

**Toronto Seniors
Housing Corporation**

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

Date: Wednesday, September 13, 2023

Time: 1:00 pm to 3:00 pm

Location: WebEx & Livestream

Item	Time	Description	Action	Supporting Documents	Presenter
1.	1:00 5 mins	Chair's Remarks	Information	N/A	Chair
2.	1:05 2 mins	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	1:07 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	1:08 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	1:09 1 min	Approval of Public Session Minutes of QTE Board Committee Meeting of July 17, 2023	Approval	Minutes of Public meeting of July 17, 2023	Chair
6.	1:10 5 mins	Action Item Review	Information	Action Item List	Chair
7.	1:15 5 mins	CEO Update	Information	Verbal Report	Jill Bada

Toronto Seniors Housing Corporation

Item	Time	Description	Action	Supporting Documents	Presenter
8.	1:20 10mins	Operational Dashboard	Information	Operational Performance Dashboard	Brad Priggen
9.	1:30 10mins	Tenant Town Hall Update	Information	Report	Brad Priggen
10.	1:40 10mins	Communications Update	Information	Report	Arlene Howells
11.	1:50 15 mins	Interim Strategic Directions – Q2 Progress Update	Information	Report	Grant Coffey
12.	2:05 30mins	Seniors Action Plan for Change	Information	Report	Councillor Thompson and Staff
13.	2:35 1min	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation (TSHC)

Quality and Tenant Engagement Committee Meeting (QTEC)

Date: Monday, July 17, 2023

Time: 3:00pm to 5:00pm

Location: WebEx and Livestream

Draft Minutes

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Monday, July 17, 2023, at 3:00pm via WebEx video conference. This meeting was livestreamed.

Members in attendance:

- Linda Jackson (Chair)
- Jim Meeks
- Fareed Amin
- Brenda Parris
- Councillor Crisanti

TSHC staff present:

- Tom Hunter
- Grant Coffey
- Brad Priggen
- Vince Truong
- Jaipreet Kohli
- Wendy Dobson
- Christine Yan
- Tina Ferreira
- Liz Dizig
- Fatima Mahmood (Recording Secretary)

Guests: Joseph Friedman Burley, David Buwalda

Item 1: Chair's remarks

The Chair welcomed everyone and stated that this meeting is being live streamed on YouTube.

The Chair reviewed the agenda

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African ancestral acknowledgements.

Item 3: Approval of public meeting agenda

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

Motion: Upon motion, duly made by Fareed Amin, and seconded by Councillor Crisanti, it was resolved that the public meeting agenda is hereby approved.

Item 4: Chair's poll re: conflict of interest

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

No conflicts were declared.

Item 5: Approval of public minutes of QTEC meeting of May 9, 2023

Motion: Upon motion, duly made by Brenda Parris, and seconded by Councillor Crisanti, it was resolved that the public meeting agenda is hereby approved.

Item 6: Action item review

The committee reviewed the action item list and the status of items. The layout of the action items have been revised to display the most current items at the top.

Actions items are either completed or still in progress.

Item 7: CEO update

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

Tom Hunter noted the completion of the Interim Strategic Direction and the updated dashboard and added the importance to TSHC to reduce the length of these comprehensive documents and make them shorter and more concise for the website and public.

Tom Hunter noted that throughout the Listening Tours, tenants had requested Tenant Town Hall meetings in their buildings and Tom Hunter was pleased to announce that the staff at TSHC are actively moving forward with Tenant Town Halls, three meetings for July and nine meetings to take place in August.

Tom Hunter thanked everyone for remarks on his interim position at TCHC and noted that Carol Francis will join TSHC on July 24th as the Director, People and Culture, Dave Slater and his team are working on a comprehensive on-boarding for Carol.

The Chair welcomes Jill Bada to the next Quality and Tenant Engagement Committee meeting and thanked Tom Hunter for all his work, wishing him the best and looks forward to his return.

Item 8: Operational Dashboard

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

Brad Priggen noted an overall decrease in arrears for the month of May, noting there are 733 tenants that owe less than one month of rent and as of the end of May, 88% of tenants have a zero balance.

There was noted a slight increase in vacancies from 1.97% to 2.08% at the end of May, however this number is back to 1.95% in June which represents the lowest the corporation has ever been.

Brad Priggen noted for the first time in 2023 we exceeded having 91% staff work orders completed within two business days. For the first time, we have had less than one thousand work orders outstanding at the end of the month.

Administrative requests related to document support, rent calculations and referrals to the Senior Services Coordinators have remained relatively stable over the last few months. Arrears continue to decrease, over \$53,000 from the month of April and staff continue to push files through the arrears collections process and are continuing to work with partners at the Office of the Commissioner of Housing Equity to maintain successful tenancies. It was noted that the launch of the Annual Unit Inspections would create a considerable amount of outstanding work orders for the upcoming period. It was noted progress in 166 units that were declared bedbug free and 158 units declared cockroach free.

A detailed discussion ensued.

The Chair thanked the Brad Priggen for his work.

Item 9: Tenant Engagement Model Update & Input

At the invitation of the Chair, Arlene Howells provided an overview of the Tenant Engagement Model, background data, key findings of the environmental scan and key findings from the tenant focus groups.

Arlene Howells noted that it is the mandate for TSHC to be looking at a new tenant engagement model, it is what we said we would do and some tenants are waiting, Arlene Howells noted that the work to determine a new tenant engagement model supports the objectives on supporting tenant's well-being. She also added that we are enhancing tenant engagement, to facilitate access to services and programs and we are developing and promoting innovative and leading practices which lead to well-being, also noting the importance to note that this work closely aligns with the Interim Strategic Directions that the Board set out.

Arlene Howells reviewed the process of Building a New Approach to Tenant Engagement starting from Fall 2022, heading into Winter 2023, and noting that we are working with Barnes Management Group to develop a plan. The team will be working closely with tenants to gather input and feedback to create a new Tenant Engagement Model, which will push the original timeline from the summer to the end of the year. This change was made because it was felt that it is important to have tenant, staff and partner's involvement and feedback in the co-design process. The hope is that it will result in a product that everyone will be more comfortable with. It was noted that we have been using the data collected from the 2020 Tenant Experience Survey. Data that was collected from TCHC informed our work at TSHC. This data was used during the first 100 days and informed the listening tours with the CEO. We continued to hear from tenants through a variety of sources such as the Quality Improvement Projects and meetings held with tenants to discuss a variety of processes. Further it was noted that TSHC has 15,000 tenants representing 65 languages and various cultures. Approximately 15% of these tenants attended the listening tour and approximately 0.005% contributed and are vital to our work, and the various regions approach tenant engagement differently. It was noted a change in language from "aging in place" to "aging at home". The importance of building a new Tenant Engagement Model that is geared to TSHC's tenant demographics was noted, to ensure that we build out a model that is sensitive and mindful for all of the ages we are addressing.

Arlene Howells invited David Buwalda to speak to the Committee on what we have been learning through conversations with tenants, staff, service providers and thought leaders.

David Buwalda noted that in the consultations thus far they engaged with over 237 tenants, staff and community partners and the "loudest" message was that we need a tenant voice at every level at TSHC. BMG also engaged with Ottawa housing and found that they adopted "tenant decision making" as part of their process in every decision they make and have found great value in that, it was also noted that

this was reflected in the STAC report and through various research that was done. BMG's approach was to review documents, environmental scans and targeted engagement focus groups. During the research they found a strong consensus around finding a balance between tenant engagement and community development policy. It is built on a commitment to include tenant voices in decision making and to co-design the tenant engagement model with tenants, staff and community partners. Ottawa Housing also introduced the change gradually and to give tenants options and resources for how to become more involved. The tenant focus group sessions were design around four questions, what helps make good neighbours; what helps make a building feel like home; what helps build a community; and how can tenants help TSHC build better communities, these questions engaged tenants on their lived experience. These sessions had 172 participants across all regions and the response was good. Lessons learned from these sessions included, people having difficulty knowing the difference between Tenant Engagement and building issues. There was a common concern of post pandemic there being a lack of community in some buildings. Security concerns cause barriers for tenants to feel safe in their homes. Further the tenant engagement model has to work with individual and collective responsibility. Lastly we need to find more ways to help tenants become more active and have activities and events in their building both led by staff and tenants.

Arlene Howells noted the current Tenant Engagement Model is governance based. The model we are looking to change would focus more on putting the tenant needs at the centre to meet their wants. STAC was consulted during this process and their feedback was received and is being considered Planning the next steps for the co-design were discussed, and it was noted that Maureen Clohessy and Jim Meeks will work closely with the Arlene Howells moving forward on the co-design sessions.

A detailed discussion ensued.

The Chair thanked the Arlene Howells for her work.

Item 10: Tenant Experience Survey Update

At the invitation of the Chair, Grant Coffey, provided an update on the Tenant Experience Survey.

Grant Coffey noted the Tenant Experience Survey is intended to aid as a mechanism to receive input from tenants to find their opinion on areas that need improvement. The Tenant Experience Survey is aligned with the Interim Strategic Directions and the Key Performance Indicators that have been approved by the Board. It was noted, that to help inform the process of finalizing the Tenant Experience Survey, a jurisdictional scan was conducted earlier this year, to gather information on methods implemented by other social housing providers.

Informed by the jurisdictional scan, the plan to move forward will be to include a paper-based survey and an online option, which will be available in multiple languages. TSHC will encourage participation and a comprehensive communication plan will be developed to inform tenants. The survey launch will take place in 2023 and then every two years going forward. TSHC is looking at options to survey all households and depending on the cost may look into regional or sub-sets to support statistically significant results. TSHC will also be gathering tenant demographic data and will look to work with the survey provider to help inform. The survey launch will be in the third quarter of 2023 and a request for proposal will be overseen shortly to begin the process of onboarding a vendor.

The Chair thanked Grant Coffey for his work and update.

Action: Fared would like a focus group built into the RFP.

Item 11: Tenant Facing Policies Update

At the invitation of the Chair, Grant Coffey, provided a report further to a previous update at the Quality and Tenant Engagement Committee in March 2023.

Grant Coffey noted TSHC's focus is on three specific components: Tenant Funds Distribution Policy, Use of Space, and the Policy prioritization. Health Commons was retained for this work to embark on tenant consultations about all three components of the project by conducting focus groups to review TSHC's policies. TSHC has received a summary of feedback and considerations from tenants regarding Tenant Funds Distribution Policy, the Use of Space Policy and the Future Policy Prioritization along with a list of priorities.

Grant Coffey reviewed the Health Commons report that outlined: The Purpose of Tenant Action Funds (TAF), A TAF Policy for all TSHC Buildings, A TAF Process within buildings, and Roles, Responsibilities and Collaboration, and stated that we are aligning with this feedback moving forward. Consultations with the Senior Tenants Advisory Committee were conducted and a detailed conversation on policy considerations was reviewed, TSHC staff also held consultations across the organization. TSHC staff will meet with the Senior Tenants Advisory Committee in August to review the revised policy and process considerations and receive feedback and then bring forward the findings to the next Quality and Tenant Engagement Committee and Board meeting. The remaining fifteen policies were categorized into two groups, policies informed by the previous era and policies informed by legislation. The plan to move forward is to develop a holistic policy plan for the corporation.

A detailed discussion ensued.

The Chair thanked Grant Coffey for the report.

Item 12: Quality Improvement Projects Update

At the invitation of the Chair, Grant Coffey, provided an update to the Quality Improvement Projects and thanked Mary Tate for her significant effort, expertise and knowledge that has helped guide this work.

