



# Toronto Seniors Housing Interim Strategic Directions

Approved by TSHC Board of Directors, April 2023

**Toronto Seniors  
Housing Corporation**

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# Toronto Seniors Housing Corporation

## Table of contents

	<b>Introduction</b>
5	Letter from the Chair and CEO
	<b>Overview</b>
6	Interim Strategic Directions - At a Glance
8	How we arrived here
9	What we heard
	<b>Vision, mandate, commitment and values</b>
10	Vision and mandate
11	Commitment and shared values
	<b>Objectives</b>
12	Overview
14	An excellent landlord
16	Tenant engagement
18	Partnerships
20	Innovation
	<b>Enablers</b>
22	Organizational excellence
26	Employer of choice

## Letter from the Chair and CEO

We are pleased to introduce Toronto Seniors Housing Corporation's (TSHC) first Interim Strategic Directions that will outline the key initiatives, milestones, and measures that will guide our progress over the next year and a half.

Collaboration and engagement were vital to development of the Interim Strategic Directions. We value the contributions and perspectives of all stakeholders, including tenant representatives/ Senior Tenants Advisory Committee, employees, partners and service providers (City, Toronto Community Housing Corporation, health and social services organizations). Information was also gathered from many reports and other forms of feedback from tenant and service provider organizations.

Many activities are already in progress as part of our regular operations. Others will be completed based on the organization's capacity. We remain focused on serving the unique needs of seniors and we are committed to being a leader in the delivery of quality, affordable seniors housing.

A Roadmap will translate the Interim Strategic Directions into a plan for delivery and we will monitor and measure our progress using Key Performance.

By fostering open communication and involving a broad group of contributors, we trust there will be a shared commitment and sense of ownership of our strategic goals.

These strategic directions focus our work to provide safe, diverse and vibrant communities where tenants have a sense of inclusion and well-being. We are grateful to those who took time to help shape our strategy and look forward to continuing to work together to build our workplace culture, the trust of our tenants and collaboration with our partners and service providers.

Sincerely,

Fareed Amin  
Chair, Toronto Seniors Housing Corporation Board of Directors

Tom Hunter  
CEO, Toronto Seniors Housing Corporation



A handwritten signature in cursive script that reads "Amin".

**Fareed Amin**  
Chair,  
Toronto Seniors  
Housing Corporation  
Board of Directors



A handwritten signature in cursive script that reads "Tom Hunter".

**Tom Hunter**  
CEO,  
Toronto Seniors  
Housing Corporation

# Interim Strategic Directions 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 at home 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 engaging and collaborating with tenants, staff and partners towards providing excellent service for the well-being of tenants.

## Values

Respect | Inclusion | Accountability | Innovation

## Objectives



### An excellent landlord

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



### Tenant engagement

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



### Partnerships

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



### Innovation

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

## Enablers



### Organizational excellence

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



### Employer of choice

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

# How we arrived here

## September 2022

- Our Board decided to develop a plan and actions for 12 to 18 months.

## October - November 2022

- Reviewed more than 25 documents and reports to create an early strategy.

## December 2022

- Held a workshop with TSHC’s Board.
- Completed an early version of the strategy to guide consultations.

## January-February 2023

- Held nine workshops with about 150 people. These discussions included the Senior Tenants Advisory Committee, City of Toronto, health and social services partners, TCHC, TSHC’s leadership team, operations staff and corporate staff.
- Collected all feedback, made updates to the strategy and decided how we should measure our progress.

## March 2023

- The Quality and Tenant Engagement Committee reviewed feedback and recommendations.
- Prepared a roadmap to guide activities over the following 18 months.

## April 2023

- TSHC’s Board reviewed the strategy, measures and roadmap of activities.

## August 2023

- TSHC Board approved final Interim Strategic Directions.

# What we heard

## 1. Integrated strategic objectives

- These objectives, taken together, promote well-being.
- Integration is a key aspect of the Integrated Service Model (ISM).



