

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

Date: Wednesday, November 22, 2023

Time: 3:00 pm to 5:00 pm

Location: WebEx & Livestream

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

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Item	Time	Description	Action	Supporting Documents	Presenter
8.	3:20 10mins	OCHE Update	Information	Report	Melanie Martin
9.	3:30 10mins	Operational Dashboard	Information	Operational Performance Dashboard	Brad Priggen
10.	3:40 40mins	The Community Connect+ Approach for TSHC (New Approach to Tenant Engagement)	Approval	Presentation/ Report	Arlene Howells
11.	4:20 20mins	Community Activities Fund Policy	Approval	Presentation/ Report	Arlene Howells/Grant Coffey
12.	4:40 1min	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation (TSHC)

Quality and Tenant Engagement Committee Meeting (QTEC)

Date: Wednesday, September 13, 2023

Time: 1:00pm to 3:00pm

Location: WebEx and Livestream

Draft Minutes

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Wednesday, September 13, 2023, at 1:00pm via WebEx video conference. This meeting was livestreamed.

Members in attendance:

- Linda Jackson (Chair)
- Jim Meeks
- Fareed Amin
- Councillor Crisanti
- Maureen Clohessy

TSHC staff present:

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

Guest: Councillor Michael Thompson, Arlie Cuaresma, Keisha Francis

Item 1: Chair's remarks

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

The Chair welcomed Counsellor Morley and Board member Maureen Clohessy to their first Quality and Tenant Engagement Committee Meeting.

The Chair acknowledged that OCHE will not be presenting at today's meeting and will be reviewing the occurrence of OCHE presentations at QTEC due to the redundancy of the report.

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African ancestral acknowledgements.

The Chair Acknowledged that September 30th is the National day of Truth and Reconciliation and expressed her hope that everyone takes time to reflect on the work that needs to be done.

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 Maureen Clohessy, 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 July 17, 2023

Motion: Upon motion, duly made by Fareed Amin, and seconded by Jim Meeks, 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

The Chair welcomed Jill Bada, Interim CEO – TSHC, to her first Quality and Tenant Engagement Committee Meeting.

At the invitation of the Chair, Jill Bada, Interim CEO – TSHC, provided a verbal update on ongoing efforts.

Jill Bada shared some highlights, noting the progress TSHC has made since 2020, specifically on translating the Interim Strategic Directions into actual performance and plans with staff. It was noted that TSHC is getting ready to round up 2023 and the planning of 2024 goals is underway, while we are planning the 2024 budget with TCHC and the City of Toronto, there will be a consolidated budget which will be sent to the City and will be brought to AFRC and Board. This fall we will be launching our first staff experience survey, we will be working with our vendor and will provide more information. TSHC and Humber College have entered into an agreement, the Operations team will welcome two co-op students from the Alternate Dispute Resolution Graduate Program, who will be working with the Complex Tenancy Team. Tenant Town Halls have been on-going and the response and turnout has been great. The recruitment for the Regional Operations Manager role and expansion of the Pest Control Unit is underway. Jill Bada shared that the Annual Unit Inspections is at 62% completed and there is an additional 1,214 units

that need follow-up, noting that tremendous progress has been made. It was noted that the Tenant Engagement team will be hosting the first Tenant Co-design Sessions on September 19th and 20th with tenants, providers and staff.

Item 8: Operational Dashboard

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

Brad Priggen noted in July, the rent/parking arrears was \$1,768,615 a decrease of \$35,881 from June, the average account balance with unmanaged arrears reduced to \$275. The vacancy rate at the end of July was 1.94% below the Service Manager target of 2%. In July, staff and vendors processed 7,857 work order requests from tenants with 69% resolved within five business days, TSHC staff completed 88% of the internal work orders, and as a result of the Annual Unit Inspection the number of work orders will increase. For the month of July under pest control, staff scheduled 2,342 pest treatments, of the treatments requested: 321 units were declared bedbug free and 152 units were declared cockroach free. One of the recommendations in our QIP's was to have a full building pest treatment, there will be a tenant information session at 3330 Danforth on September 14th where the teams will engage and kick-off the inspections and the work within the communities on September 25th, the results will be brought to the Committee. In regards to 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.

During the discussion, Board members asked for specific details in regards to Pest Management and arrears, which were addressed by Brad Priggen. A detailed discussion ensued.

The Chair thanked the Brad Priggen for his work.

Item 9: Tenant Town Hall Update

At the invitation of the Chair, Brad Priggen provided an update on the Tenant Town Hall.

Brad Priggen highlighted that TSHC staff from Communications, Operations and the Programs & Partnership team are working together to conduct the Tenant Town Hall meetings in each of our 83 communities over the year. We began in August and have completed 14 Tenant Town Halls. The presentation used in the Town Hall 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 communities. The sessions are hosted/facilitated by the Regional Operations Manager for the community along with building and supporting staff.

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

During the discussion, Board members discussed attending the Tenant Town Halls and asked if local partners were invited, these questions were addressed by Brad Priggen.

Action: Brad to provide the board with the tenant town hall schedule.