Grant Coffey provided a summary of the three Quality Improvement Projects, Pest Management, Safety and Security, and Staff and Tenant Relations. The concept was to have a collaborative problem solving forum for TSHC staff and tenants to find ways to improve the quality of living. The recommendations that have come forth from the Quality Improvement Projects have been significant. The Pest Management recommendations fall into five broad categories which reflect integrated Pest Management best practices: analytics, prevention, treatment, tenant support and participation and high-risk building. The Safety and Security recommendations fall into four broad categories: building and physical spaces, personal safety, community building, and community safety unit. The Staff and Tenant Relations recommendations fall into four broad categories: relationship building, interactions, information and communications, and tenant leadership. All of the recommendations have been aligned with the Interim Strategic Direction. The integrated QIP recommendations will be added to the roadmap and submitted to the upcoming Board meeting on August 3rd. Annual meetings will be held to discuss the progress on implementation. Furthermore, there were lessons learned, and opportunities for improvement were identified. These will significantly assist in moving forward with future Quality Improvement Projects.

A discussion ensued.

The Chair thanked Grant Coffey for the detailed report.

Item 13: Adjournment

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

Motion: Upon motion, duly made by Brenda Parris, and seconded by Jim Meeks, it was resolved that the meeting terminate.

Public Minutes
July 17, 2023

**Toronto Seniors
Housing Corporation**

Linda Jackson, Chair
Quality and Tenant Engagement Committee

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

	Meeting arising from	Description	Resp.	Status
1.	May 9, 2023	<ul style="list-style-type: none"> Provide data on the Rapid Rehousing program through the City. 	Brad Priggen	In progress
Completed Action items				
	Meeting arising	Description	Resp.	Status
1.	July 17, 2023	<ul style="list-style-type: none"> Have focus group built into the RFP for the Tenant Experience Survey. 	Grant Coffey	Completed
2.	Oct 26, 2022	<ul style="list-style-type: none"> Bring back to the Committee a more tangible structured update on the Health Commons Report on Seniors Health and Wellness Initiative. 	Grant Coffey/Wendy Dobson	Completed
3.	Oct 26, 2022	<ul style="list-style-type: none"> KPI-Chair recommended to add to future agenda item. It should include demographic data and race-based and language- based data. 	Grant Coffey/Brad Priggen	Completed
4.	Oct 26, 2022	<ul style="list-style-type: none"> Tenant Engagement Model update: Provide summary to the Committee as a follow up summarizing some of the key items in the report. 	Grant Coffey/Wendy Dobson	Completed
5.	Oct 26, 2022	<ul style="list-style-type: none"> Share Interim Organizational model with STAC and other tenant groups. 	Grant Coffey	Completed

6.	Oct 26, 2022	<ul style="list-style-type: none"> The Chair requested that staff put together a summary of the Interim Strategic Direction as a follow-up to this meeting to put together a structure. The Chair to review the material in advance of the Board Workshop. 	Mary Tate/Grant Coffey	Completed
7.	Sept 12, 2022	<ul style="list-style-type: none"> Provide a list of all 83 buildings and the number of bed bug/pest cases. Pests in buildings to be ranked into three buckets: big problems, medium problems and no 	Brad Priggen	Completed
8.	Sept 12, 2022	<ul style="list-style-type: none"> Add the 'red, yellow, green's flag to the Operations Dashboard for a quick 'at a glance' overview. 	Brad Priggen	Completed
9.	Sept 12, 2022	<ul style="list-style-type: none"> Staff to bring a weekly use of space schedule for each building's common rooms, including program title, day(s) of the week they operate and weekly time use. 	Brad Priggen	Completed
10.	Sept 12, 2022	<ul style="list-style-type: none"> Report back on Listening Tour and specifically on how TSHC is working to improve translation/interpretation services. 	Grant Coffey/Wendy Dobson	Completed

11.	Sept 12, 2022	<ul style="list-style-type: none"> • Provide data up front for all QIP working groups and bring back to the Committee. Staff need to include the measurement metrics used to determine if project is successful. We need to know the progress we are making. • Ensure tenants with lived experience of pest issues are on QIP pest control working group and include experience of issue in rubric of selecting tenant participants for working groups. • Bring written QIP update to a future meeting. 	Brad Priggen/ Grant Coffey/Mary Tate	Completed
12.	Sept 12, 2022	<ul style="list-style-type: none"> • Staff bring back a list of how many buildings do not have a common room. 	Brad Priggen	Completed Inventory amenity list
13.	Sept 12, 2022 (*Oct 26, 2022)	<ul style="list-style-type: none"> • Improve website to make it easier to find committee meeting materials. • Board members asked navigate website to identify challenges and inform if 	Wendy Dobson	Completed

Toronto Seniors Housing Corporation

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

Item #8

September 13, 2023

Report: BD: Date and item #

To: Quality and Tenant Engagement Committee

From: Brad Priggen, Director Operations

Date: September 13, 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.

Toronto Seniors Housing Corporation

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

Brad Priggen

Director, Operations

List of Attachments:

Attachment 1: Operational Dashboard July 2023

Item #8
Attachment 1
Operational
Dashboard July 2023

Toronto Seniors Housing Corporation

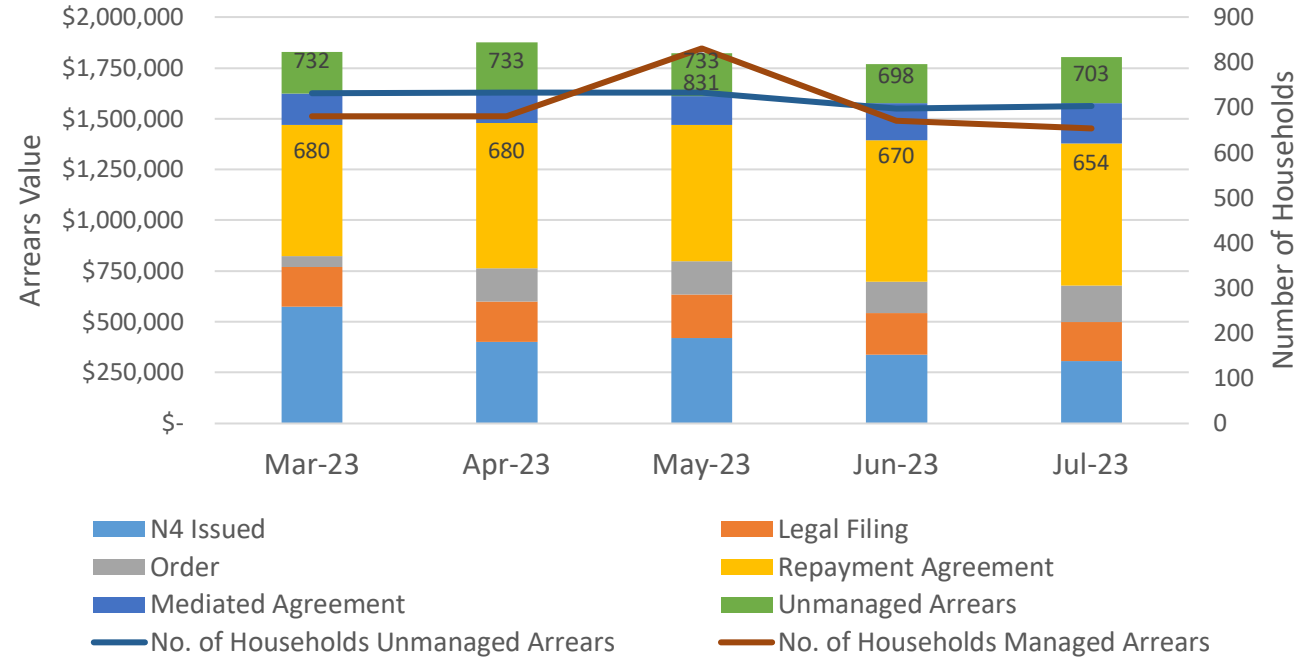
Operational Performance Dashboard – July 2023

Quality and Tenant Engagement Committee Meeting

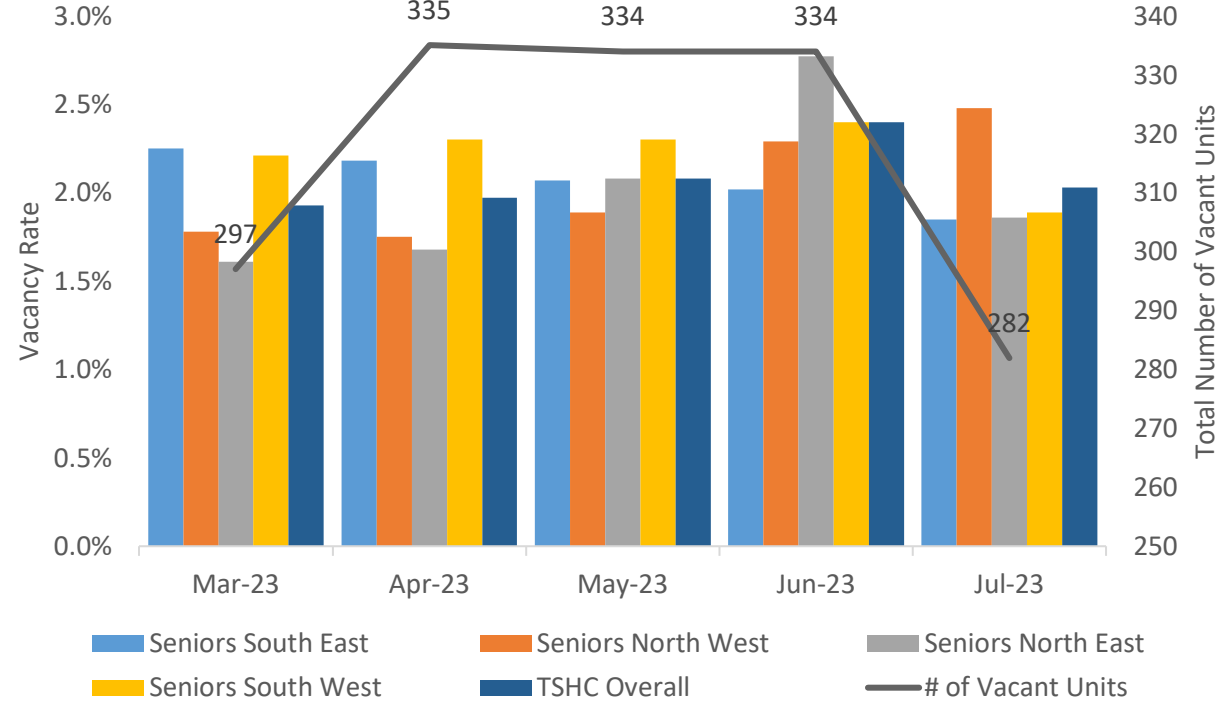


Summary – July 2023

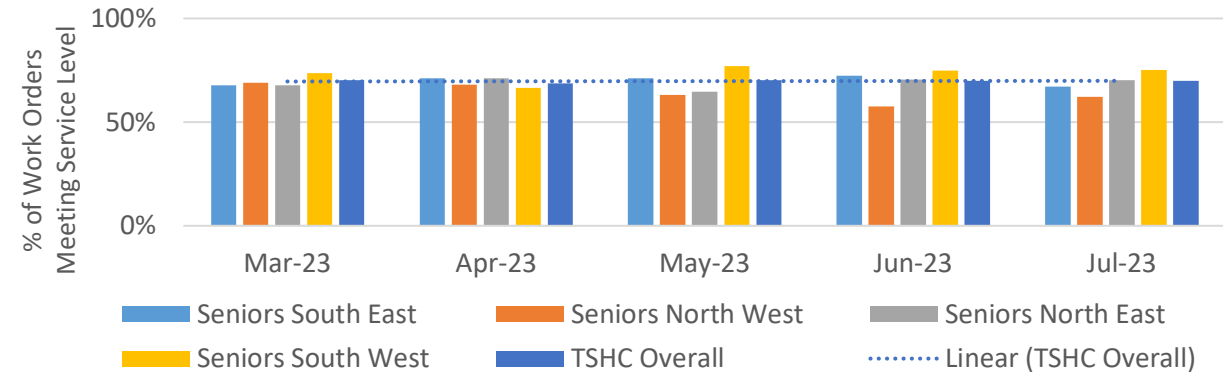
Arrears Collection Process (ACP) Stage Arrears and Tenants



