, 2023

**Purpose:**

For information

**Recommendation:**

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

**Reason for Recommendation:**

This report provides an update on Toronto Seniors Housing Corporation's (TSHC's) ongoing community development efforts with a focus on our programs, partnerships, and tenant engagement work to date.

TSHC's foundation of stable housing is a strong social determinant for tenant wellbeing and security that through our programs, partnerships, and tenant engagement activities is being employed to address the challenges of poverty, aging, isolation, and communications barriers faced by TSHC's tenant population.

TSHC is well positioned over the coming year to enhance its range of tenant-related programming and supports, improve integration of regional health and community services, and provide opportunities for tenant leadership and

## **Toronto Seniors Housing Corporation**

engagement. This will enable TSHC tenants to age in place in comfort and dignity with access to programs and services and with a voice in their community.

### **Programs and Partnerships**

Since transitioning to the new Corporation, we have been focused on renewing and establishing new partnership agreements to revitalize community programming that had been on pause for two years due to COVID-19 restrictions. We currently have 126 reoccurring programs offered by tenants and agency partners that include social recreation, food security along with health and well-being activities across 46 TSHC buildings.

We are also collaborating with tenants to develop tenant leadership and engagement opportunities while supporting tenant-led programs and initiatives by providing funding, coordination, and access to common areas to better facilitate tenant community programming.

### **Regional Health and Wellness Supports, and Services Alignment**

We have been working with regional health and community support agencies over the past year to start to improve health system alignment to better address the health needs of TSHC's seniors tenant population. We have recently established a collaborative partnership with Baycrest and allied service providers to offer onsite health and social supports across our Northeast and Northwest regions that can serve as a model for future regional health and social support service alignment. Developing these partnerships also includes engagement with tenants to get input on the opportunities and alignment to how programs will address tenant needs. We look forward to working with regional health and community partners and tenants to expand these efforts over the coming year.

### **Tenant Action Funds Consultation (TAF)**

As part of our commitment to provide funding and coordination to effectively facilitate tenant community programming, we were able to successfully approve 72 Tenant Action Funds applications for community events and equipment for common areas in 2022 and disbursed \$61,250 towards these efforts. We look forward to many more successful TAF-supported, tenant-led initiatives over the

## **Toronto Seniors Housing Corporation**

coming year and the outcome of a review of the Tenant Action Funds Policy in progress.

### **Moving Forward**

Our key objectives for the coming year are to conduct a community needs survey for better program alignment, increase the number of onsite programs and services across our communities in order to enhance equitable access, and evaluate their effectiveness through tenant engagement.

Renewal and establishment of tenant and agency Use of Space agreements will continue through a streamlined interim tenant engagement process and a review of the Use of Space policy is underway through stakeholder consultations and permanent Use of Space tools will be drafted over the coming year.

We are striving to give broad and diverse groups of tenants a voice and input into decision-making through a variety of mechanisms including working groups and through tenant consultations. Tenants have had an opportunity over this year to participate in consultations to review our Use of Space and Tenant Action Funds policies.

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Jaipreet Kohli  
Manager, Access and Support

### **List of Attachments:**

Attachment 1 - TSHC Programs and Partnerships.

# Programs and Partnerships Update



# Overview:

Interim Strategic Direction Alignment

Integrated Service Model

Our Team

Exploring Partnerships

Health and Support Services Alignment Updates



# Interim Strategic Directions Alignment

## Strategic Objective 2

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



Tenant Engagement

## Strategic Objective 3

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



Programs and Partnerships

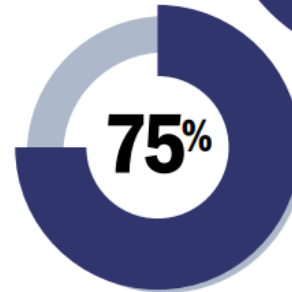
# What Supports Tenants Tell Us They Need

## Access to Support and Services

Providers need to have the ability to deliver programs in multiple languages.

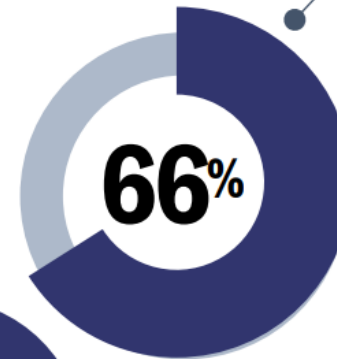
### Role of Staff

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



### Access to Services

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



### Awareness

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



Source: Tenant Experience Survey, 2020

5/2/2023



# Tenant Suggestions for Improvements to Supports and Services

More in-home housekeeping supports

Greater access to social workers, personal support workers and other healthcare staff