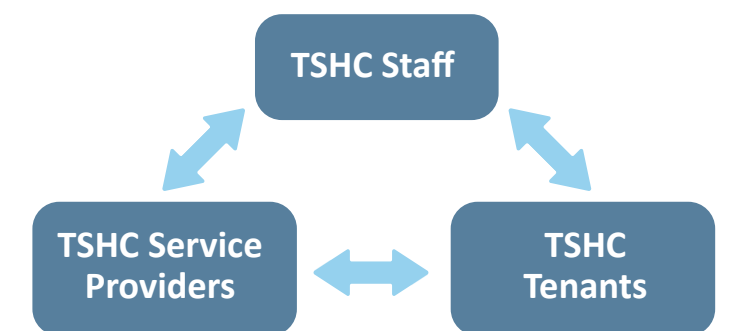
## 2. Interdependence with our partners

- TSHC is part of a larger system. Collaboration and partnerships are needed to succeed and reach common goals.



## 3. Shared values

- Our values need to apply to how staff, tenants and service providers treat each other.





# Vision, mandate, commitment and values



## Vision

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



## Mandate

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

## Our vision and mandate are based on what tenants say contributes to their overall well-being, the shareholder direction, and principles of the 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. Helping tenants to find the services and supports they prefer
6. Having a voice in the community

# 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 engaging and collaborating with our tenants, our staff and our partners towards providing excellent service for the well-being of our tenants.

## Values

### 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 use 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.

# Overview

Our objectives, taken together, contribute to tenant well-being.

## Objective 1:

### An excellent landlord

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

The living environment in units and buildings is of utmost importance to tenants. This objective addresses how we will provide clean, safe and well-maintained buildings and help tenants keep their tenancies.

## Objective 2:

### Tenant engagement

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 tenants founded on trust, collaboration and openness. We believe that tenants should be given an opportunity to have a voice in their communities.

## Objective 3:

### Partnerships

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 at home through facilitating tenants' access to the programs, services and supports they prefer. To meet this objective, we need to work with partners in the community.

## Objective 4:

### Innovation

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 reach our mandate. This objective addresses how we will build a culture of innovation that is creative, flexible and looks to the future.



**We are committed to being a leader in the delivery of quality, affordable housing for seniors.**

## An excellent landlord



### Objective 1

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

### Initiative 1.1: promote safety and security in our buildings and communities

#### How we will achieve this:

- Implement recommendations of Safety and Security Quality Improvement Project
- Develop partnerships with safety and security organizations in the broader community
- Conduct regular safety audits and carry out recommendations

#### How we will measure results:

- Decrease in safety incidents
- Increased tenant safety satisfaction (Tenant Experience Survey)
- Implementation of safety audit recommendations

### Initiative 1.2: provide clean and well-maintained buildings and units

#### How we will achieve this:

- Conduct annual unit inspections
- Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project
- Support tenant accessibility needs in the buildings and units
- Provide timely response to maintenance requests
- Provide high standards of cleanliness in and around the buildings
- Prepare empty units for new tenants
- Work with TCHC to set priorities for capital investments and communicate with tenants about these plans

#### How we will measure results:

- Completed annual unit inspections
- Decrease in pest treatment requests
- Completion of approved accessibility projects
- Increased work orders completed within the service level
- Achievement TSHC cleaning standard
- Achievement of turnover standard
- Capital plan initiatives completed

### Initiative 1.3: work with tenants to support stable tenancies

#### How we will achieve this:

- Support tenants to understand their rights and responsibilities in their lease
- Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility
- Reduce incidents of cluttering or hoarding
- Work with tenants to prevent evictions for arrears or other reasons

#### How we will measure results:

- Better tenant understanding of rights and responsibilities in their lease (Tenant Experience Survey)
- Decrease in tenants who lose RGI eligibility due to incomplete information
- Decrease in number of units with moderate or excessive clutter (hoarding)
- Decrease of number of evictions

**“ While tenants generally felt safe in their units and buildings, many experienced situations that made them feel unsafe.”**