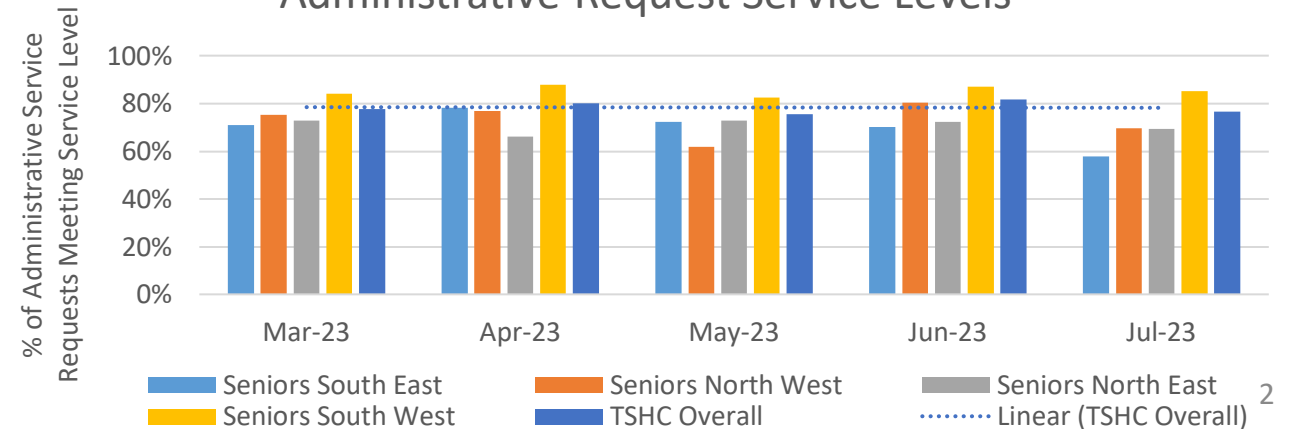
Vacancy Rate & Number of Vacant Units



Work Order Service Levels



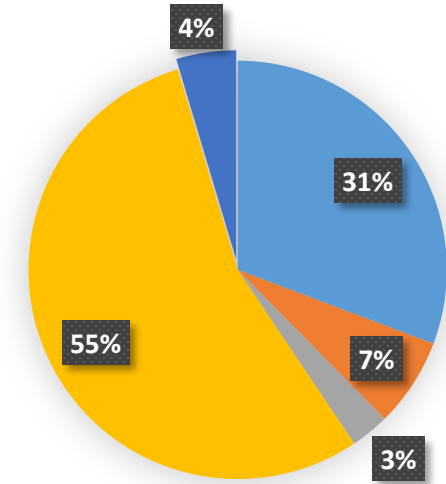
Administrative Request Service Levels



Arrears

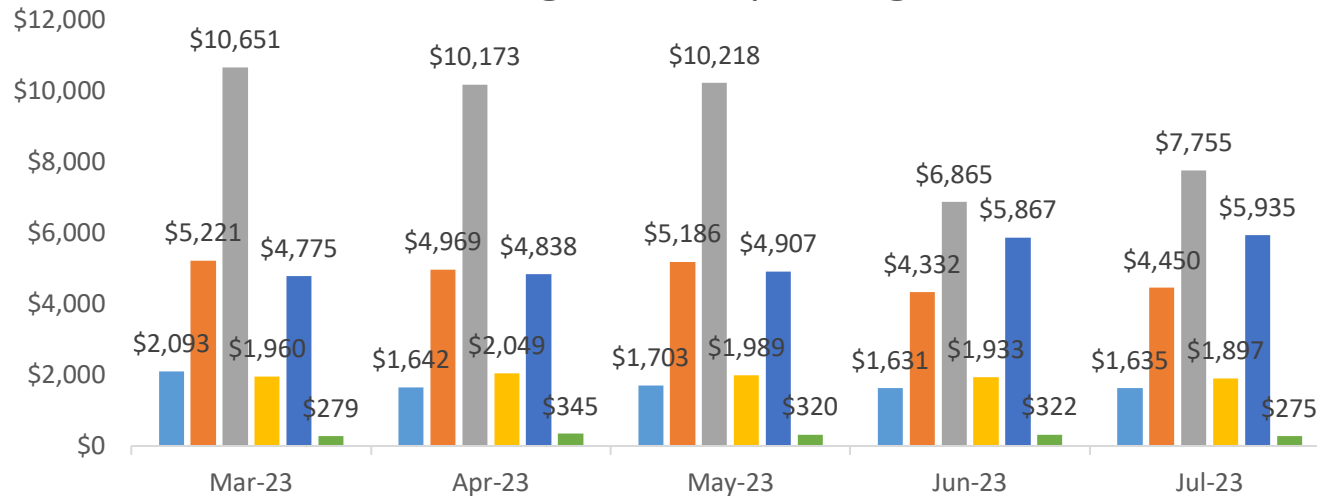
- In July 2023, the rent/parking arrears was \$1,768,615 a decrease of \$35,881 from June
- The *N4 Issued* stage saw the largest increase of \$31,795 (10.4%)
- While *Unmanaged* stage saw the largest % drop; 15.4% (\$34,797)
- The average account balance with unmanaged arrears reduced to \$275.00 and average local agreement balance is below \$1,900.00. These are indicators of compliance with arrears collection process.

of Tenants at each stage of ACP



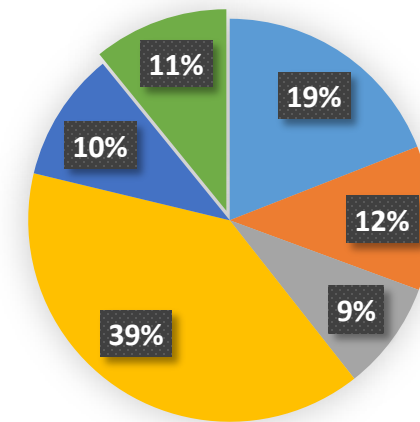
■ N4 Issued ■ Legal Filing ■ Order ■ Local Agreement ■ Mediated Agreement

Average Arrears per Stage



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

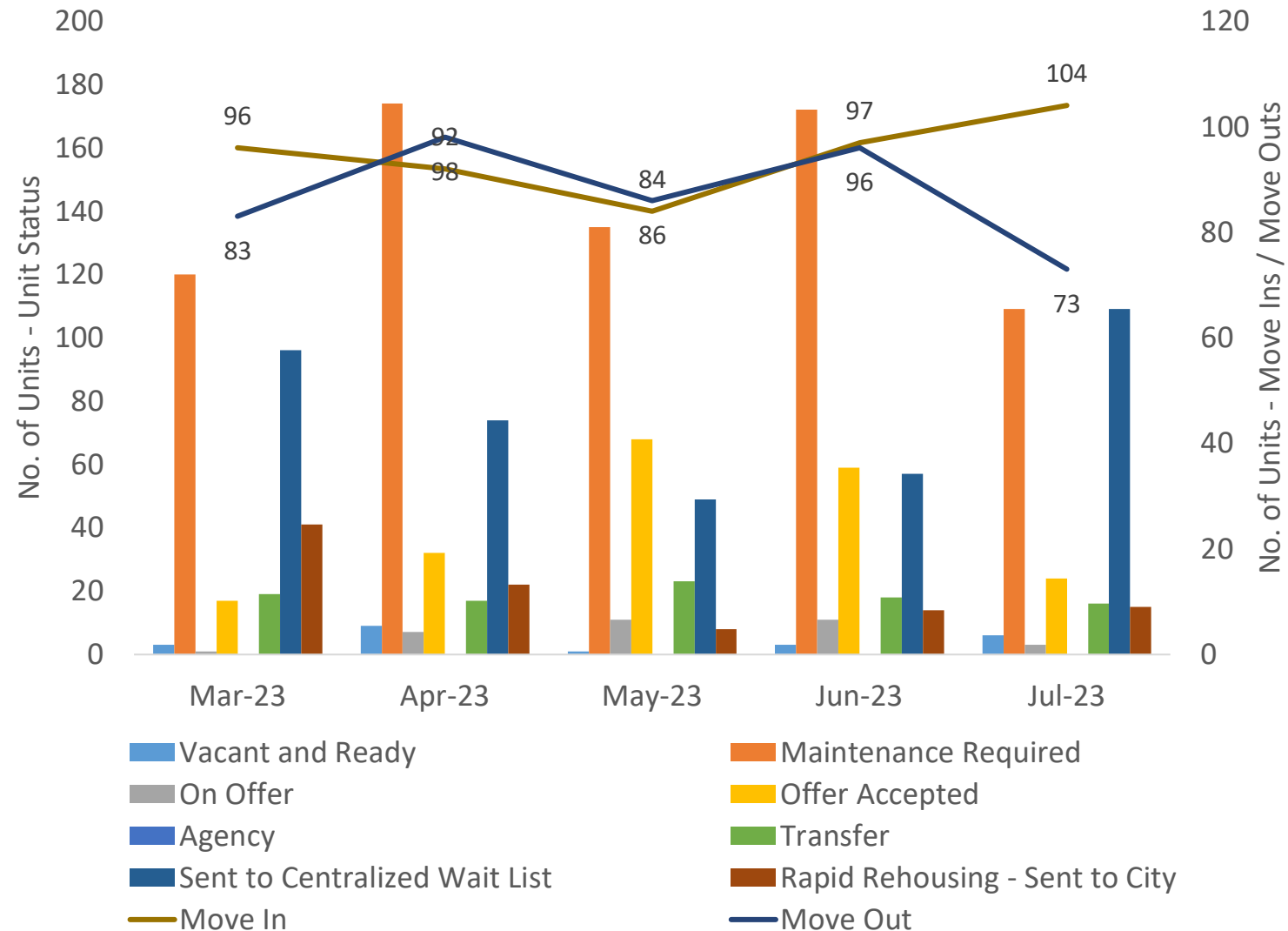
Arrears Percentages



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

Vacancy Rate

- Overall vacancy rate for TSHC at the end of July was 1.94% below the service manager target of 2%.
- In July 2023, the 'On Offer' category saw the largest decrease (*fell by 72.7%, 8 units*)
- The following categories also saw a decrease this month;
 - 'Offer Accepted': -59.3% (35 units)
 - 'Maintenance Required': -36.6% (63 units)
- The 'Sent to Centralized Wait List' category saw a significant increase in July, the number of units went from 57 (*June 2023*) to 109 (*91.2%*)
- In July, there were 7 more move ins and 23 less move outs when compared to June