Item 10: Communications Update

Deputation: Bill Lohman

Mr. Bill Lohman joined the meeting by phone. He thanked the Chair for the opportunity to depute. Mr. Bill Lohman started off by saying how grateful he was to have this opportunity to learn about policies and processes and to be a participant in this process.

Mr. Bill Lohman noted that the Tenant Engagement Model is ambiguous and vague and can be misunderstood and can create misguided responses where decision making can be affected by a lack of information, he noted that communication is vital. Mr. Bill Lohman also stated that tenants are being denied the scope to give proper insight and to participate as equal stakeholders as a

voice in the process. He noted that when BMG introduced the framework for the new model it was essentially the Integrated Service Model and not the Tenant Engagement Model, he stated that the wording was misleading and did not lead to efforts to build trust and respect between staff and tenants.

At the invitation of the Chair, Arlene Howells, provided a Communications update.

Arlene Howells noted in response to Mr. Bill Lohman, we are working with the system inherited from TCHC but are migrating into a system that will be more reflective of the senior tenant demographic at TSHC, and we are trying to ensure that we are including the voices of tenants along the way, working with Jim and Maureen on the upcoming Tenant Co-Design Sessions, as well as interacting with tenants and tenant leaders on what the new Tenant Engagement Model could look like.

Arlene Howells provided a Communications update highlighting some key points. She noted in Q1 and Q2 the communications team worked on:

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

Arlene Howells noted the work to take place in Q3 and Q4:

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

- In-person all-staff event Sept 15
- Staff survey
- Staff welcome packages
- United Way
- Tenant Engagement Model
- Tenant Experience Survey
- Tenant Action Fund policy
- Quarterly updates for tenant leaders
- Annual building meetings
- CEO tour
- Tenant information packages

During the discussion, Board members raised questions regarding translators attending events, the efficacy of our efforts and promoting the Truth and Reconciliation efforts, which were addressed by Arlene Howells. A discussion ensued.

The Chair thanked Arlene Howells for her work and update.

Action: Arlene to provide an update on the weekly use of space schedule.

Item 11: Interim Strategic Directions – Q2 Progress Update

At the invitation of the Chair, Grant Coffey, provided a report that highlights the progress made on implementing the ISD in Q2 2023.

Grant Coffey noted the Roadmap translates the Interim Strategic Direction's into a plan for delivery, noting that this would be the first quarterly update on the progress and how we aligned in Q2 2023. The dashboard displays high level key performance indicators of work orders, pest treatment, community safety, unit turnover, arrears, the financial standing of households, engagement indicators, online engagement, tenant action funds, programming and building activities, the intention is to have a quarterly view of this dashboard. Grant Coffey noted that the

layout of this dashboard will be reviewed and changes could be made for accessibility purposes, noting that this dashboard is available on the TSHC website along with the Interim Strategic Directions.

During the discussion, Board members provided some feedback specifically in regards to the dashboard being more accessible for readers and asked for the highlights to be more comprehensive, and include details on staff roles, Grant Coffey addressed these concerns.

The Chair thanked Grant Coffey for the report.

Item 12: Seniors Action Plan for Change

At the invitation of the Chair, Councillor Michael Thompson, provided an overview of the Seniors Action Plan for Change.

The above-captioned report was circulated to QTEC members prior to the meeting.

Councillor Thompson noted the Seniors Action Plan for Change list's 50 specific measures, policies, programs, and supports that could enhance the lives of an aging population. Councillor Thompson noted by 2031 a quarter of the city's population will be over the age of 60 and will be facing challenges with ageism and therefore we need to look to create a mechanism in place to have a better understanding. Councillor Thompson noted the goal is to present an action plan that addresses the needs of the advanced aging communities by inclusiveness, resilience, respect, caring and compassion. It was noted that more work needed to be done and sessions will be planned to engage seniors.

During the discussion, Board members requested details on the Action Plan and welcomed the Seniors Action Plan for Change.

The Chair thanked Councillor Thompson 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 Councillor Crisanti, and seconded by Maureen Clohessy, it was resolved that the meeting terminate.

Linda Jackson, Chair
Quality and Tenant Engagement Committee

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

	Meeting arising	Description	Resp.	Status
Completed Action items				
	Meeting arising	Description	Resp.	Status
1.	Sept 13, 2023	<ul style="list-style-type: none"> Provide an update on the weekly use of space schedule 	Arlene Howells	Completed
2.	Sept 13, 2023	<ul style="list-style-type: none"> Provide the board with the tenant town hall schedule 	Brad Priggen	Completed
3.	July 17, 2023	<ul style="list-style-type: none"> Have a focus group built into the RFP for the Tenant Experience Survey 	Grant Coffey	Completed
4.	May 9, 2023	<ul style="list-style-type: none"> Provide data on the Rapid Rehousing program through the City. 	Brad Priggen	Completed

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Quality and Tenant Engagement Committee Meeting

Topic: OCHE Update – April 1 to September 30, 2023

Item #8

Date:

Report: QTEC: Nov. 22, 2023, item #8

To: Quality and Tenant Engagement Committee

From: Interim Commissioner of Housing Equity

Date:

Purpose:

To provide the QTE and the Board of Directors with the Office of the Commissioner of Housing Equity's ("OCHE") update for the period of April 1 to September 30, 2023.