A geriatric nurse/doctor could give support, education, seminars or talks

Someone could come in to help with personal care, unit care, and healthcare

Food security includes access to fresh fruits, vegetables, meal preparation

Source: Tenant Experience Survey, 2020

5/2/2023

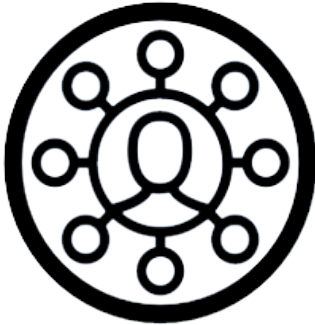
Programs Recommended by Tenants to Support Community Development:



Community Gardens



Language Classes



Social Gatherings



Tenant Feedback Meetings



Staff Check-ins

Source: Tenant Experience Survey, 2020

5/2/2023

# ISM - Current Approach to Supporting Tenants

We have 184 building maintenance support staff. They maintain clean, safe and secure buildings. They work with the following **72 roles** to provide service to tenants to help them age in place with dignity and have a positive tenancy.

## 42 Seniors Services Coordinators

- They connect tenants with community resources, supports.
- Four members of this team manage complex tenancies.

## 4 Engagement Community Services Coordinators

- They assist staff and tenants in establishing engagement activities and programming within the tenant common spaces.

## 26 Tenant Services Administrators

- They help to secure housing for tenants.



## Our Differentiator as a Seniors Housing Provider

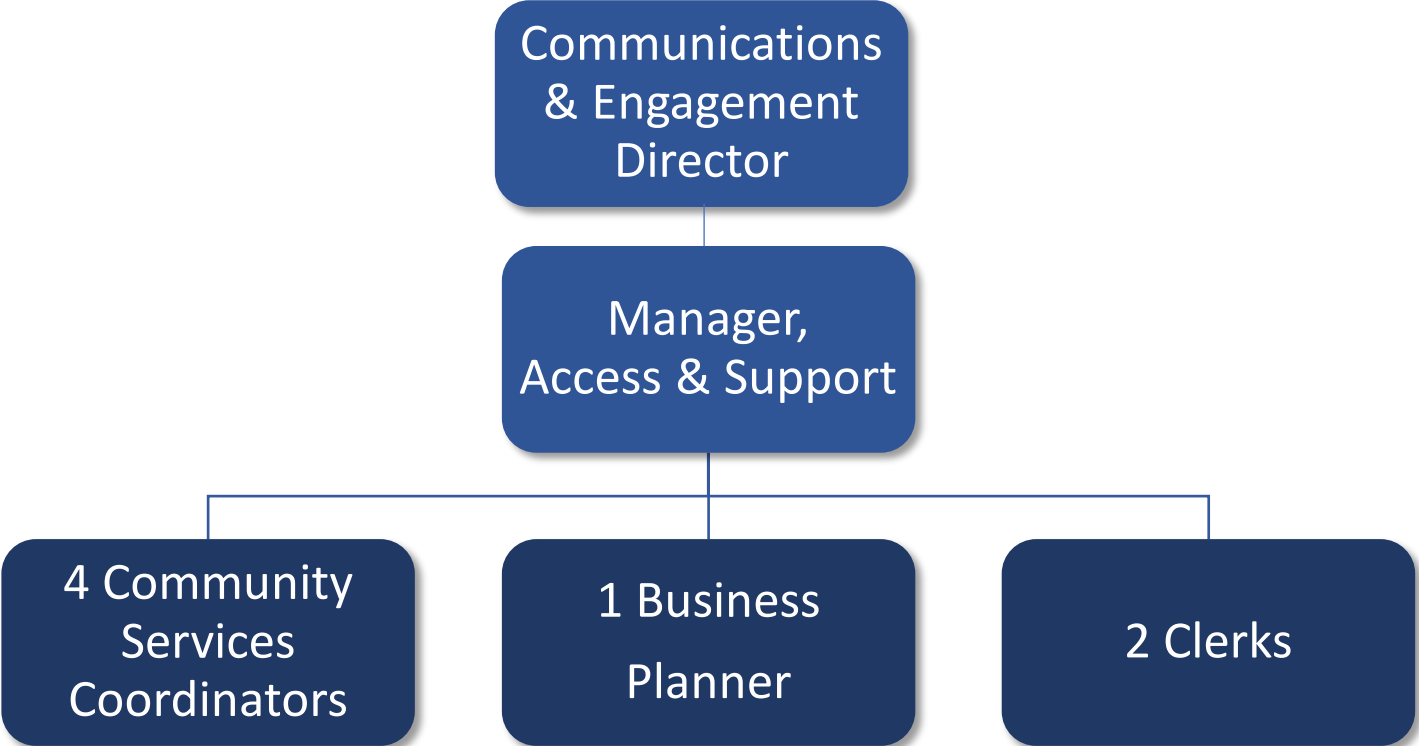
- **We have a population that needs support**
- Access to approximately 15,000 seniors with a variety of needs
- 77% of TSHC senior tenants are 59-84, and still want to be active
- Tenants want access to social activities, health and wellness services, and we want partners to help us deliver programs in various languages
- **We have the space to host programs**
- Access to 83 buildings within the GTA with just under 14,000 units
- Access to well-equipped recreation facilities, kitchen facilities, community and activity rooms in many buildings