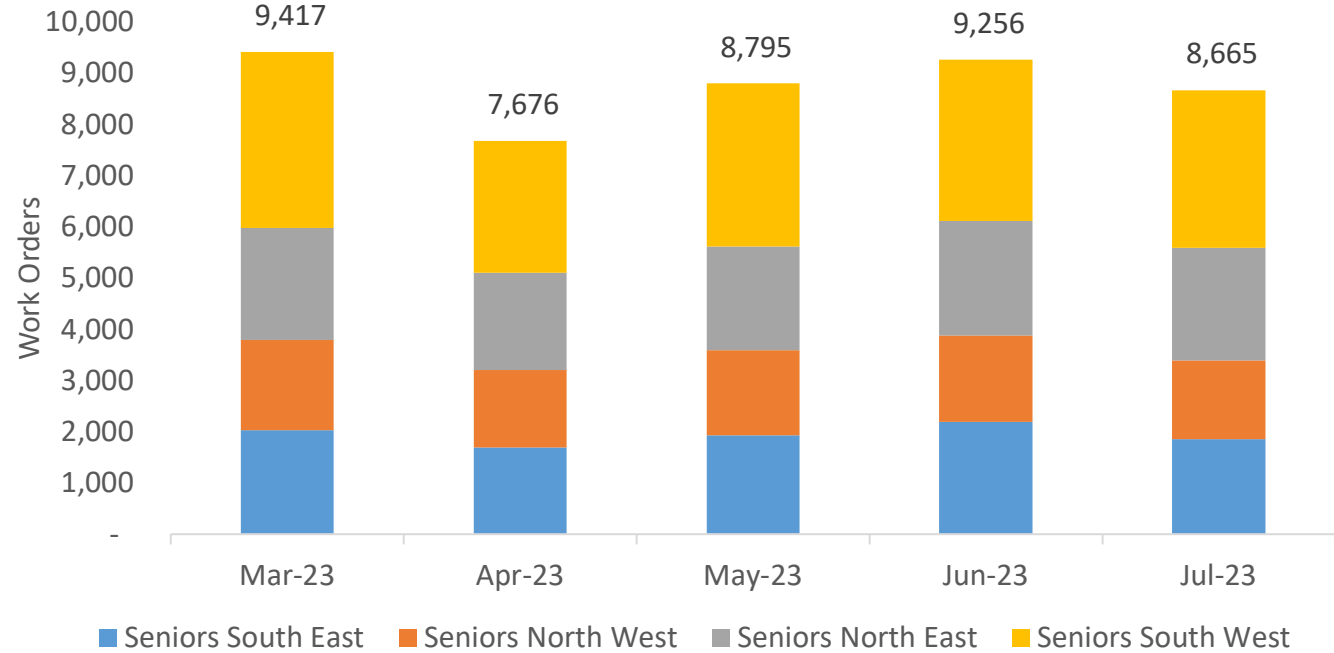
Maintenance Work Order

- In July 2023, staff and vendors processed 7,857 work order requests from tenants with 69.8% resolved within 5 business days
- TSHC Staff completed 88.8% (5,394) internal work orders
- In July, the majority of these work orders were related to pest control, plumbing, and alarm monitoring; making up almost 41% of all work orders

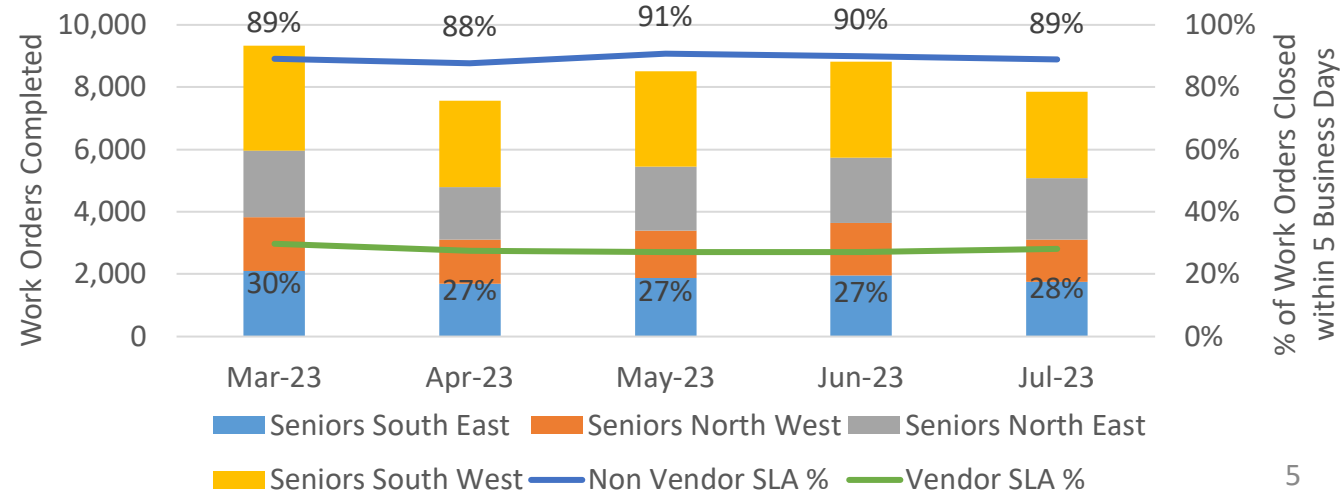
➤ Top 5 Work Order Categories Completed in July 2023

Work Order Request Category	%
Pest Control	16.9%
Plumbing	13.2%
Alarm Monitoring	11.3%
Janitorial	10.9%
Doors	7.2%

Number of Work Orders Started

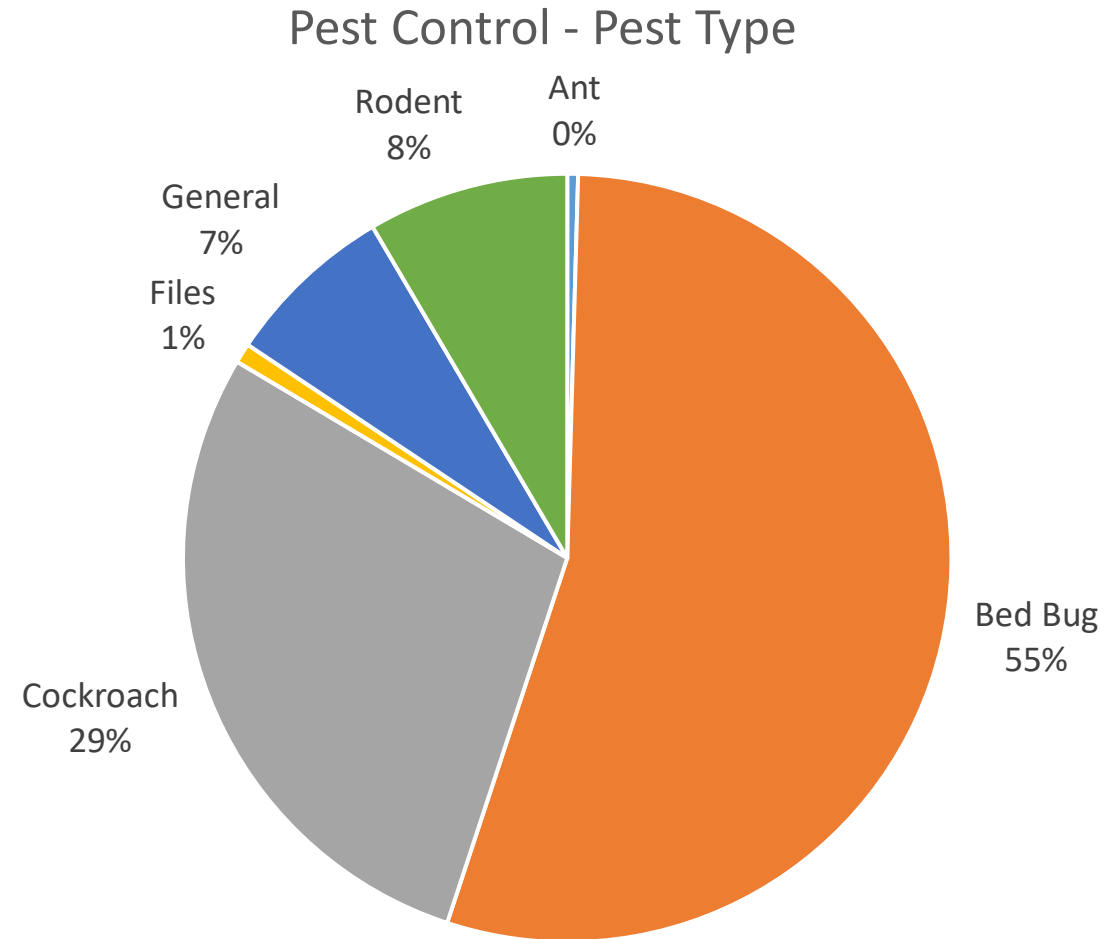


Work Order Performance



Pest Control

- For the month of July staff scheduled 2,342 pest treatments, 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
- TSHC is currently recruiting two additional Pest Technicians through a reallocation of head count that will align one technician per region.
- TCHC has extended their pest vendor contracts and the initial full building cleanout has been scheduled to occur at 3330 Danforth.

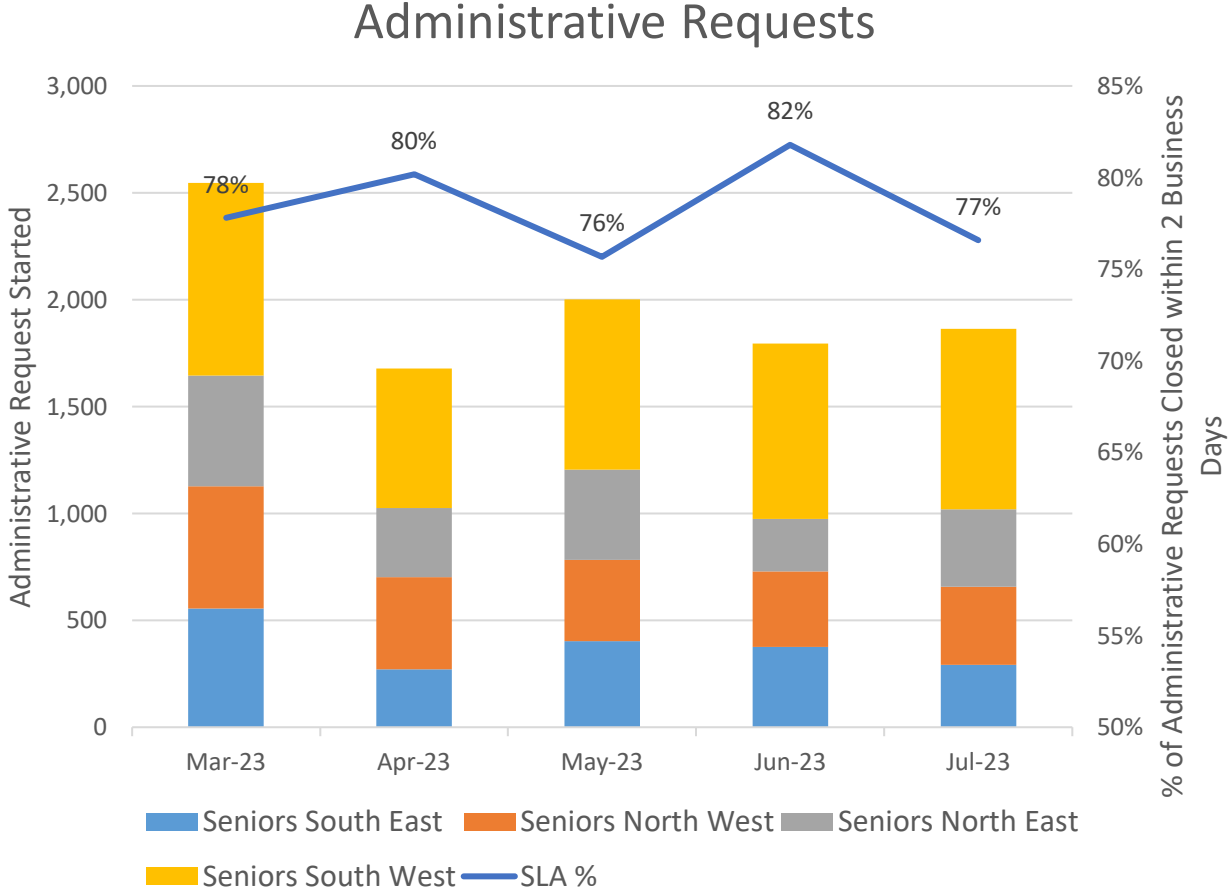


Administrative Requests

- Staff processed 1,866 service requests from tenants
- The majority of these requests were related to supporting tenants with documentation and the annual unit inspections.