Recommendation:

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

Reason for Recommendation:

This Report highlights the OCHE's case management, audit, and policy work through the period of April 1 to September 30, 2023, and focuses on the work metrics as outlined in the TCHC Board-approved 2023 OCHE Work Plan.

This report is the third OCHE Report to be reviewed by the Toronto Seniors Housing Corporation ("TSHC") QTE Committee. Data for these two reporting periods has been compared to the first part of the year from January 1 to March 31, 2023.

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Introduction:

This report contains a summary of the referrals received and the findings which were obtained through the audit of individual files. Unlike past reports, which were presented quarterly, this Report includes two quarters of results. It was suggested that the OCHE reporting frequency be reconsidered to provide the most efficient and effective presentation of information to the QTE Committee and TSHC Board of Directors. It should be noted that the OCHE reports bi-annually to TCHC, and this may also be preferable to the TSHC.

This report differs from past OCHE reports in that it breaks down the arrears into categories which differentiate a sub-set of arrears, which are significantly larger than they should be due to issues arising from the COVID-19 pandemic. By capturing this data separately from newer arrears files, the OCHE will be able to make better recommendations to TCHC and the TSHC.

In addition, this report includes the recommendations that were made to TCHC in the OCHE Bi-Annual Report (January 1 to June 30, 2023) and were accepted by the Board at the October 26, TCHC Board of Directors meeting. These may impact TSHC, given they use the same HOMES system as TCHC and may be facing similar issues arising from the COVID-19 pandemic. These include a review of large arrears balances which accumulated during the pandemic, and the need for the OCHE to gain access to the HoMES system to simplify the referral process between the OCHE and both corporations. Please see Appendix 1 at the end of the report for full details of the recommendations that were accepted by TCHC and the Board of Directors.

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1.0 REFERRALS BY REGION

The following chart shows the number of referrals to the OCHE. These numbers represent all referrals. In this period, twenty-four files were returned to TSHC without an OCHE intervention.

Region	January 1 – March 31, 2023	April 1 – June 30, 2023	July 1 – September 30, 2023
OU O (NW)	6	3	7
OU N (SE)	23	19	11
OU Q (SW)	7	24	21
OU P (NE)	24	7	15
Seniors Housing Unit Total	60	53 ¹	54 ²

1.1 ARREARS AT THE TIME OF REFERRAL

Beginning this reporting period, the OCHE organized the size of arrears at the time of referral into sub-categories.

The purpose for capturing the data in this way is to show how the arrears total for the organization grew significantly during the COVID-19 pandemic due to the moratorium on

¹ 12 files were returned in total: 5 files were paid in full; 5 files were returned because the Tenant was working effectively with the SSC; 1 file was returned due to suspected abandonment of the unit and 1 file was referred to the OCHE in error.

² 12 files were returned in total: 5 files were paid in full; 3 files were returned because the Tenant was working effectively with the SSC, 2 files were returned due to insufficient attempts to contact/work with the tenant; 1 files were referred to OCHE in error; 1 file where an LRA was not offered to the Tenant in advance of the referral to OCHE.

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evictions, the changes to the RGI Review Manual (July 2021) and the rent freeze which ended January 1, 2022. Additionally, TCHC switched data bases from HMS to HoMES in July 2021. Combined, these factors increased the arrears total across both organizations, temporarily impacting the tracking of arrears files.

Annual Reviews began being processed again beginning in January 2022 resulting in retro-active charges being applied to accounts, and Orders to Evict, issued by the LTB prior to the pandemic expiring.

From April to September 2023 the OCHE assigned 83 cases to EROs to address the arrears. These represent a total of \$248,707.10 in arrears owing. Of these, there were four cases where the arrears exceeded \$10,000.00, and two of those files had arrears over \$20,000.00. Together these four files represent more than \$82,000.00 in arrears of rent.

Arrears owing at time of referral	Total of arrears	Number of Households
\$20k and over	\$58,611.00	2 ³
\$10k – \$19.9k	\$23,478.00	2
\$5k – \$9.9k	\$28,727.20	4
\$2k – \$4.9k	\$91,692.85	31
\$186.00 – \$1.9k	\$46,198.05	44

ARREARS AT TIME OF REFERRAL - OLD ACP vs. NEW ACP:

The OCHE captures data related to the amount of arrears at the time of referral, and the number of months the tenant has been in arrears of rent prior to the OCHE referral. The Arrears Collection Process (“ACP”) was designed with an aim to identify tenants who are in arrears early, to attempt to resolve those arrears within the first and second month, and if

³ In both cases, the majority of the arrears were a result of retroactive rent charges applied to each account as follows: \$33,746.00 and \$21,948.00.

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unsuccessful, to refer the file to the OCHE before the arrears grow significantly. The OCHE referral represents one last attempt to resolve the arrears with the tenant or, if the OCHE is unable to resolve the arrears, to make the recommendation that an *Application to evict a tenant for non-payment of rent and to collect rent the tenant owes* (“L1 Application”) be made at the Landlord and Tenant Board.