**Together we can impact many systems and the lives of many seniors in a growing demographic.**

**The biggest need from our perspective:** Consistent services and supports delivered across Toronto to serve the needs of senior tenants in a respectful, sensitive way with transparent processes for reporting outcomes and impacts



# Our Team



# Current Partnerships

Programs	North East	North West	South East	South West	Totals
Reoccurring Community Program Partnerships	43	35	26	22	126
Referral Agreements*	2	10	2	11	25
Head Lease Agreements*	3	1	7	9	20
Supportive Housing Partnerships	13	9	5	6	33
<b>Totals</b>	<b>61</b>	<b>55</b>	<b>40</b>	<b>48</b>	<b>204</b>

\* Head Lease and Referral agreements represent onsite partnerships where eligible clients are provided support services within designated TSHC units by partner agencies.

## Q1 2023 Activities Completed

- Common Amenities and Programs Survey
- Use of Space Agreement renewals
- Tenant consultations - Use Of Space and Tenant Action Fund policy development

## Q2 2023 Activities Underway

- Tenant consultations - Tenant Engagement Model development
- Annual building meetings
- TAF supported spring and summer community events
- Elections planning and coordination

## Looking Ahead

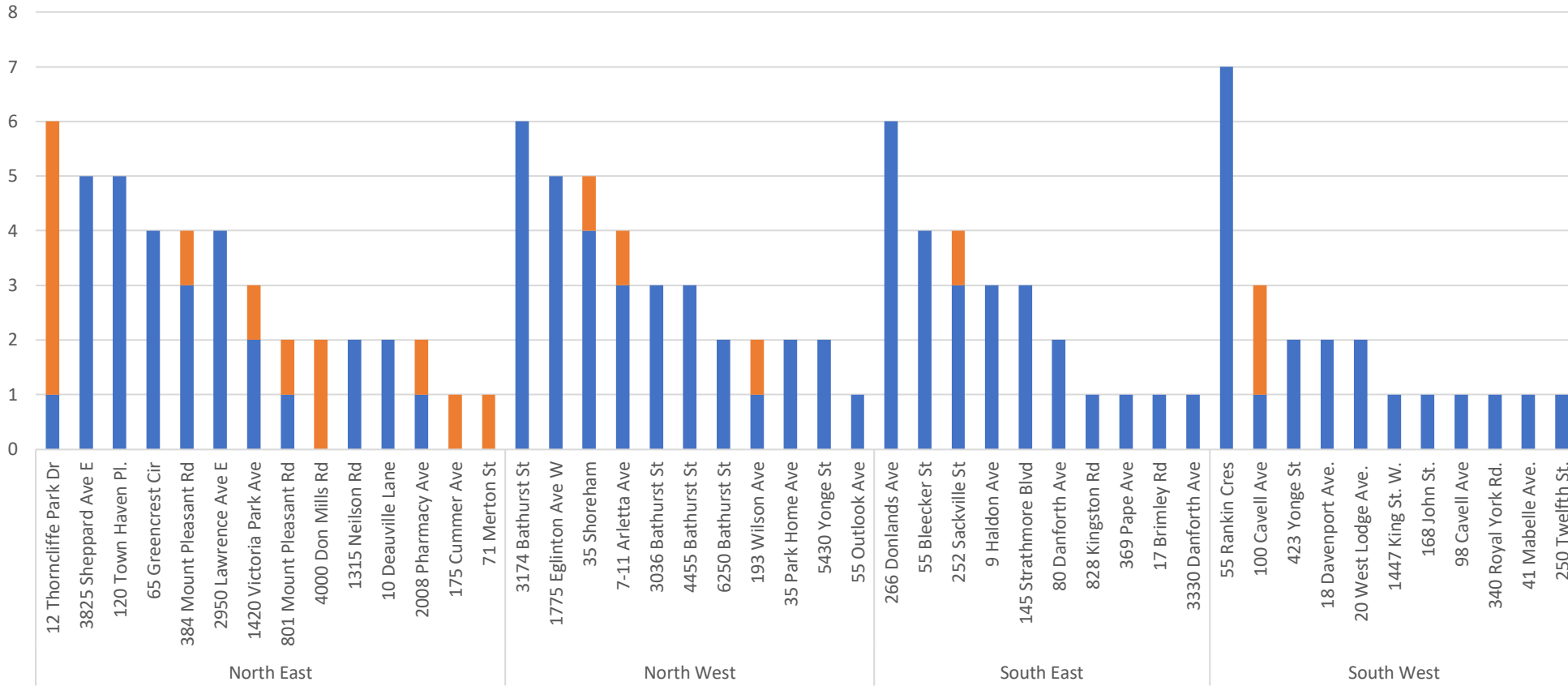
- Community Needs Survey
- Increase programs and partnerships
- Regional health and services alignment
- Conduct program evaluation of existing programs