Top 5 Service Categories Completed in July 2023

Service Request Category	%
Tenants Requesting Documentation Support	28.4%
Annual Unit Inspection	11.2%
Caller Requesting Info	7.0%
Concerning Behaviour	4.5%
Complaints – Tenant Harassment/ Unruly Behaviour	4.5%



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

Topic Tenant Town Halls

Item # 9

Date September 13, 2023

**Report: Tenant Town Halls: September 13,
2023, item #9**

To: Quality Tenant Engagement Committee

From: Brad Priggen

Date: September 13, 2023

Purpose: Information

Recommendation:

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

Reason for Recommendation:

This report contains information regarding the Tenant Town Hall initiative that creates a forum for tenants to receive information and updates from the regional team.

Regional staff over the spring of 2023 held three tenant town hall style meetings in three communities. These sessions were developed based on the feedback of various stakeholders and centered on ensuring that

- a. Tenants were aware of their building and regional staff as well as their roles
- b. Location of their regional office
- c. General information including work orders, capital projects, The Community Safety Unit, Engagement activities.

Toronto Seniors Housing Corporation

Based upon exit interviews and staff feedback, members of the Operations and Communications teams revised the presentation (see Attachment #1).

The presentation now includes additional information relating to pest management, as well as engagement activities.

In coordination with the Community Service Coordinators sessions are being scheduled at each of TSHC (TORONTO SENIORS HOUSING CORPORATION) communities. The sessions are hosted/facilitated by the Regional Operations Manager for the community however other staff in attendance are

- Senior Services Coordinator
- Superintendent
- Tenant Services Administrator
- Community Services Coordinator
- Community Housing Supervisor
- Tenant Engagement and Services Supervisor

Currently there are 41 town hall presentations scheduled across the 4 regions staff will complete one town hall in each community prior to year-end. Staff will then update the presentation based upon tenant feedback to provide fresh content for the 2024 tenant town halls.

Brad Priggen

Director of Operations

Communications Update

Quality and Tenant Engagement Committee

September 13, 2023

Item 10

Arlene Howells, Director, Engagement, Partnerships and Communications (I)



03/08/2023



Staff and Tenant Communications: Q1 and Q2

Staff

- 8 staff bulletins (now monthly)
- 2 virtual staff Town Halls (quarterly)
 - Average of 110 attendees
- 2 Lunch and Learns
- 21 all-staff emails

Tenants

- 2 Seniors Speak issues
 - Translated to 6 languages
 - 28 tenant email subscribers
- 2 CEO Community Letters with video
- 75 posters
 - Posted in English and the secondary language of each building
 - Template posters in 13 languages

All Stakeholders: Q1 and Q2

- Website Traffic, Users: Q1 8430; Q2 9101
 - 361 posts across 3 social media platforms: Facebook (142); LinkedIn (96); X (formerly Twitter) (123)
 - Impressions: Q1 16253; Q2 18164
 - Engagements: Q1 1840; Q2 996
 - Engagement Rate: Q1 11.3%; Q2 5.5%
 - Total Audience: Q1 1082; Q2 1278
 - Audience Growth: Q1 251; Q2 200
 - 14 videos
 - 3 media requests
 - 3 councillor briefing notes
 - Coordinated staff and tenant interviews for seniors documentary
- Major projects
- TSHC Annual Report, including two-page summary for tenants in Seniors Speak
 - Support for CEO Listening Tour, including final report

Inclusion, Diversity, Equity and Accessibility (IDEA)

- 65 interpreters for Listening Tour (June 2022-May 2023)
- 6 interpreters for Tenant Engagement Model consultations
- 171 website documents (3,335 pages) - remediated for AODA compliance
- 4,000 copies of R-PATH Accessibility Is for You packages for tenants printed and distributed to buildings
 - translated to 13 languages
- Coordinated social media posts and website content with R-PATH Committee
- Two communications staff attended training on Equity, Diversity and Inclusion (EDI) in Communications
- Support for Confronting Anti-Black Racism (CABR) staff training
- Collaborated with IDEA staff working group to develop a calendar for days of recognition and methods for acknowledging those days

Q3 and Q4 Projects and Support

- Interim Strategic Directions
- Building profiles on website
- Pest Management pilot
- IT projects

Staff:

- In-person all-staff event Sept 15
- Staff survey
- Staff welcome packages
- United Way

Tenants:

- Tenant Engagement Model
- Tenant Experience Survey
- Tenant Action Fund policy
- Quarterly updates for tenant leaders
- Annual building meetings
- CEO tour
- Tenant information packages

Definitions

Traffic users: Volume of visitors to the TSHC website

Impressions: The number of times your content was displayed to users.

Engagements: All recorded reactions, including Likes, Reactions, Comments, Shares, Saves, Post Link Clicks, etc.

Engagement Rate: The number of times users engaged with your content as a percentage of impressions. This indicates how engaged people are with your brand.

Total Audience: The number of users following your profile as of the last day of the selected time period.

Audience Growth: The number of new audience members gained minus the audience members lost.

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation

Quality and Tenant Engagement Committee Meeting

Topic: Interim Strategic Directions Progress Report – Q2 2023

Item 12

September 13, 2023

Report: QTEC: Date and item #

To: Quality and Tenant Engagement Committee (QTEC)

From: Grant Coffey, Director, Strategy and Business Management

Date: August 31, 2023

Purpose: For Information

Recommendation:

This report provides the Quality and Tenant Engagement Committee (QTEC) with a progress update on Toronto Seniors Housing Corporation's (TSHC) Interim Strategic Directions (ISD).

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

Reason for Recommendation:

The Board of Directors approved the content of the Interim Strategic Directions, Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics, and Interim Strategic Directions Roadmap at the meeting of April 27, 2023. These documents outline the key initiatives, milestones, and metrics that will guide our progress over the next year and a half.

Following the approval of the ISD, an ISD Key Performance Indicator (KPI) Dashboard and a Roadmap Tracker were developed to enable regular reporting and monitoring of the ISD progress. This report provides highlights on the progress made on implementing the ISD in Q2 2023.

Toronto Seniors Housing Corporation

As indicated in the Q2 2023 KPI Dashboard, the second quarter exhibited encouraging trends across operational KPIs, particularly in the areas of housing occupancy, unit turnover, and rent collection. Twenty-six tenant engagement activities were conducted in Q2 engaging 379 tenants, including 205 tenants who participated in the broader tenant consultations on the emerging Tenant Engagement Model. Staff have adjusted the approach of reporting Tenant Action Fund distribution data. Starting from Q2 2023, the data no longer includes the amount of funds approved but not yet disbursed to tenants. Only the amount that has been successfully disbursed to tenants is reported on the KPI Dashboard. In Q2, the Tenant Action Fund has distributed \$17,796 to fund 46 applications. On Partnerships, Q2 reflects a notable 22% increase in reoccurring programs as compared to Q1. Regarding staff engagement and training, 71% of staff have received Confronting Anti-Black Racism training, with additional sessions being scheduled for September to accommodate the remaining staff. TSHC's financial standing stays robust as of June 30, 2023. For more comprehensive details, please refer to Attachment 1 appended to this report.

The ISD Roadmap translates the ISD into a plan for delivery. The Roadmap Tracker of Q1 and Q2 2023 demonstrates progress across various strategic initiatives. All of the 11 projects/activities slated for the first two quarters of 2023 have been successfully completed within the timeline. Details of accomplished projects/activities and their key highlights are outlined in Attachment 2.

The progress achieved in implementing the ISD shows TSHC's dedication to realizing its vision and mandate. Management meets regularly to review the ISD progress to ensure the organization remains focused on its strategic directions.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

- Attachment 1 – ISD Key Performance Indicator Dashboard – Q2 2023
- Attachment 2 – ISD Roadmap Update – Q1 & Q2 2023

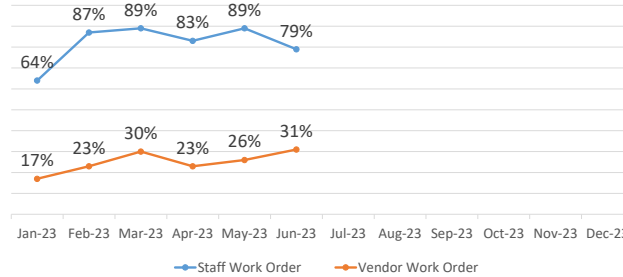
Item #11
Attachment 1
ISD Key Performance
Indicator Dashboard –
Q2 2023

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

Highlights:

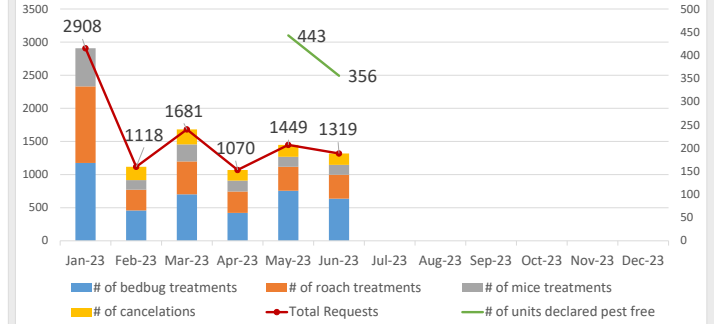
- **Work Orders:** the percentage of work orders completed within Service Standards remained steady, where staff achieved a rate of 79% compliance and vendors achieved 31% compliance in June.
- **Pest Management:** 799 units were declared pest free in May and June. Year to date staff have assisted 20 residents in preparation for treatment and coordinated the preparation of 82 units with Toronto Public Health.
- **The housing occupancy rate** at the end of June stood at the target of 98%. The average unit turnover days were at 73 days, well below the Year to Date sector average of 98.9 days.
- **Arrears:** The arrears level has remained stable during Q2, with 90% of households maintaining good financial standing. A majority of households in arrears fell within the \$1 - \$2,000 range.

% of Maintenance Work Orders Completed within Service Standard

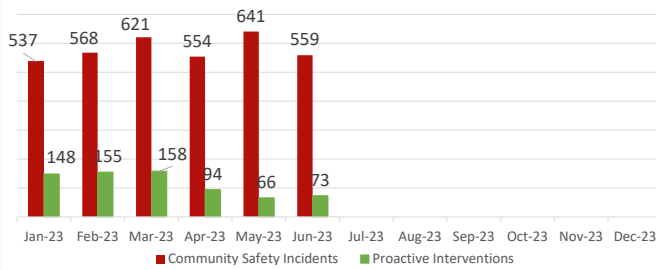


* The Service Standard for staff work orders is 2 days, while it is 5 days for vendor work orders.