The following chart presents the arrears at the time of referral to the OCHE and demonstrates the variance between the new and old ACP.⁴

	January 1 – March 31, 2023	April 1– June 30, 2023	July 1 – September 30, 2022
Average Arrears at Time of First N4	\$1,432.38 <i>Old ACP: \$2,312.22</i> <i>New ACP: \$1,149.57</i>	\$1,859.72 <i>Old ACP: \$2,967.50</i> <i>New ACP: \$1,776.64</i>	\$2,746.18 <i>Old ACP: \$4,413.70</i> <i>New ACP: \$2,485.63</i>
Average Arrears at Time of Referral	\$2,353.36 <i>Old ACP: \$3,755.50</i> <i>New ACP: \$1,852.60</i>	\$3,045.53 <i>Old ACP: \$5,389.50</i> <i>New ACP: \$2,866.85</i>	\$3,355.27 <i>Old ACP: \$5,053.00</i> <i>New ACP: \$3,090.00</i>
Average Month Of Referral to OCHE After Arrears Started Accumulating	11.7 Months <i>Old ACP: 23.4 months</i> <i>New ACP: 7.53 months</i>	10.9 Months <i>Old ACP: 25 months</i> <i>New ACP: 9.85 months</i>	11.47 Months <i>Old ACP: 34 months</i> <i>New ACP: 8.5 months</i>

2.0 ARREARS COLLECTION PROCESS COMPLIANCE

While working with individual tenants to avoid eviction and identify underlying issues, the OCHE conducts an audit to ensure compliance with the Arrears Collection Process, Eviction

⁴ Arrears which began to accumulate prior to June 28, 2021 fell under the old ACP for auditing purposes. Arrears which began to accumulate after this date fell under the new ACP for auditing purposes.

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Prevention Policy and applicable legislation. At the conclusion of this work, the Commissioner issues a report containing recommendations to TSHC and the Tenant.

From April 1 to September 30, 2023, the OCHE issued a total of 80 reports with a total of 11 unique recommendations. It should be noted that in 28% (22/80) of cases, the ACP was followed perfectly. The following chart shows the number of reports issued and the number of recommendations made.

	January 1 – March 31, 2023	April 1 – June 30, 2023	July 1 – September 30, 2023
Number of Recommendation Reports	38	43	37
Number of Recommendations	78	75	46

Of the 11 of unique recommendations made to TSHC, only 3 were significant. These are described in the chart below:

Commissioner’s Recommendations regarding Administrative Delays and Inefficient Use of Resources	January 1 – March 31, 2023	April 1 – June 30, 2023	July 1 – September 30, 2023
Serve the Notice to Terminate the Tenancy in accordance with Arrears Collection Process timelines	58% (22/38)	58% (25/43)	46% (17/37)
Make direct contact with the tenant in the first month of arrears	53% (20/38)	60% (26/43)	43% (16/37)
Send the Notice to Terminate the Tenancy once /do not send multiple Notices to Terminate the Tenancy	13% (5/38)	12% (5/43)	14% (5/37)

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In reviewing the findings under this category, the most significant is related to the service of the N4. The Commissioner made the recommendation to serve the N4 according to the ACP in 46% (17/37) of cases during Q3 which has improved from the previous reporting period of Q2 by 20.6%. There has been a consistent improvement over the past three periods in this area.

3.0 OCHE CASE MANAGEMENT HIGHLIGHTS

The OCHE captures data related to the EROs’ engagement rate. The engagement rate is determined based on the number of tenants who elect to work with the Early Resolution Officer (“ERO”). The chart below demonstrates the number of tenants willing to work with an ERO and the number of those tenants who were able to avoid a referral to the Landlord Tenant Board (“LTB”) as a result of that work.

	Jan 1 – Mar 31, 2023	Apr 1 - Jun 30, 2023	Jul 1 – Sep 30, 2023
Engagement Rate	97% (37/38)	100% (43/43)	97% (36/37)
Avoided the need for eviction	89% (33/37)	88% (38/43)	94% (34/36)

4.0 ARREARS MANAGED BY THE OCHE

In this reporting period, the OCHE issued 80 reports, which accounted for \$283,890.08 in arrears .

(a) Total arrears directly paid to TCHC totaled \$42,914.46 as follows:

- Direct payments totaled \$22,287.46 from the following sources:
 - o \$19,413.46 directly from tenants/tenants’ families
 - o \$2,874.00 in payments directly from Ontario Works / Ontario Disability Support Program; and Housing Stabilization Fund (HSF)
- Resolving Losses of Subsidy: \$14,246.00
- Completing Annual or an ‘In Year’ Reviews: \$6,381.00

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- (b) Arrears managed through Local Repayment Agreements
- \$228,205.62 in arrears were managed through Local Repayment Agreements and will be paid back to TCHC over time (see section 4.1) and have not yet been collected in full.
- (c) Arrears approved to be forwarded to the Landlord and Tenant Board
- \$12,770.00 in arrears were not resolved by the OCHE and it was instead recommended that TCHC file an L1 Application at the LTB, where the Tenant would have an opportunity to enter into a Mediated Agreement.