# Current Reoccurring Community Programs

45 Agency partners offering 107 programs across 46 buildings

19 Tenant-led activities across 13 buildings

No. of Reoccurring Programs



Program Type	Total
Social Recreation	54
Health and Wellness	48
Food Security	16
Personal Development	5
Faith-based	3

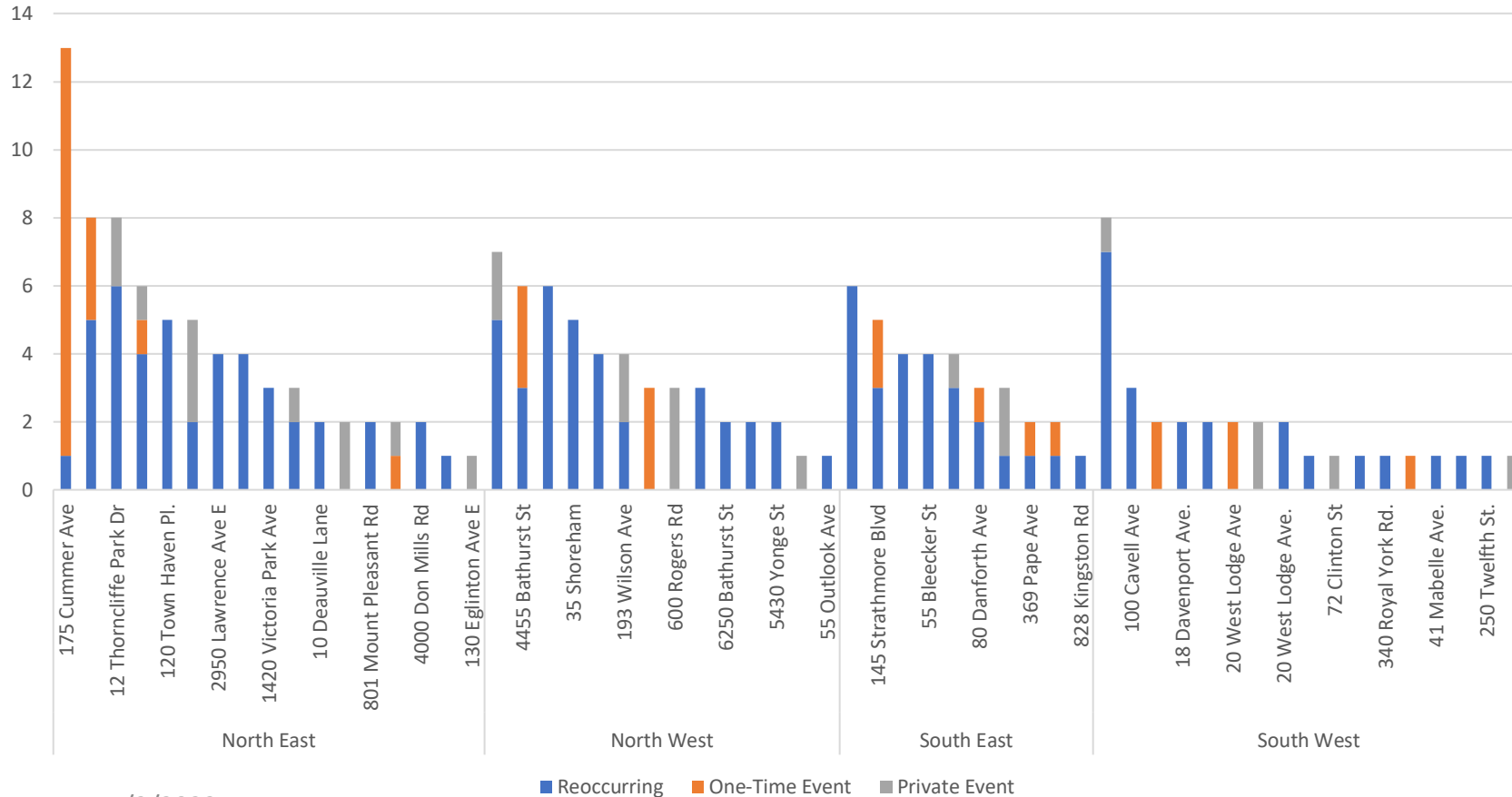


# One-time Use of Space and Private Events

33 One-time community events across 13 buildings

27 Private events across 17 buildings

No. of Reoccurring, One-Time Event, & Private Events



# Use of Space Renewal

25 Agency Renewals

26 Tenant-Led Renewals

Region	Intake	Partner Update/Review	Building Validating	Executed	Total
North East			6	13	19
North West		2		10	12
South East	5		2	7	14
South West				6	6
<b>Total</b>	<b>5</b>	<b>2</b>	<b>8</b>	<b>36</b>	<b>51</b>

# Agency Type

<b>Agency Type</b>	<b>Count</b>
Community Services	24
Health	9
Food Security	3
Faith-based / Community Service	9
<b>Total</b>	<b>45</b>