**– Tenant Experience Survey Report, August 2021**



# Tenant engagement



## Objective 2

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

### Initiative 2.1: engage tenants in their communities and create opportunities for tenant voices

#### How we will achieve this:

- Review policies that support tenant-led programs and projects (e.g., Tenant Action Funds and Use of Space)
- Streamline administrative processes including funding
- Build ability for tenants to develop and lead programming in their communities
- Work with tenants in the development of a new tenant engagement model
- Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys

#### How we will measure results:

- Approved updated tenant-facing policies
- Decreased time for tenants to receive funding from the Tenant Action Fund
- Increase in programs and projects led by tenants; increase in tenant engagement in their communities
- Approved tenant engagement model
- Increase satisfaction rate with tenant engagement (Tenant Experience Survey)

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

*– Seniors Health and Wellness Initiative Report*

### Initiative 2.2: promote an environment of respect, trust and inclusiveness

#### How we will achieve this:

- Carry out recommendations of the Staff and Tenant Relations Quality Improvement Project
- Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants
- Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing or other limitations to enable participation of tenants

#### How we will measure results:

- Increased tenant satisfaction in areas of respect, trust and inclusiveness (Tenant Satisfaction Survey)
- Increased tenant satisfaction with information and two-way communication (Tenant Experience Survey)
- Increase in tenants reached because of translation, interpretation, visual, hearing and other supports provided

### Initiative 2.3: communicate effectively with our tenants and other stakeholders

#### How we will achieve this:

- Develop communications strategy, including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

#### How we will measure results:

- Increased effectiveness of communication (Tenant Experience Survey, Employee Engagement Survey)



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

#### Initiative 3.1: facilitate access to priority health and community support services

##### How we will achieve this:

- a. Maintain and create new partnerships to help senior tenants access the support and services they need and want

##### How we will measure results:

- a. Increased satisfaction with access to services and supports (Tenant Experience Survey)
- b. Increase in programs and services offered through partnerships. Assess the partnership in relation to tenant preferences and the TSHC mandate and vision.

#### Initiative 3.2: support service provider-led programs and initiatives

##### How we will achieve this:

- a. Partner with City, provincial, federal and community--funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being

##### How we will measure results:

- a. Increase in community partnerships which support community development and tenant well-being



“For me it was very interesting living here independently, getting a little 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*





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

#### Initiative 4.1: partner and build relationships to research and test emerging trends and new practices

##### How we will achieve this:

- a. Collaborate on innovation with tenants, experts and researchers in seniors social housing
- b. Evaluate and share learning from TSHC's innovative practices

##### How we will measure results:

- a. Increased number of innovations resulting from successful research, partnerships and external relationships
- b. Increased number of innovative practices shared by TSHC

#### Initiative 4.2: design and begin implementing an evaluation of TSHC

##### How we will achieve this:

- a. Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions

##### How we will measure results:

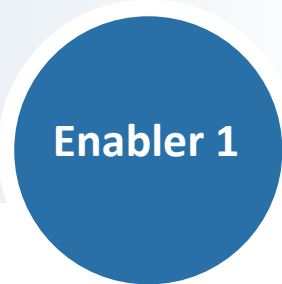
- a. Funding approved; project developed in partnership with program evaluation funders



“Through our partnership with Baycrest Toronto Seniors Housing opening its doors, we have been able to work closely together to ensure that tenants are integrating healthcare supports and services within seniors' buildings. Tenants are being connected to our services, engaged in our multi-faceted approach to healthcare, and receptive to the support they're receiving through the Integrated Service Model.”