4.1 ARREARS MANAGED THROUGH LOCAL REPAYMENT AGREEMENTS

In this period, the OCHE brokered a total of 59 LRAs representing \$228,205.62 of arrears. The success of these LRAs relies on tenants making the payments every month for the life of the agreement. However, as stated, by considering tenants' income and expenses when brokering LRAs, the repayment amounts are in the range of \$100 to \$175 per month.

With repayment amounts being in the low range described above, recouping the debt will take longer for tenants with large arrears balances. Tenants will breach their LRAs when adversity happens and unless these are caught quickly, the arrears balance will continue to grow.

Beginning in this reporting period, the OCHE organized the size of the arrears at the time of signing the LRAs into categories.

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Below is a summary of the LRAs brokered by OCHE based on these categories:

Arrears owing	Total of arrears	Number of Cases	Average repayment amount	Average length of LRA (months)
\$20k and over	\$33,796.00	1	\$175.00	194 ⁵
\$10k – \$19.9k	\$37,572.51	3	\$140.00	88
\$5k – \$9.9k	\$55,883.50	8	\$120.00	60
\$2k – \$4.9k	\$76,076.00	23	\$92.00	39
\$186.00 – \$1.9k	\$24,877.61	24	\$98.00	14
TOTAL:	\$228,205.62	59	\$102.00	37

5.0 BREACHED OCHE BROKERED LOCAL REPAYMENT AGREEMENTS

When the ERO works with a tenant to negotiate a Local Repayment Agreement (LRA) to address the arrears of rent, they first discuss financial literacy with the tenant and complete a budgeting tool, however some tenants will still breach their agreements. When a tenant breaches an OCHE brokered LRA, it is expected that staff will reach out to the tenant after the first missed payment, and then re-refer the file to the OCHE.

When the OCHE receives a Breach File, the Early Resolution Officers are tasked with determining whether exceptional circumstances existed warranting a new Repayment Agreement. If there are no exceptional circumstances, the OCHE will report back to TSHC and recommend that they may proceed to file an L1 Application at the LTB.

⁵ This LRA is 16 years long.

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The following chart describes the breach referrals received:

Breach Files	January 1 – March 31, 2023	April 1 - June 30, 2023	July 1 - September 30, 2023
Total Breach Referrals	20	18	13
No Exceptional Circumstances	13	9	6
Breach Reports issued	6	8 ⁶	5 ⁷
Average month of referral to OCHE after breach	10.14 months	17.12 months	7 months
Average month of actual breach	3.16 months	5.62 months	5.75 months

From our sample size of 19 files, the average length of time it took for files to be referred to the OCHE was twelve months; however, the breach itself occurred in the fifth month of the agreement. This gap is not ideal as it could lead to arrears accumulating further.

6.0 NEW PROPOSED REPORTING STRUCTURE

As described in the introduction to this report, the OCHE reports bi-annually through the Tenant Services Committee (TSC) to the Board of Directors at TCHC. It is recommended that TSHC adopt a similar reporting structure to decrease the number of reports to the QTE and provide more meaningful data that contains greater numbers.

It is being recommended that the OCHE provide a final quarterly report for 2023 which will cover the period of October 1 to December 31, 2023. Then in 2024 move to providing two Bi-

⁶ At the time of writing, there is 1 file being worked on which will be closed in a future reporting period.

⁷ At the time of writing, there were 3 files being worked on which will be closed in a future reporting period.

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Annual Reports, covering January 1 to June 30, 2024 and July 1 to December 31, 2024 respectively.

CONCLUSION:

This report provided an analysis of the referrals received from TSHC between April 1 and September 30, 2023 and includes a discussion related to the case management of files.

In presenting our findings in this new format and including the systemic recommendations that are being adopted by TCHC we hope that the Board will find this information useful and that it will ensure streamlined service from OCHE to TSHC staff and tenants.

IMPLICATIONS AND RISKS:

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

SIGNATURE:

"Melanie Martin"

Melanie Martin
Interim Commissioner of Housing Equity

STAFF CONTACT:

Melanie Martin, Interim Commissioner of Housing Equity
437-997-3687
melanie.martin@oche.ca

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APPENDIX #1

SUMMARY OF RECOMMENDATIONS MADE TO TCHC AS PART OF THE OCHE BI-ANNUAL REPORT (JAN 1 -JUNE 30, 2023)

OCHE RECOMMANTATION	TCHC RESPONSE	EXPECTED COMPLETION DATE
<p>Recommendation 1:</p> <p>TCHC to embed the Stage 1 Checklist into HoMES and to provide OCHE access to it so as, to eliminate the extra time needed to send referrals to the OCHE and for the OCHE to review and send back.</p>	<p>Work is underway to incorporate the Stage 1 (N4) Checklist into HoMES. As a result of collaborative work between TCHC and OCHE, the Checklist has been revised, and Operations staff are working with OCHE, ITS and YARDI to implement the required changes in HoMES as quickly as possible. Testing, to be conducted with TCHC and OCHE SMEs, with support from ITS, is expected to take place in November.</p>	<p>January 2024</p>
<p>Recommendation 2:</p> <p>In collaboration with the OCHE, City Partners and TCHC, develop a time specific methodology for both tracking and enforcing arrears management for files which fall under strict criteria. Consideration should be given to the management of files where</p>	<p>Management is in final stages of recruitment for a Manager of Tenancy Management - Centralized Services. This new role and their team will be accountable for:</p> <ul style="list-style-type: none"> - developing tracking methodology and oversight process - tracking of high dollar value arrears files - providing support to regional Tenancy Management teams to ensure these files are being addressed according to the process. 	<p>December 2023</p>