**Agency Type:**  
**Community Services**

Agency Type: Community Services (24)	Buildings <sup>60</sup>
Toronto Intergenerational Partnerships in Community (TIGP)	5
Eastview Neighbourhood Community Centre	3
LOFT Community Services	3
Sunshine Centres for Seniors	3
Canadian Red Cross	2
North York Seniors Centre	2
SPRINT Senior Care	2
The Centre for Active Transportation	2
The Neighbourhood Group	2
TNO - The Neighbourhood Organization	2
West Neighbourhood House	2
Woodgreen Community Services	2
Bayview Cummer Neighbourhood Association	1
Community Centre 55	1
Dixon Hall Neighbourhood Services	1
Elspeth Heyworth Centre	1
Lumacare	1
NeighbourLink North York	1
Northwood Neighbourhood Services	1
Scarborough Centre for Healthy Communities	1
Scarborough Senior Tamil's Association	1
Sunny Therapy Centre	1
Yee Hong Assisted Living Service	1
Toronto Public Library	4

**Agency Type:**  
**Health,**  
**Food Security,**  
**Faith-Based/  
 Community Service**

Agency Type: Health (9)	Buildings
Carefirst Seniors & Community Services Association	6
Toronto Paramedic Services	6
Baycrest Hospital	4
Transcare Community Support Services	4
Novo Peak Health	3
City of Toronto	2
Black Creek Community Health Centre	1
Reconnect Community Health Services	1
Sherboune Health	1

Agency Type: Food Security (4)	Buildings
Daily Bread Food Bank	2
Scarborough Food Security Initiative	1
Second Harvest	1

Agency Type: Faith-based / Community Service (9)	Buildings
Hope Church	4
Destiny Pavillion Church	1
Ohalei Yoseph Yitzchak	1
Toronto Swatow Baptist Church	1
Bernard Betel Centre	7
Jewish Russian Community Centre of Ontario	2
LA Centre (formerly Loyola Arrupe Centre for Seniors)	2
Sri Sathya Sai Baba Centre of Scarborough	2
Friends of Jesus Christ Church	1

# Health and Support Services Alignment Updates

- 1 North Toronto Neighbourhood Care Team
- 2 Baycrest Wellness Clinics
- 3 Connect Communities Program – Red Cross / Health Commons
- 4 Primary and Community Care Response Team
- 5 Toronto Public Library – Community Librarian Program
- 6 Naturally Occurring Retirement Communities (NORC Ambassadors) Program
- 7 Fort York Food Bank at 91 Augusta – Senior Food Delivery Program
- 8 Alzheimer Society - Toronto

**1** North Toronto Neighbourhood Care Team

Region	Work Completed in 2022	Key 2023 Deliverables
<p><b>North East &amp; West</b></p> <ul style="list-style-type: none"> <li>• 71 Merton Ave.</li> </ul>	<ul style="list-style-type: none"> <li>• Established health and community services collaborative between eight health and community support agencies and developed a service model for 71 Merton</li> <li>• Completed tenant engagement</li> <li>• Initiated onsite programming including physician hours, social recreation activities and establishment of clinical support rounds to coordinate supports and services for 71 Merton</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing program implementation</li> <li>• Expand services to additional TSHC buildings, number of buildings to be determined</li> </ul>

**2** Baycrest Wellness Clinics

Region	Work Completed in 2022	Key 2023 Deliverables
<p><b>North East and North West</b></p> <ul style="list-style-type: none"> <li>• 71 Merton Ave.</li> <li>• 1775 Eglinton Ave. E</li> <li>• 3174 Bathurst</li> <li>• 3036 Bathurst</li> <li>• Considering additional buildings for expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Community mapping completed for four wellness clinics</li> <li>• Stakeholder engagement completed with tenant leaders, tenants and support staff</li> <li>• Tenant engagement report submitted to TSHC senior leadership and SSLTC (City)</li> <li>• Wellness Clinic commenced at 71 Merton as part of the Neighbourhood Care Team Pilot</li> </ul>	<ul style="list-style-type: none"> <li>• Finalizing scheduling and access to clinical spaces with regional staff</li> <li>• Use of Space agreement for four clinics</li> <li>• Commencing virtual clinic services across four sites</li> <li>• Service alignment including nurses, HCCSS care coordinators, social workers and establishing access to clinical specialists through virtual interface</li> </ul>



**3** Connect Communities Program – Red Cross / Health Commons

Region	Work Completed in 2022	Key 2023 Deliverables
<p><b>North West</b></p> <ul style="list-style-type: none"> <li>• 3174 Bathurst</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted tenant engagement to determine program alignment</li> <li>• Explored establishing a peer-to-peer support system in the building</li> <li>• Established a monthly round table for tenant representatives, site staff, support service providers to plan and coordinate programs and services</li> <li>• Finalized a monthly program calendar for social recreation and personal development activities for 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate monthly programs in the common room</li> <li>• Strengthen peer-to-peer support opportunities</li> <li>• Provide health supports to Russian speaking tenant representative who has been providing informal care coordination for Russian speaking tenants</li> </ul>