- Einat Danieli, Clinical Manager, Baycrest Hospital

# Organizational excellence



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

## Initiative 5.1: implement elements of good governance

**How we will achieve this:**

- a. Enhance governance practices in the areas of: governance foundations, principles and structures; board responsibilities and oversight; governance processes; and board effectiveness

**How we will measure results:**

- a. Degree of effectiveness and performance of the Board (Board Evaluation)

## Initiative 5.2: meet requirements of Shareholder Direction and the City as housing manager

**How we will achieve this:**

- a. Establish clarity on responsibilities and reporting expectations with the City as housing manager
- b. Ensure regular and annual reporting requirements are met

**How we will measure results:**

- a. Shareholder satisfaction with TSHC results and annual reporting

## Initiative 5.3: collaborate with Toronto Community Housing (TCHC)

**How we will achieve this:**

- a. Develop relationship management agreements to support a positive working relationship

**How we will measure results:**

- a. New TSHC-TCHC agreements in place; TSHC and TCHC satisfaction with the partnership

## Initiative 5.4: manage our financial resources responsibly

**How we will achieve this:**

- a. Work with TCHC and the City on annual budget process
- b. Implement sound financial management and accountability

**How we will measure results:**

- a. Budget is approved and balanced
- b. Financial resources are managed according to best financial management practices; external auditor is satisfied with results

## Initiative 5.5: identify and reduce risks

**How we will achieve this:**

- a. Develop a TSHC risk and mitigation plan
- b. Ensure effective business continuity and emergency response

**How we will measure results:**

- a. Initial risk identification and mitigation plans approved by the Board; annual report to the Board on risk management and mitigation
- b. Successful business continuity and emergency response



**Initiative 5.6: be informed by data and driven by performance commitments**

**How we will achieve this:**

- a. Improve access to quality data and apply data analytics
- b. Develop performance metrics and targets for reporting at all levels

**How we will measure results:**

- a. Strategic directions reviewed and revised based on data

**Initiative 5.7: improve service quality in areas important to tenants**

**How we will achieve this:**

- a. Implement priority Quality Improvement Projects

**How we will measure results:**

- a. Percentage increase of tenant satisfaction of service quality and delivery by TSHC as measured through surveys

**Initiative 5.8: develop clear, plain language policies**

**How we will achieve this:**

- a. Review priority policies to reflect TSHC values and principles

**How we will measure results:**

- a. Increased understanding of TSHC policies by tenants and TSHC staff (Tenant Experience Survey)

**Initiative 5.9: use technology effectively**

**How we will achieve this:**

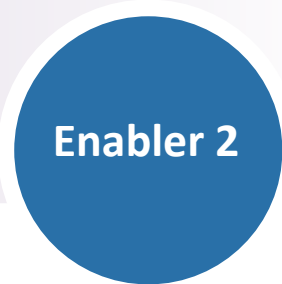
- a. Make best use of processes and data in the HoMES systems

**How we will measure results:**

- a. Increased collection and analysis of data from HoMES



# Employer of choice



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

### Initiative 6.1: develop and implement a talent strategy

**How we will achieve this:**

- a. Identify, attract, recruit, and keep top talent
- b. Review total compensation strategy to keep a competitive edge
- c. Provide opportunities for growth and development to support staff in reaching their desired career goals

**How we will measure results:**

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

### Initiative 6.2: embrace equity, diversity and inclusion

**How we will achieve this:**

- 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

**How we will measure results:**

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

### Initiative 6.3: create a positive culture with engaged employees

**How we will achieve this:**

- 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

**How we will measure results:**

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

### Initiative 6.4: foster continuous learning and improvement

**How we will achieve this:**

- a. Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles
- b. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services

**How we will measure results:**

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



**Initiative 6.5: innovation to respond to a changing workplace**

**How we will achieve this:**

- a. Review health, safety and wellness policies and programs to create a heightened “safety first” and “wellness” culture
- b. Develop and implement programs and initiatives to support employee health and well-being

**How we will measure results:**

- a. Increased satisfaction with support for staff well-being, health and safety as measured through the employee engagement survey
- b. Decrease in lost-time injuries and workplace absences, complaints of workplace harassment and violence



**“ We all work towards the same goal of living independently, surrounded by a safe and supportive community, with a great quality of life and outlook towards the future. We’re here to support tenants so they feel seen, heard and know that they matter – every day.**

**- Melissa Consunji, Seniors Services Coordinator**



**We enable TSHC tenants to age at home in comfort and dignity with access to programs and services and with a voice in their community.**

# Toronto Seniors Housing Corporation

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