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<p>the arrears exceed \$10,000.00. By keeping track of these files separately from newer arrears files, TCHC will be able to accurately determine the success of the ACP. This tracking needs to be in place before the roll-out of the new ACP.</p>	<p>Anticipated start date for the new role is mid-October</p>	
<p>Recommendations 3:</p> <p><i>ACP Recommendations</i></p> <ul style="list-style-type: none"> a. TCHC should update the ACP to require N4 to be served in the second month of arrears (one month plus a \$1.00 of arrears owing). b. Modify HoMES to ensure timely creation of N4s and reduce the number that need to be created manually. 	<p>A revised ACP is in development with expected implementation beginning in Q1 2024.</p> <ul style="list-style-type: none"> a) On implementation of the new ACP, TCHC will begin serving the N4 once a household is at least one month behind on paying their rent. b) As part of the work to revise the ACP, a cleanup process will be undertaken to address complexity within some of the arrears files, which will in turn result in a decrease in the number of manual N4s required. Additionally, the Operations team is working with ITS to implement reporting that will provide specific information about issues with N4s. 	<p>Q1 2024</p>

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<p>c. Ensure finance processes rent payments early so that they are all posted before N4s are issued to tenants.</p> <p>d. OCHE to issue monthly ACP compliance reports to TCHC by Region, for more up to date monitoring of OCHE recommendations and schedule monthly meetings with TCHC to review trends and compliance.</p> <p>e. Create a new Key Performance Indicator (“KPI”) for the Regions</p>	<p>This information will inform future Management actions to address any HoMES changes that are needed, in conjunction with any required staff training and process changes.</p> <p>c) Throughout the revision and implementation phase of the ACP, Operations, Finance and ITS will be working together to reduce pain points within the rent processing workflow and to ensure that rent payments are processed and available for staff review within HoMES as early in the month as possible.</p> <p>d) TCHC’s regional team will actively participate in the monthly ACP compliance meetings.</p> <p>e) The Operations centralized teams (Performance and Quality, and Operational Planning and Program Services), are working with the Regional Tenancy</p>	
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<p>which monitors and evaluates ACP Compliance regionally.</p>	<p>Management teams to develop new KPIs associated with the implementation of the revised ACP. One of the KPIs will relate to overall compliance levels with the ACP.</p>	
<p>Recommendation 4: TCHC to re-establish the <i>Memorandum of Understanding</i> between Ontario Works and TCHC and endeavor to improve the process of information sharing and communication between them where a mutual interest in stabilizing tenancies exists. Specifically, TCHC management to reach out to OW management to clarify the need for OW Caseworkers to cooperate in the resolution of arrears for their clients, and to apply to the Housing Stabilization Fund to assist tenants address their arrears balances.</p>	<p>The relationship management role for overall engagement between TCHC and Toronto Employment and Social Services has been consolidated to the Operations Planning and Program Services (OPPS) team, with relationship management with local TESS offices being situated with Regional Tenancy Management teams. Given this clarity, the Director OPPS will engage with TESS leadership, with support from the Housing Secretariat, to review and re-establish the MOU. The discussion will include development of roles and expectations for local teams at TCHC and TESS.</p>	<p>Q1 2024</p>

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<p>Recommendation 5:</p> <ul style="list-style-type: none"> a. TCHC to track LRAs over \$10,000.00 separately so as to accurately report on the organizations total arrears balance with an understanding that recovering this debt in total is improbable. b. Ensure TCHC staff are empowered to broker longer repayment agreements that consider the Tenants income and expenses to prevent breaches wherever possible. c. Modify HoMES to allow Pre-Authorized Payments (PAP) to also withdraw arrears repayments by month; and to withdraw the rent on a flexible schedule. For example, seniors receive 	<ul style="list-style-type: none"> a) Tracking of Local Repayment Agreements over \$10,000 will be included in the work outlined against Recommendation 2. b) Guidance and parameters giving Regional Tenancy Management staff the ability to enter into longer repayment agreements will be included in the work to revise and update the ACP outlined in Recommendation 3 c) The cost and feasibility of modifications to HoMES to allow PAPs to be set up for repayment agreements, and to allow for PAP withdrawals on a flexible schedule are unknown at this time. Staff have begun the work to explore the feasibility of the changes and will include OCHE in the discussions and decision-making. 	<ul style="list-style-type: none"> a) As per Rec 2 b) As per Rec 3 c) feasibility assessment to be completed Jan 2024
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Housing Corporation**

<p>their pensions on the 27th of the month—this should be the day the PAP withdraws the rent. This is particularly important as other bill collectors are able to withdraw funds on a flexible schedule resulting in returned PAPs due to Non-Sufficient Funds. For tenants who are employed and paid bi-weekly, the PAP should be flexible enough that two payments per month can be withdrawn to coincide with their employment schedule.</p>		
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Item #9