Number of Pest Treatment Requests & Number of Units Declared Pest Free

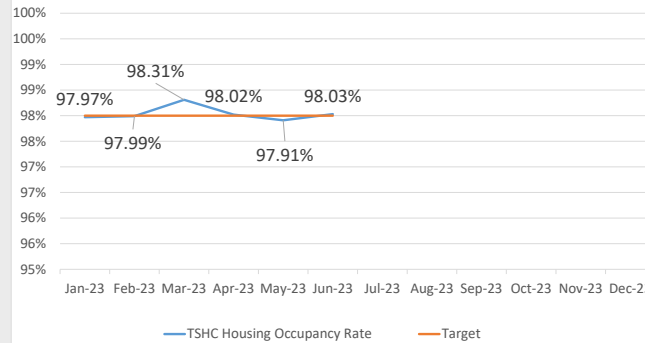


Community Safety

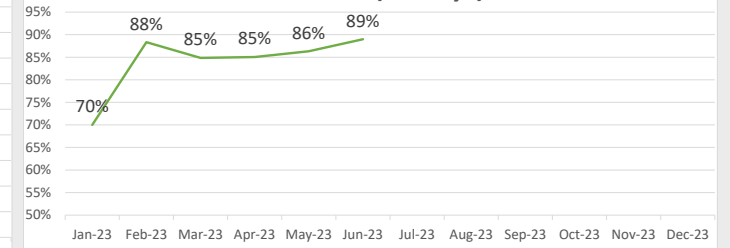


Community Safety Incidents include anti-social behaviours, arsons, CSU initiated arrests/charges, disputes, incidents affecting quality of life, other calls for service, serious violent incidents, and warrants. Proactive Interventions include meetings and self-initiated patrols.

Housing Occupancy Rate



% of Units that Met the Unit Turn Over Standard (60 days)



Average Unit Turnover Days
73 Days (Same as that in Q1, 2023)

Sector Average YTD
98.9 Days

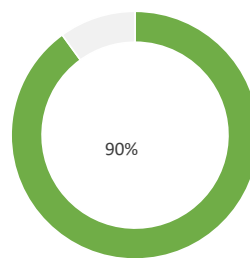
Monthly Rent and Parking Arrears



Rent Collection Rate
99.6% (▲ from 99% in Q1, 2023)

Sector Average YTD
95.4%

% of Households in Good Financial Standing



2 Evictions Enforced (2 evictions in Q1, 2023)

Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
\$1-\$2,000	1138
\$2,001-\$4,000	114
\$4,001-\$6,000	51
\$6,001-\$8,000	23
\$8,001-\$10,000	13
\$10,001 and above	33
Grand Total	1372

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

Highlights:

- The Listening Tour concluded in May. The CEO met with over 2,300 tenants during the tour. A total of 65 interpreters were brought in to support these conversations.
- The most recent 20-page issue of Seniors Speak featuring 6 tenants was well received by tenants. The tenant-focused newsletter has attracted more tenants reaching out to be featured.
- Five Quality Improvement Project consultations with tenants were conducted in Q2 engaging 32 tenants.
- Three regional tenant representative meetings were held which saw 40 tenants in attendance providing input on the emerging Tenant Engagement Model.

Tenant Action Fund Distribution

\$ Tenant Action Fund Distributed:

\$17,796

\$ Tenant Action Fund Distributed in 2022:

\$61,250 (full year)

Number of Tenant Action Fund Applications Approved:

46

Communications with Tenants:

- 1 issue of Seniors Speak and 1 issue of Community Letter with Video
- 25 posters translated into top 8 languages and distributed

Tenant Engagement Activities

- 4 Listening Tours
- 4 Senior Tenants Advisory Committee Meetings
- 2 Working Group Meetings
- 11 Tenant Focus Groups/Consultations
- 5 Quality Improvement Project Meetings
- 379** tenants participated

Online Engagement

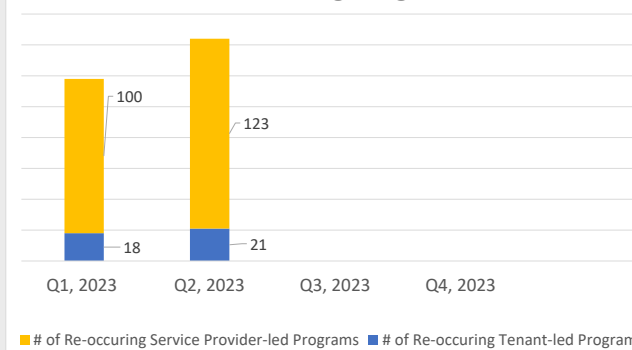
- Website Users: **9,101**
- Social Media Audience: **1,278**
- Social Media Audience Growth: **200**

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

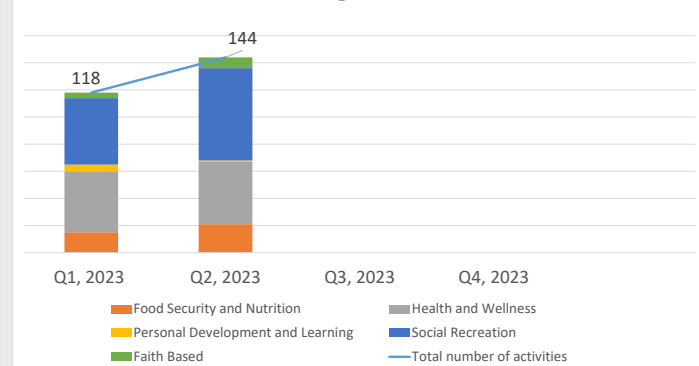
Highlights:

- A total of 144 reoccurring programs led by tenants and service providers are currently being offered, reflecting a significant 22% of increase as compared with those offered in Q1, 2023.
- Broader tenant consultations on the emerging Tenant Engagement Model were held across the four regions in June with a total of 205 tenants participating in the 8 sessions.
- TSHC has formalized partnership with Baycrest Hospital and North Toronto Ontario Health Team to increase tenants' access to health and community support services where they live and help seniors age in their homes.

Re-occurring Programs



Building Activities



Strategic Objective 4: To promote innovation

innovations implemented across the organization

Enabler: Be an Employer of Choice

Training Opportunities Offered and Participation Rate:

71% of staff have received Confronting Anti-Black Racism training

Staff Engagement in this quarter:

- 1 Staff Town Halls held with 112 staff in attendance
- 3 Staff Bulletins distributed to staff

Enabler: Organizational Excellence and be an Employer of Choice

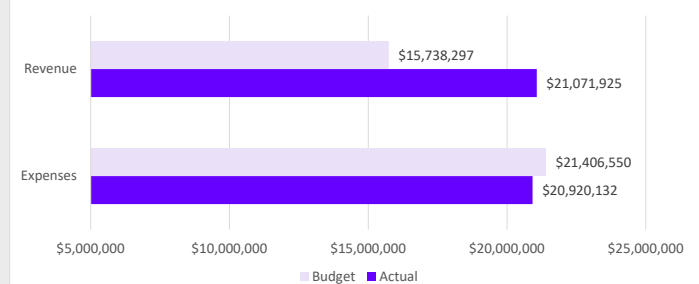
Staff Vacancy Rate and Turnover Rate (Reporting will start from Q3 2023)



Note: The staff vacancy rate and turnover rate will start to be tracked from Q3, 2023.

Statement of Operations

As of June 30, 2023



Item #11
Attachment 2
ISD Roadmap Update
– Q1 & Q2 2023

TSHC Interim Strategic Directions Roadmap Tracker - Q1 & Q2 2023

OBJECTIVE/ENABLER	ACCOUNTABILITIES	INITIATIVES	TIME LIMITED ACTIVITIES	TIMELINE	STATUS	HIGHLIGHTS/COMMENTS
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Provide clean and well-maintained buildings and units	Integrated Pest Management Database and Analytics Tool	Q2 2023	Completed	Currently using Microsoft Excel and have enhanced tracking reporting and compliance to make data driven decisions.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Provide clean and well-maintained buildings and units	Hire an intake specialist (accessibility)	Q2 2023	Completed	Intake specialist has been hired and onboarded
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Communicate effectively with our tenants and other stakeholders	Listening Tours	Q2 2023	Completed	Reached 2300 tenants from June 2022-May 2023 Adding new outreach program called Connecting with CEO as of June 2023 Lessons learned from these sessions informed the QIPs very early on
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Communicate effectively with our tenants and other stakeholders	Annual Report	Q2 2023/Q2 2024	Completed	Annual Report passed at City Council in July 2023
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Implement elements of good governance practices	Provide Board members with access to foundation documents	Q1 2023	Completed	Updated materials and content on TSHC website and advised Board members.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Meet the requirements of the Shareholder Direction and the City as housing manager	Annual Report and Annual General Meeting Requirements	Q2 2023/Q2 2024	Completed	TSHC Annual Annual General meeting requirements, including the Annual Report and other materials, were approved at TSHC Board on April 27, 2023 and submitted and subsequently approved at City Council on July 16, 2023.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Be informed by data and driven by performance commitments	Define performance metrics	Q2 2023	Completed	A detailed list of key performance indicators (KPIs) linked to Strategic Initiatives and Actions has been developed and reviewed by tenants, staff and the Board. A KPI Dashboard has been created to track and measure the progress against the Interim Strategic Directions.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Improve service quality in areas important to our tenants	Establish a process for monitoring and implementing existing QIPs	Q2 2023	Completed	Three Quality Improvement Projects on Pest Management, Safety & Security and Staff & Tenant Relations were completed, reported to Committee and Board with a process to monitor and report quarterly and annually.

OBJECTIVE/ENABLER	ACCOUNTABILITIES	INITIAITVES	TIME LIMITED ACTIVITIES	TIMELINE	STATUS	HIGHLIGHTS/COMMENTS
<p>Organizational excellence</p> <p>To strive for organizational excellence for effective and efficient delivery of our mandate</p>	Director, Strategy and Business Management	Improve service quality in areas important to our tenants	Conduct lessons learned on existing QIP	Q2 2023	Completed	Lessons learned sessions were conducted to look at both the strengths of the Quality Improvement Projects and the opportunities for improvement in future. A full report on lessons learned was presented to the QTEC and the Board in Q3, 2023.
<p>Organizational excellence</p> <p>To strive for organizational excellence for effective and efficient delivery of our mandate</p>	Director, Strategy and Business Management	Use technology effectively	Internet contract renewal	Q2 2023	Completed	Internet contract renewed until May 2024.
<p>Employer of choice</p> <p>To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff</p>	Director, People and Culture	Develop and implement a talent strategy	Review and make necessary adjustments to the salary bands to ensure competitiveness	Q2 2023	Completed	TSHC Compensation Strategy approved and implemented April 27, 2023 retroactive to January 1, 2023.

Item #12
Seniors Action Plan
for Change

SENIORS ACTION PLAN FOR CHANGE

*SCARBOROUGH SENIORS: SYMPTOMS OF THE NEED FOR
ENHANCED SUPPORT ACROSS THE TORONTO REGION*

This Action Plan lists 50 specific measures, policies, programs, and Supports that could enhance the lives of an aging population.

A Report from the Office of
Michael Thompson, Councillor, Ward 21 Scarborough Centre

Authors: Dr. Janani Suriarachchi and,
Marilyn Mushinski

AUGUST, 2023

Table of contents

	Page no
• Councillor Michael Thompson's message	3 - 4
• Introduction and Overview	5 - 9
• Social Isolation	9 - 12
• Housing	13 - 15
• Health	16 - 19
• Transportation	19 - 21
• Employment	21 - 23
• Abuse and Neglect	23 - 24
• Summary	25 - 26
• References	27 - 28



Message from Councillor Michael Thompson

Scarborough's seniors are a resourceful and productive population brimming with promise and hope right into the sunset years. With energy and stamina, they have cultivated a city region that is envied around the world. They have shown us what they can produce. The longer they are able to live happy, independent, and productive lives, the more our city and nation will reap unimagined benefits of this generation that has lived like few others.

That is the basic message of this report and action plan for Scarborough's aging community. The message is a template for other retirement communities in the Toronto region.

Many of our aging citizens are doing well and demonstrating the dream of active, engaged, safe, and independent lifestyles where their predecessors once endured sedentary existence in sterile dwellings. But too many need social, mental, physical, spiritual, and emotional help to strive beyond meagre existence in lonely dwellings.