**4** Primary and Community Care Response Team (PCCRT)

Region	Work Completed in 2022	Key 2023 Deliverables
<p><b>South East</b> 16 buildings</p> <p><b>North East</b> 3 Buildings</p>	<ul style="list-style-type: none"> <li>• Program has been successfully operating for two years</li> <li>• SSCs have been working collaboratively with regional health and social support partners across East Toronto to proactively identify and support vulnerable senior tenants with unmet health, mental health and addictions, and social needs</li> </ul>	<ul style="list-style-type: none"> <li>• Redesigning a streamlined PCCRT 2.0</li> <li>• Increasing TSHC referrals</li> <li>• Improving interagency collaboration and accountability</li> </ul>

**5** Toronto Public Library (TPL) – Community Librarian Program

Region	Work Completed in 2022	Key 2023 Deliverables
<p><b>2 Buildings Per Region</b></p>	<ul style="list-style-type: none"> <li>Completed tenant engagement and facilitated 90 programs including digital literacy, technology problem-solving sessions and connecting tenants to TPL services for 811 participants across eight buildings</li> <li>Shared phase 1 results with regional managers</li> </ul>	<p>TPL to offer following services in eight Buildings</p> <ul style="list-style-type: none"> <li>-Tenant Engagement</li> <li>-Digital Literacy</li> <li>-Community Librarian Supports</li> </ul> <ul style="list-style-type: none"> <li>Enhance Collaboration with North York Toronto Health Partners (NYTHP) at 71 Merton</li> </ul>

**6** NORCAmbassadors Program - NORC Innovation Centre (NIC)

Region	Work Completed	Key 2023 Deliverables
<p><b>South West</b></p>	<ul style="list-style-type: none"> <li>• Met with NIC leadership to explore opportunities for regional tenant leadership development, health and social supports collaboration in December</li> <li>• Participated in a co-design session for service providers in January</li> <li>• Advocated for greater focus on TSHC tenants</li> </ul>	<p>Establish partnership through NORC Ambassadors Program and other NIC initiatives related to:</p> <ul style="list-style-type: none"> <li>• Tenant leadership development</li> <li>• Regional health and social support alignment</li> <li>• Establishing building-based health and community supports</li> </ul>

**7 Fort York Food Bank at 91 Augusta – Senior Food Delivery Program**

Region	Work Completed	Key 2023 Deliverables
<p><b>South West</b></p> <p>5/2/2023</p>	<ul style="list-style-type: none"> <li>• Operating since January 2021 to address food security issues in light of the pandemic and inflation</li> <li>• Weekly door-to-door delivery of nutritious, fresh and culturally-appropriate food packages since January 2021 for 180 registered tenants</li> <li>• Volunteer coordination</li> <li>• Focused on tenants who are homebound or dealing with mobility challenges</li> <li>• Offered vaccine clinics during pandemic and connected tenants to other community supports and services as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Program continuity</li> <li>• Funding sustainability</li> </ul>

8 Alzheimer Society, Toronto

Region	Work Completed	Key 2023 Deliverables
All	Alzheimer Society is exploring a partnership with TSHC to offer tenants cognitive assessments to assess for memory loss and help tenants access care sooner while considering ways to connect community resources to medical professionals.	<ul style="list-style-type: none"><li data-bbox="1256 425 1765 911">• To pilot initiative in two TSHC buildings and develop opportunities for tenants across TSHC to access cognitive assessment services for memory loss.</li></ul>

# Looking Ahead

We want to work together towards the following

- Impact positive changes for the city and province
- Plan and deliver place-based supports that can be adapted to meet the needs of different neighbourhoods
- Develop processes and practices designed to be scalable
- Efficiently and cost-effectively align resources to tenant needs in geographies with significant use of publicly-funded services
- Integrate services to enable more seamless transitions between housing and healthcare



# Toronto Seniors Housing Corporation

## Toronto Seniors Housing Corporation Quality and Tenant Engagement Committee Meeting

Topic: OCHE Update – January 1 to March 31, 2023

Item #11

Date: May 3, 2023

**Report: QTEC: May 9, 2023, #11**

**To:** Quality and Tenant Engagement Committee

**From:** Interim Commissioner of Housing Equity

**Date:** May 3, 2023

**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 January 1, 2023 to March 31, 2023.

**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.

**Reason for Recommendation:**

This Report highlights the OCHE's case management, audit, and policy work through the period of January 1 to March 31, 2023, and focuses on the work metrics as outlined in the TCHC Board-approved 2023 OCHE Work Plan.

This report is the third OCHE Report to be reviewed by the Toronto Seniors Housing Corporation ("TSHC") QTE Committee. Data for this period has been compared to the first part the following periods: January 1 to May 30, 2022, June 1 to October 1, 2022 and October 2 to December 31, 2022.