Attachment 1

**Operational Performance
Dashboard**

**Toronto Seniors
Housing Corporation**

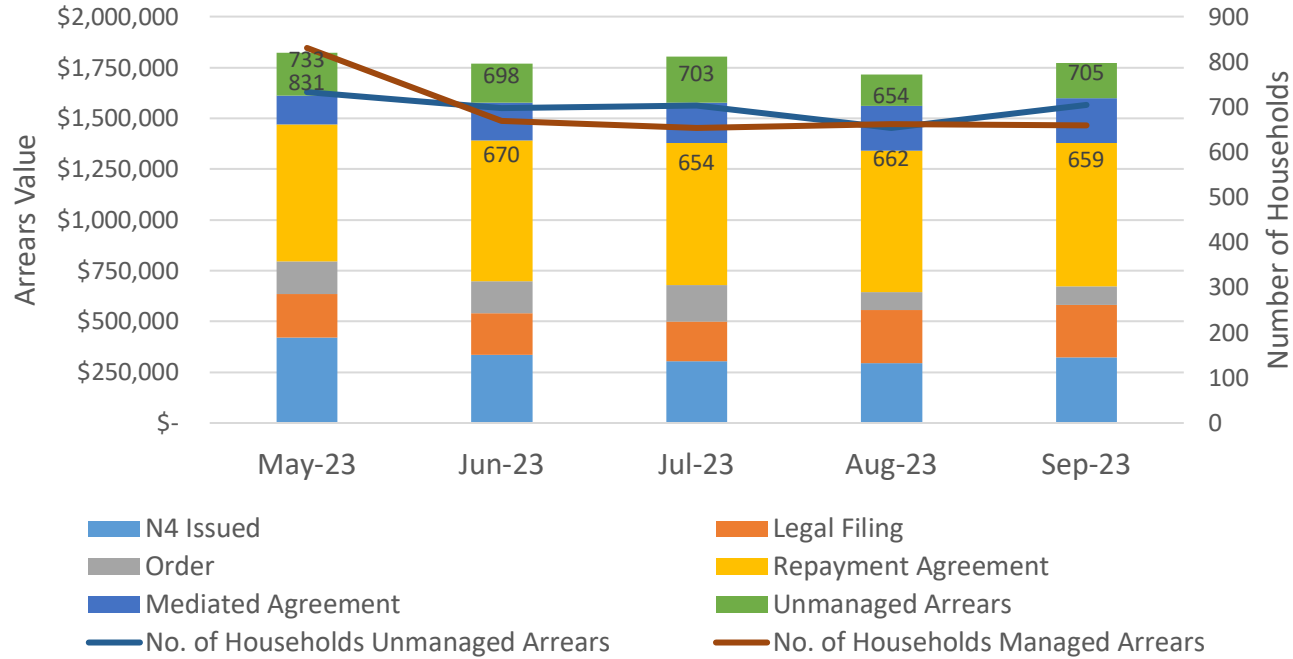
Operational Performance Dashboard – September 2023