With scores of recommendations and action items, the authors of the report lay out a bright future that is possible with just a little help from civil society, city, provincial and federal governments, and their agencies. Dr. Janani Suriarachchi and Marilyn Mushinski have listened to the retirement community, observed their conditions, recorded their dreams and hopes, heard their pleas for help and have advocated outcomes that promise to improve their future.

As the city councillor for Scarborough Centre, Ward 21, I embrace the opportunities that this report holds. The idea to do the research and study sprung from my desire to recognize our aging citizens for the positive contribution they have made to the success of our community.

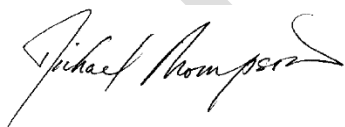
By shining a light on their needs at the most vulnerable time of their lives, I wanted to emphasize that they have given much to our city and the city must happily return the favour so they live out their lives with dignity and respect. Dignity is not simply owed to our seniors; it has been earned by them.

After years of building us up, it's time for us to remove their social isolation, create physical environments that are safe to navigate and welcoming to engage and interact with other citizens so their golden years are burnished with pleasant experiences. Whether they live independently at home or in senior's hubs and community dwellings, we want them to really LIVE.

From expensive money items like housing and big-ticket transportation solutions to small items like public education campaigns highlighting ways to reduce the dangers of falls, I invite agencies, governments, and senior advocates to freely use the ideas and recommendations that are liberally spread throughout this report from Scarborough Centre, Ward 21.

That way, our seniors will live – until they don't – with no expiry date.

Yours truly,

A handwritten signature in black ink that reads "Michael Thompson". The signature is written in a cursive style with a large, sweeping initial "M".

Michael Thompson
Councillor, Scarborough Centre
Ward 21

INTRODUCTION and OVERVIEW

By 2031, one-quarter of the city's population will be over the age of 60. As the wave of aging baby boomers impacts every aspect of Canadian life, we ignore their influence, and their needs, at our peril. By addressing their concerns and aspirations, however, we are taking action and recommending enhanced supports to ensure they can live happy, healthy independent lives, thus allowing us to build on the strong foundation they have laid.

The valuable contributions of seniors to our past, present and future well-being is widely embraced; so much so, that most Canadians accept the premise that it is wise to invest resources and programs necessary to improve the lives of our aging populace. Seniors have deep knowledge, unmatched experience and are an indispensable arm of the nation's body. As such, we listened, and recorded their concerns; it makes a number of recommendations and actions that governments, businesses, and community agencies need to address to ensure they live independent lives for as long as they wish.

Our goal is to present an action plan which addresses the needs of the advanced aging communities confronted by diminished physical, mental, and emotional health. These actions are grounded in the basic principles of inclusiveness, resilience, respect, caring, and compassion. We envision a future that promotes and fosters enhanced independent living and addresses the challenges many seniors face.

In listening to seniors, we heard that mature, aging citizens, regardless of age, ask for access to appropriate employment, transportation options, affordable housing, reasonable and accessible healthcare, and recreational opportunities all while tapping into supports that help them to avoid social isolation, abuse, and neglect. The result will enable them to optimize their quality of life over their entire lifespan.

In general, seniors want:

- *Opportunities to make lifelong contributions to society and the economy. They look to both public and private sources to meet their needs and aspirations.*
- *Service delivery that is affordable and accessible and cognizant of the diverse demographics that make up the aging population.*
- *Our cities to promote active aging and encourage the participation of seniors in society, culture, and the economy.*
- *Communication strategies that recognize older persons are a significant consumer group with shared and specific needs, interests, and preferences.*
- *Public programs that supplement, rather than supplant, the role of individuals and their families and communities.*

During the engagement process, we heard diverse views and insights on a wide range of issues related to current strengths, challenges, and opportunities in age-friendly planning across Scarborough.

Senior citizens value the number of parks, trails, and green spaces across the city. They want easy and safe access to these outdoor spaces and public places, with increased lighting, and adequate rest space. Here, they

recognize more options for intergenerational activities such as play spaces in parks and community gardens, are required. While the city has many transportation options for seniors, including accessible and low-cost transport, seniors and caregivers express the need for expanding transportation options, especially for older adults with disabilities.

Seniors want to expand snow removal services. They value recreational programs with options to integrate seniors with dementia and they treasure community gardens, especially ones like Rosetta McLain, overlooking the Scarborough Bluffs for 40 years at Midland and Kingston Road, accessible to users with diminishing abilities.

Scarborough has 13 percent more seniors than the rest of Toronto. As the largest demographic cohort in our population, seniors are a valuable asset and a key part of what makes our city work. As the population of Scarborough ages, the most important questions are coming into view:

- How might we better support seniors to lead active and independent lives in their home neighborhoods and communities?
- How can we ensure that Scarborough's diverse seniors experience equal opportunities to live healthy and fulfilling lives with dignity, honour, and respect?
- How can we make an age-friendly city for seniors, against the backdrop of new technologies? And how do we make essential services for seniors easy to navigate so they can achieve maximum use?

The action plan recommendations are supported by extensive research related to aging communities, both domestic and international [See

references to Melbourne, Australia., New Zealand, Sweden, Finland, global Blue Zones where humans outlive their peers elsewhere; and Naturally Occurring Retirement Communities (NORCs) primarily in New York; numerous media reports; and local statistical analysis.]

For example, data from Public Health, paramedic calls, Scarborough Health Network's town hall meetings, annual reports from community centres and long-term care facilities, anecdotal feedback, wellness checks, etc., help feed the Action Plan and demonstrate that Scarborough's aging community has evolved into several paradigms:

Living options for seniors have undergone a complete transformation in recent years. In today's world, seniors no longer wish to settle for sterile, industrial settings and sedentary lifestyles -- like the generation before them. They have seen a major shift from traditional assisted living and nursing homes to seniors' independent living communities. Those who are still active and healthy can maintain their lifestyles and freedom while enjoying an array of different amenities and support systems in the retirement community. Independent senior living communities provide a safe place for them to keep thriving. The communities (e.g. through such LHIN– Local Health Integration Network programs as PSWs) take care of some of the daily chores so that residents can spend more time enjoying life. They give seniors an opportunity to live a great lifestyle without worrying about what the future might hold.

Seniors are also strong recreational consumers. They have time to travel and enjoy leisure time – hence a need for recreational programs such as art in the park, senior fairs, and expanded municipal garden plot programs. For example, restoring the Sunday afternoon Civic Centre concerts would be a huge attraction.

The explosion of such opportunities should not blur the reality that many of the services designed for seniors, and the support intended to make their lives easier, are in desperate need of repair and reform.

WHAT'S BROKEN AND WHAT ACTIONS ARE NEEDED TO REVERSE THE TRENDS?

SOCIAL ISOLATION

For seniors to maintain and even expand their participation in society, they need to remain healthy and engaged in their communities. Research data, however, estimate 30% of Canadian seniors are at risk of becoming socially isolated. Many are lonely due to a lack of communication, separation from friends and family, loss of mobility, lack of transportation, increasing disability, worsening of vision, and loss of hearing. The resulting social isolation and exclusion contribute to serious negative health effects and reduced quality of life.

Besides the immediate impact on seniors themselves, this prevalence of social isolation contributes to the undervaluing of older persons in our society and the loss of seniors from the volunteer sector and paid economy. This higher cost stems from the loss of the wealth of experience that seniors bring to our families, neighborhoods, and communities.

Individual action can address some of the factors that lead to increased social isolation; other broader fixes, like transportation improvements, removal of physical barriers, and providing more appropriate and accessible services will require community-based solutions.

Seniors most at risk of isolation are those who live alone, with little or no family contacts; have compromised health or multiple chronic health problems; experience a critical life transition such as retirement, death of a spouse, or losing a driver's license; take on new responsibility as a caregiver; lack knowledge or skillsets or tools to access information about community programs and resources.

As a team, we need to work with different organizations and individuals in the public, private, and non-profit sectors to apply their principles of social innovation to the problem of social isolation of senior citizens. With collaboration, the adverse effects of this condition can be ameliorated. Family members are often the first to notice the effects of social isolation. Not all seniors, however, have the benefit of caregivers or family support. Healthy and socially engaged seniors make a valuable contribution to our community.

ACTIONS

- *Introduce a one-stop website for senior services where seniors, family members, and caregivers can access information easily.*
- *Raise awareness about social isolation among Scarborough seniors through- health promotion programs. City councillors, through ward newsletters, and the city, through tax and utility notices, can assist with distribution.*
- *Public Libraries, the city, and community groups should actively seek out seniors and encourage them to engage in recreational and arts programs, hobbies, and any activity that promotes social interaction.*
- *Implement and target programs in neighborhoods that increase access to the internet, technology training, and support to reduce the digital divide and help ease isolation.*
- *Make transportation available -- through subsidized fares and trips to malls, for example. Lack of mobility is a primary cause of social isolation for many seniors who do not drive.*
- *Encourage regular religious programs -- such as frequent church/mosque/synagogue/temple attendance. The benefits of such interactions and connections stave off isolation. City Councillors could allow religious leaders to promote their regular programs through monthly newsletters. Radio, TV, and newspapers could provide similar assistance.*
- *Make adaptive technologies more available through rehabilitation programs. These include hearing aids, walkers, wheelchairs, and adaptive devices for visually impaired.*

- *Implement regular senior fairs and senior markets for Scarborough Seniors where they can learn about local services, and meet with service providers at local agencies.*
- *Encourage The Toronto District School Board to organize dance, music programs, games, concerts in parks, and outdoor and indoor spaces for seniors and the community.*
- *Introduce Art, Craft, Dance, and Musical Competitions for seniors across the city region.*
- *Launch a public education campaign, on multiple platforms and formats, that covers the range of issues related to life transition -- retirement, the onset of a health condition, becoming a caregiver, loss of driver's license, loss of a partner, grief counseling, dementia, and entering into elder care.*

HOUSING

In Canada, almost six million seniors represent a complex and dynamic cohort, with diverse living arrangements and housing needs. It is generally understood that most seniors want to age in place. As individuals age, their needs and capabilities can change and they may experience a challenge in finding suitable housing to accommodate changing needs and services. All the challenges listed below refer to integrated core housing needs. When these needs are satisfied, seniors can successfully age in the community. One of the greatest challenges, however, is the increasing need for affordable and accessible senior housing.

Scarborough senior housing options range from living independently in a single-family dwelling to living in a residential care facility with 24/7 nursing and other forms of care. According to Statistics Canada, by 2030, approximately 25% of Canadian households will be led by people older than 65 years old. In general, Scarborough seniors wish to continue to live independently for as long as possible in their homes and community. This will help them to be physically, mentally, and socially independent.

A 14-year longitudinal study (Kendig, Gong/Canon, and Bowing 2017) found that continued aging in place was associated with a reduced incidence of depression symptoms among seniors. Such housing options will allow senior citizens to maintain a social network with family members, friends, and community members.

Transition Care for seniors is in great demand. Family members especially need support for seniors diagnosed with Alzheimer's, dementia, or stroke.

Such supports often take the form of daycare programs, rehabilitation care, or respite care.

There is an extensive waiting list for the most affordable subsidized housing options, a fact that directly affects low-income seniors. As well, many cannot afford to make modifications to their homes to match their decreased mobility. Most report not being aware of housing help centers and financial assistance available for housing repair and housing options provided for senior citizens.

Many complain about the gaps in the availability of appropriate supportive services such as home care.