# Toronto Seniors Housing Corporation

## 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. These numbers represent all referrals. In this period, four files were returned to TSHC without an OCHE review<sup>1</sup>.

Region	January 1 - May 30, 2022	June 1 – October 1, 2022	October 2 – December 31, 2022	January 1 – March 31, 2023
OU O (NW)	22	5	7	6
OU N (SE)	8	13	4	23
OU Q (SW)	11	11	6	7
OU P (NE)	9	4	10	24
Seniors Housing Unit Total	50	33	27	60

### 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

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<sup>1</sup> Four files were returned to TSHC for the following reasons: The tenant passed away, the tenant abandoned the unit, the tenant's arrears were below \$186 (the threshold for TSHC to make an L1 Application to the LTB) and TSHC requested that one file be returned so they could continue working on it.

## Toronto Seniors Housing Corporation

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 old ACP.<sup>2</sup> There were 10 files that fell under the old ACP and 28 files that fell under the new ACP for this reporting period.

	<b>January 1 - May 30, 2022</b>	<b>June 1– October 1 2022</b>	<b>October 2 – December 31, 2022</b>	<b>January 1 – March 31, 2023</b>
<b>Average Arrears at Time of First N4</b>	\$1,339	\$1,508.00 <i>Old ACP: \$1,834</i> <i>New ACP:\$1,247</i>	\$3,624.45 <i>Old ACP: \$6,868.44</i> <i>New ACP: \$1,378.62</i>	\$1,432.38 <i>Old ACP: \$2,312.22</i> <i>New ACP: \$1,149.57</i>
<b>Average Arrears at Time of Referral</b>	\$2,154	\$3,580.00 <i>Old ACP: \$5506</i> <i>New ACP:\$2039</i>	\$6,795.43 <i>Old ACP: \$12,369.80</i> <i>New ACP: \$2,507.46</i>	\$2,353.36 <i>Old ACP: \$3,755.50</i> <i>New ACP: \$1,852.60</i>
<b>Average Month Of Referral to OCHE After Arrears Started Accumulating</b>	12 Months	21 Months <i>Old ACP: 41 months</i> <i>New ACP: 7 months</i>	16 Months <i>Old ACP: 27 months</i> <i>New ACP: 7 months</i>	11.7 Months <i>Old ACP: 23.4 months</i> <i>New ACP: 7.53 months</i>

<sup>2</sup> 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.

# Toronto Seniors Housing Corporation

## 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.

It should be noted that going forward, the OCHE will be uploading their audit findings to a cloud-based server which will be shared between TSHC and the OCHE. This will allow for real-time updates regarding the audit process and will help TSHC identify trends earlier to provide support to staff as needed.

The following chart shows the number of reports issued and the number of recommendations made.

	January 1 - May 30, 2022	June 1 – October 1, 2022	October 2 – December 31, 2022	January 1 – March 31, 2023
Number of Recommendation Reports	62	28	23	38
Number of Recommendations	137	61	56	78

# Toronto Seniors Housing Corporation

## 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:

<b>Commissioner's Recommendations regarding Administrative Delays and Inefficient Use of Resources</b>	<b>Jan 1 – May 30, 2022</b>	<b>June 1 – Oct 1, 2022</b>	<b>Oct 2 – Dec 31, 2022</b>	<b>Jan 1 – Mar 31, 2023</b>
Serve the Notice to Terminate the Tenancy in accordance with Arrears Collection Process timelines	72% (45/62)	71% (20/28)	65% (15/23)	58% (22/38)
Make direct contact with the tenant in the first month of arrears	48% (30/62)	28% (8/28)	30% (7/23)	53% (20/38)
Send the Notice to Terminate the Tenancy once /do not send multiple Notices to Terminate the Tenancy	13% (8/62)	21% (6/28)	26% (6/23)	13% (5/38)
After finding an error in the Notice to Terminate the Tenancy, issue a new one within the Arrears Collection Process timelines	>1% (1/62)	0	16% (4/23)	13% (5/38)

In reviewing the findings under this category, the most significant is related to the service of the N4. The ACP requires the N4 to be served in the first month of arrears and to be accompanied by a letter of explanation to the tenant that includes an invitation to discuss the missed rent payment with staff. The Commissioner made the recommendation to serve the N4 according to the ACP in 22/38 instances during this period which has improved from the previous reporting period by 7.3%. There has been a consistent improvement over the past three periods.

# Toronto Seniors Housing Corporation

## 2.2 Non-Compliance with Policies and Procedures

This category includes issues related to 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. Of the files that the OCHE received, there were no significant findings in this category.

## 2.3 Unreliable Internal Information

This category includes issues related to documentation, which includes 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 significant findings in this category.

## 2.4 Quality of Service

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. The OCHE can only make these recommendations after working with the Tenant and not as part of the ACP audit findings.