ACTIONS

- *Introduce a housing help hotline service for seniors' housing emergencies.*
- *Encourage policymakers to promote the development of housing suitable for intergenerational living.*
- *With the support of Toronto Housing -- retrofit existing homes to improve accessibility and provide cheap affordable rental units for Scarborough seniors. This is consistent with recent city council decisions regarding housing options.*
- *Introduce smaller units such as accessory dwelling units for those wishing to downsize, and reduce housing costs.*
- *Ensure all senior housing complexes are located near services and amenities to reduce some of the accessibility and transportation barriers that currently exist.*

- *Expand services for senior housing adaptation and repair programs for fixed-income Scarborough seniors. One example is low-interest loans that allow homeowners to repair, adapt, and renovate.*
- *Introduce Co-living models such as housing cooperatives, home-sharing schemes, etc... For example, one intergenerational housing option sees a senior homeowner rent out a room to a younger individual at a low cost [Garland 2018]; In exchange, the younger individual supports the senior with daily tasks such as shopping, cooking, cleaning, and access to new technology.*
- *Introduce Senior Villages for Scarborough seniors. In this concept, the volunteers and staff in these senior villages can provide services such as shopping, light housekeeping, and help with daily activities. This will help to provide all services within a limited area at a low cost. Seniors can be socially connected with services and the community.*
- *Introduce an alternative shared housing option for small groups of healthy seniors who need to live independently in a non-institutional setting, happily and safely. Residents live with a house manager, rooms are private, and meals and housekeeping are provided by staff in the communal living space. An example is Abbeyfield housing, originated by charities in the U.K*

HEALTH

Senior citizens should be fully entitled to access preventable and curative care, including rehabilitation and sexual health care. Full access for older persons to healthcare and services, which includes disease prevention, involves the recognition that health promotion and disease prevention activities throughout life need to focus on maintaining independence, prevention, and delay of disease and disability treatment, as well as improving the quality of life of older persons who already have a disability. Healthcare services need to include the necessary training of personnel and facilities to meet the special needs of the older population.

In the middle of those weighty concerns is this pervasive issue that can be addressed with wider public education – i.e. lack of awareness of fall prevention. One in three older adults falls at least once a year, with most indoor falls occurring in the bedroom and bathroom. (Canadian community health survey.

The following health-related issues were also highlighted:

- Low "*health literacy*" leads to poor dietary habits and complications in common diseases like diabetes and hypertension; and more 911 calls. (See also BC video re. 80% of 911 calls come from smartphones)

- Lengthy wait lists for long-term care admission. Services, such as in-home care, Meals on Wheels, respite care, home maintenance services, adult day programs, and active living centers should be scaled up. This reduces the demand for long-term care. (see Globe and Mail report re. private nursing homes)

- Waitlist for city-provided services, such as Homemaker services. This program is basically designed for Scarborough's low-income seniors. It includes light housekeeping, laundry, grocery shopping, and meal preparation. Not all seniors, however, are covered. Not all Scarborough seniors are covered by services such as the Vulnerable Adult and Seniors Team, Paramedics clinics, and Fall prevention programs. Vulnerable Adults and Seniors Team [VAST] offers specialized support for seniors who need help taking care of themselves, live in poor conditions, or lack adequate support such as family, friends, or a family doctor. The community paramedic-led clinics [CPLC] take place in five Toronto Community Housing Corporation [TCHC] buildings in Scarborough and West Etobicoke areas. This could be enhanced through a well-integrated service model. These wellness clinics provide weekly physical and mental health monitoring and work to connect residents with local healthcare teams and agencies.

ACTIONS

- *Implement an effective/efficient system to enable seniors to find a local primary health care provider [a doctor or nurse practitioner] in partnership with Toronto Public Health. This should reduce frequent 911 caller volume and emergency room admissions. (see BC video)*
- *Encourage improvement services from community health centres; through public and private healthcare providers. This project can provide more primary health care services, health promotion programs, prevention programs, nutritional counseling, and sexual health clinics.*
- *Most of the Community Health Center Services [CHCS] limit health services to people who live within the neighborhoods and need to expand CHCS to newcomers, immigrants, and refugee seniors in Scarborough, including integrated translation service.*
- *Improve health services for seniors by expanding the number of walk-in clinics in the city, including locations at community centres. This will help those who do not have a primary care provider. (See "connectivity" BC video).*
- *Through Toronto Public Health, expand free dental services to low-income seniors.*
- *Conduct "awareness programs about senior vaccination updates," in partnership with Toronto Public Health.*
- *Prevention: emphasize the importance of physical activities, exercise, sexual health, mental health, and addiction, which can be implemented through Toronto public health and community health centre services, paramedicine, and police wellness checks.*
- *Implement dementia-friendly community programs/services in partnership with Alzheimer's centers and other health organizations.*

- *Encourage the introduction of senior-friendly outdoor fitness equipment in the design and refurbishment of parks at Scarborough.*
- *Expand health education programs for seniors in Scarborough through the Toronto Public Library system.*
- *Develop a Scarborough Caregiver strategy with, caregivers, family members, and the Ontario provincial Ministry of Senior Services for long-term care.*
- *Expand online health education programs for seniors through the Toronto Public Library and Toronto Public Health system.*

TRANSPORTATION

Transportation is often considered a secondary issue. Not having access to affordable, accessible rides may prevent a senior from getting even the most basic care; and staying on the job for an extended period.

Chronic health issues, loss of driver's licenses, and neighborhoods with limited access to public transportation are just some of the things preventing seniors from getting around. Cost is also a factor for many seniors.

The Toronto Transit Commission (TTC) offers several travel discounts and options for seniors, such as a discounted seniors fare, Wheel-Trans for passengers with disabilities, and priority seating on transit vehicles. Not all Scarborough seniors, however, benefit from these programs. Some are unaware they exist and miss attending social outings or medical

appointments for acute and chronic illnesses. Of course, this contributes to isolation from families, friends, and the community; and social isolation can lead to early dementia and other health problems.

Also, this will impair a senior's ability to participate in and use many services and events in the city, such as attending community and recreation programs and participating in religious programs.

Seniors find it difficult to complete day-to-day activities such as buying groceries and this contributes to poor nutrition and health. It also places added stress on seniors who may already be dealing with other issues, such as poverty and loneliness.

Difficult transportation access may lead a senior to opt for early retirement, a move that may directly impact their income. Insufficient accessible, reliable, and affordable transportation services will increase the seniors' chance of ending up in long-term care earlier than they wish.

ACTIONS

- *Encourage seniors to maintain a driver's license through low-cost driving courses or workshops through public and private partnerships.*
- *Partner with the TTC to offer Travel Training for seniors – demystifying bus routes and schedules and changing transit options.*

- *Promote alternatives to self-driving, such as volunteer drivers and volunteer transport services. This could be offered by agencies such as the Scarborough Centre for Healthy Communities (SCHC)*
- *In areas near senior buildings, improve snow removal programs on sidewalks and roads and improve lighting around parks and streets.*
- *Create a low-cost taxi service, through public and private partnerships, for senior citizens in Scarborough. Explore opportunities to provide a needs-based transit subsidy for low-income seniors in Scarborough and a special transport system for vulnerable seniors.*

EMPLOYMENT

Age discrimination and stereotypes are obvious barriers to the continued labour force participation of older workers. Most seniors like to continue working after their retirement. They face a number of problems, however. These include assumptions that they are less ambitious, hard-working, and dynamic and are resistant to, or unable to, cope with technological changes.

Job search has its own difficulties. Add to this, a lack of workplace accommodation for health issues, work-life balance issues, re-training, and a lack of incentives to work in the retirement income system.

To address the specific workforce challenges facing many older adults, Scarborough needs a multifaceted awareness campaign to address

ageism while promoting the benefits of hiring older individuals, and supporting initiatives that would lead to more flexible work. Flexible work arrangements mix older and younger workers to feed off each other's strengths and weaknesses.

ACTIONS

Addressing the challenges facing the aging workforce will take action from many agencies and governments. Some actions required include:

- *Introduce and expand labour law services as they impact seniors in areas of wrongful and unjust dismissal, terminations, employment contracts, statutory and regulatory compliance, discrimination, and human rights violations.*
- *Building a culture of workplace accommodations for seniors consisting of flexible work arrangements and modification of the work environment or tasks. Encourage the public and private sectors to implement workplace accommodation through policies and programs for seniors. Some examples are a flexible leave system, technology upgrades, alternative job opportunities for older workers; reduced working hours.*
- *Encourage employment services in Scarborough to expand services aimed at enhancing older workers' employability through proper training and tools to secure senior jobs or self-employment. Conduct self-employment workshops for seniors in Scarborough through Toronto City programs.*
- *Encourage the public and private sectors to introduce job-matching programs that specifically target older workers. This will help connect employers and senior job seekers. In the case of older individuals, job matching programs should be mindful of the special needs of these job seekers in terms of working conditions, workplace accommodations, and training.*

- *Explore services for self-employment opportunities for Scarborough seniors. Compared to their younger counterparts, older entrepreneurs tend to have more advantages when starting a business, such as a more developed network, a higher level of technical and managerial skills, and more work and industry experience. Providing older individuals interested in self-employment with support (for example, mentorship, financial resources, information, and networks) could help them overcome barriers and successfully create or maintain their own businesses.*
- *Encourage and provide peer leadership training for seniors who are willing to remain at work, through community and other organizations. Guide them to appropriate financial support systems, such as community grant programs for seniors.*

ABUSE AND NEGLECT

Elder abuse is an intentional act or failure to act that causes or creates a risk of harm to an older adult. This can happen physically, sexually, emotionally, psychologically, and financially. Early intervention is recommended as elder abuse can lead to irreversible psychological issues such as depression and abnormal behavioral problems that may require long-term medical interventions.

Some seniors are not aware of the different types of abuses that they meet and some can be continuously abused by someone. According to the data from the Ontario Human Rights Commission caregiver neglect is the most

unreported abuse among all. Often seniors are reluctant to report abuse to the police or other authorities. The reasons for this are typical of abused victims.

Fear of what the abuser will do to them if they report the abuse; afraid of being put in an institution, such as a long-term care home; dependence on the abuser for food, shelter, clothing, and health care; embarrassment for disclosing that a family member is harming them, or stealing their money or valuables; language barrier; health/illness such as dementia.

ACTIONS

- *Educate Scarborough seniors, their families, caregivers, and public health workers about elder abuse, using programs delivered at community centers, Toronto Public Library, and agencies that train caregivers.*
- *Introduce a "safe haven" seniors' hotline, where "at risk" seniors can get advice and support.*
- *Liaise with the office of the Ontario Public Guardian and Trustee.*

SUMMARY

The wide breadth of issues and challenges facing the senior population underscores the importance of taking action to address concerns, improve their lives and unleash their extraordinary volume of knowledge and experience. This Action Plan is designed to value Scarborough senior citizens as integral members of our communities and support them so they can remain active and engaged, and lead independent and productive lives in comfort, dignity, and good health.

Compared to previous generations, today's seniors will need to live longer, be healthier, and continue to work after their retirement. There is also a growing number of seniors over the age of 75 who are experiencing more chronic conditions and complex needs. By engaging seniors and their caregivers and agencies providing services, we find that Scarborough is dedicated to fostering healthy aging where seniors can continue to live, work, and age in strong, caring, and safe communities. We have listed many of the gaps to be filled and the need to listen to and serve a diverse population. We hope the strategy will identify partnerships and bring together key players – civil society, social agencies, public and private sectors, businesses, and governments – to address these critical concerns.

ACTIONS

- Create a **Scarborough Senior Forum** that embodies the voice of all seniors, including those who are marginalized due to language, cultural poverty, or other diversity issues. The Forum could be seized with monitoring and reporting on progress towards the **Actions** recommended in this report.
- Increase the vigilance of the Canadian Anti-fraud Centre in preventing scams and fraud directed at seniors
- Support innovative community-led initiatives to address ageism and racism including opportunities that enable intergenerational and multicultural connections, activities, and learning
- Develop partnerships that support and promote senior participation and presence in the economy, employment, start-ups, mentoring, directorships on corporate and community boards, and social enterprises.

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