<b>Commissioner's Recommendations Regarding Quality of Service</b>	<b>Jan 1 – May 30, 2022</b>	<b>June 1 – Oct 1, 2022</b>	<b>Oct 2 – Dec 31, 2022</b>	<b>Jan 1 – Mar 31, 2023</b>
Reach out to tenants' caseworkers or families should they get into arrears of rent	27% (17/62)	25% (7/28)	25% (6/23)	37% (14/38)

In 14/38 instances, the ERO identified a support person that TSHC may contact should issues arise with the tenancy in the future.

# Toronto Seniors Housing Corporation

## 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, however some tenants will still breach their agreements.

When a tenant breaches an OCHE brokered Repayment Agreement, it is expected that staff will reach out to 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 and recommend that they may proceed to file an L1 Application at the LTB.

The following chart describes the breach referrals received.

<b>Breach Files</b>	<b>January 1- May 30, 2022</b>	<b>June 1 - October 1, 2022</b>	<b>October 2 - December 23, 2022</b>	<b>January 1 – March 31, 2023</b>
Total Breach Referrals	12	2	8	20 <sup>3</sup>
No Exceptional Circumstances	10	1	7	9 <sup>4</sup>
Breach Reports issued	2	1	1	1
Average month of referral to OCHE after breach	2.08 months	2.63 months	11.4 months	10.14 months
Average month of actual breach	19 months	3 months	1.18 months	3.16 months

<sup>3</sup> At the time of writing, there were 10 files being worked on which will be closed in a future reporting period.

<sup>4</sup> 8 of these files had no exceptional circumstances and it was recommended that TSHC pursue an L1 application at the LTB. 1 file was found to not be in breach as the tenant's arrears payments had been credited to the wrong account.

## **Toronto Seniors Housing Corporation**

From our sample size of 20 files, the average length of time it took for files to be referred to the OCHE was 10.14 months; however, the breach itself occurred in the third or fourth 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 is to determine what may have prevented the breach. We will continue to collect this data throughout 2023; and the results will be presented in our final Quarterly Report for 2023.

# Toronto Seniors Housing Corporation

## 4.0 OCHE Case Management Highlights

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

	<b>Jan 1- May 30, 2022</b>	<b>June 1 - Oct 1, 2022</b>	<b>Oct 2 – Dec 23, 2022</b>	<b>Jan 1 – Mar 31, 2023</b>
<b>Engagement Rate</b>	87% (54/62)	86% (24/28)	96% (22/23)	97% (37/38)
<b>Avoided the need for eviction</b>	87% (47/54)	88% ( 21/24)	87% (20/23)	89% (33/37)



# Toronto Seniors Housing Corporation

## 4.1 Arrears Managed

In the current period, the OCHE recovered \$101,648.81 mainly by managing arrears through Repayment Agreements. In this period, four tenants paid their arrears in full after engaging with the ERO<sup>5</sup>.

	January 1, – May 30, 2022	June 1– October 1, 2022	October 2 – December 23, 2022	January 1 – March 31, 2023
Ontario Works/Ontario Disability Support Program's Housing Stabilization Fund	\$0.00	\$159.00	\$556.00	\$5,430.00
OCHE Brokered Repayment Agreements	\$88,163.68	\$81,143.00	\$109,927.00	\$79,768.81
Direct Payments received from Tenant/Tenants' Family	\$0.00	\$0.00	\$3,902.00	\$7,107.00
Reversing Loss of Subsidy	\$0.00	\$0.00	\$0.00	\$8,525.00
Annual Review completed	\$0.00	\$0.00	\$0.00	\$818.00

### Conclusion:

This report provided an analysis of the referrals received from TSHC between January 1 and March 31, 2023 and includes a discussion related to the case management of files. Our next report will cover the second Quarter of 2023. The OCHE will continue to use the same theme-based audit categories when reporting.

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<sup>5</sup> Arrears payments totaled \$5,552.00

# Toronto Seniors Housing Corporation

## Next Steps:

The OCHE and TSCH management have been working together to create and implement a monthly auditing tool that will identify issues by Region. We are happy to report that this tool went live on April 13, 2023 and the OCHE and TSHC will monitor its effectiveness over the next quarter of 2023.

This tool is a cloud-based server, which will be shared between TSHC and the OCHE. This new tool will allow for real-time updates regarding the audit process between OCHE and TSHC and will help TSHC to identify trends as they occur and provide support and training to their staff as needed.

## 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"*

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Melanie Martin  
Interim Commissioner of Housing Equity

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# Toronto Seniors Housing Corporation

## Appendix 1

Theme-based audit categories are summarized in the chart below.

<b>THEME-BASED SYSTEMIC AUDIT RECOMMENDATIONS</b>	
<b>1. ADMINISTRATIVE DELAYS AND INEFFICIENT USE OF RESOURCES</b>	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.
<b>2. NON-COMPLIANCE WITH POLICIES AND PROCEDURES</b>	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.
<b>3. UNRELIABLE INTERNAL INFORMATION</b>	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.
<b>4. QUALITY OF SERVICE</b>	Quality of service is vital for relationship building with tenants, fostering positive living environments, and ultimately keeping tenants housed.