Quality and Tenant Engagement Committee Meeting

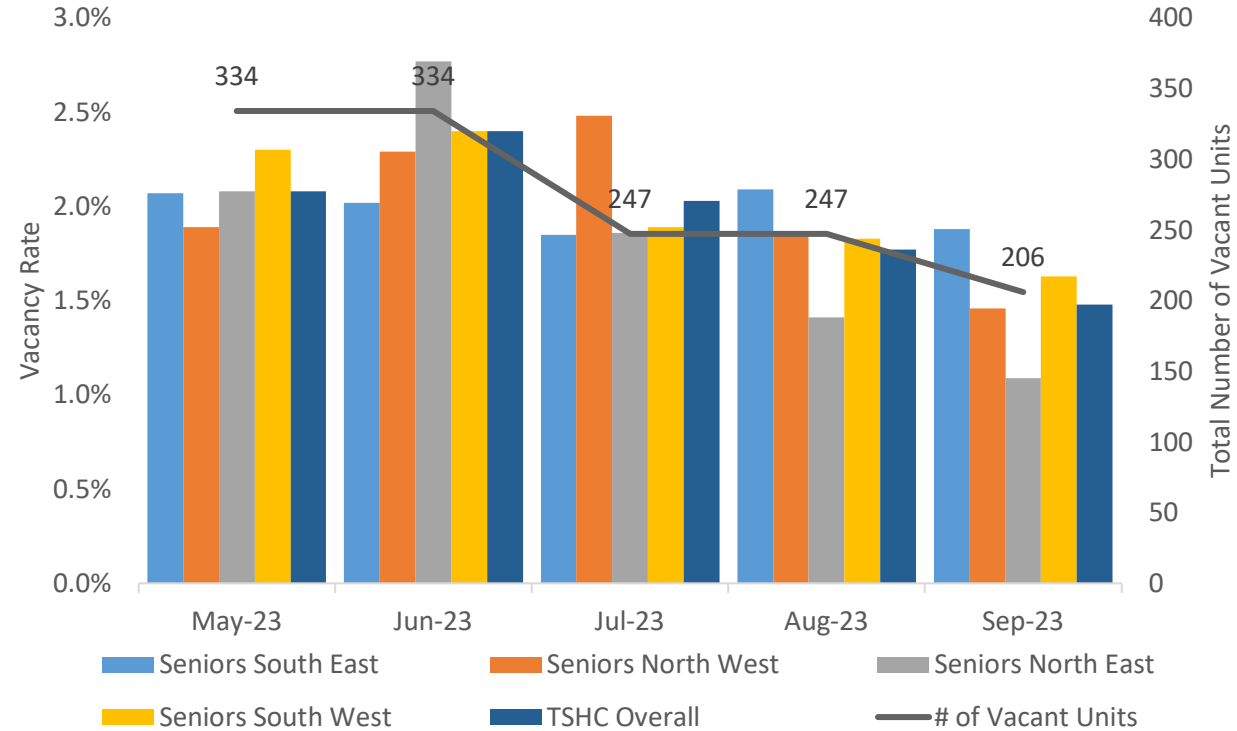


Summary – September 2023

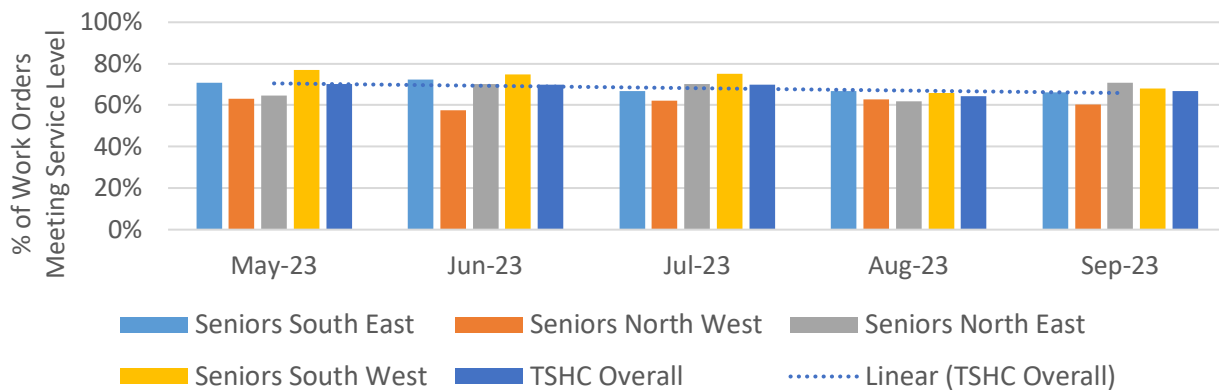
Arrears Collection Process (ACP) Stage Arrears and Tenants



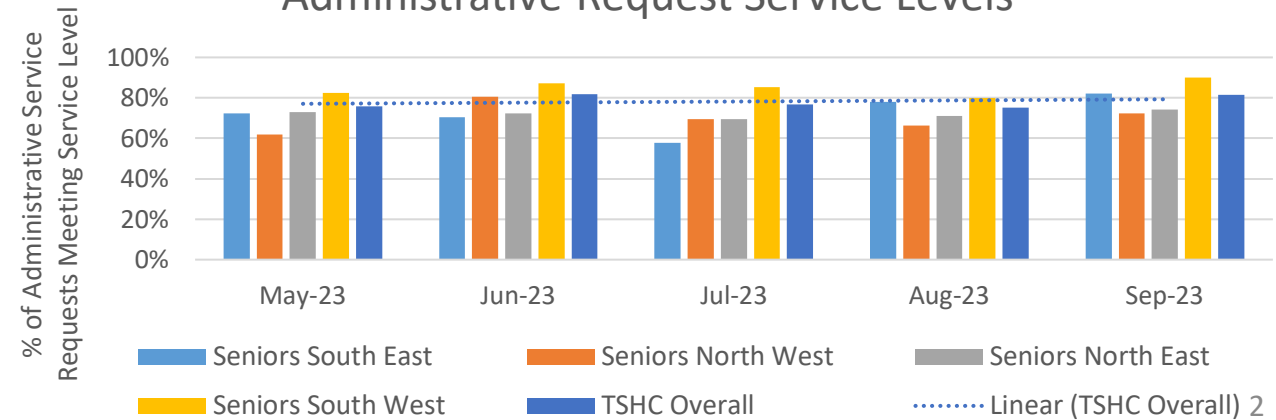
Vacancy Rate & Number of Vacant Units



Work Order Service Levels



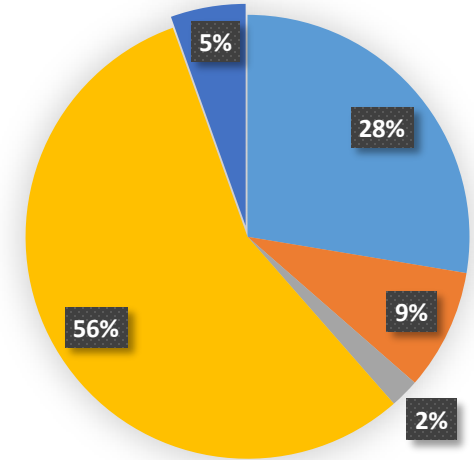
Administrative Request Service Levels



Arrears

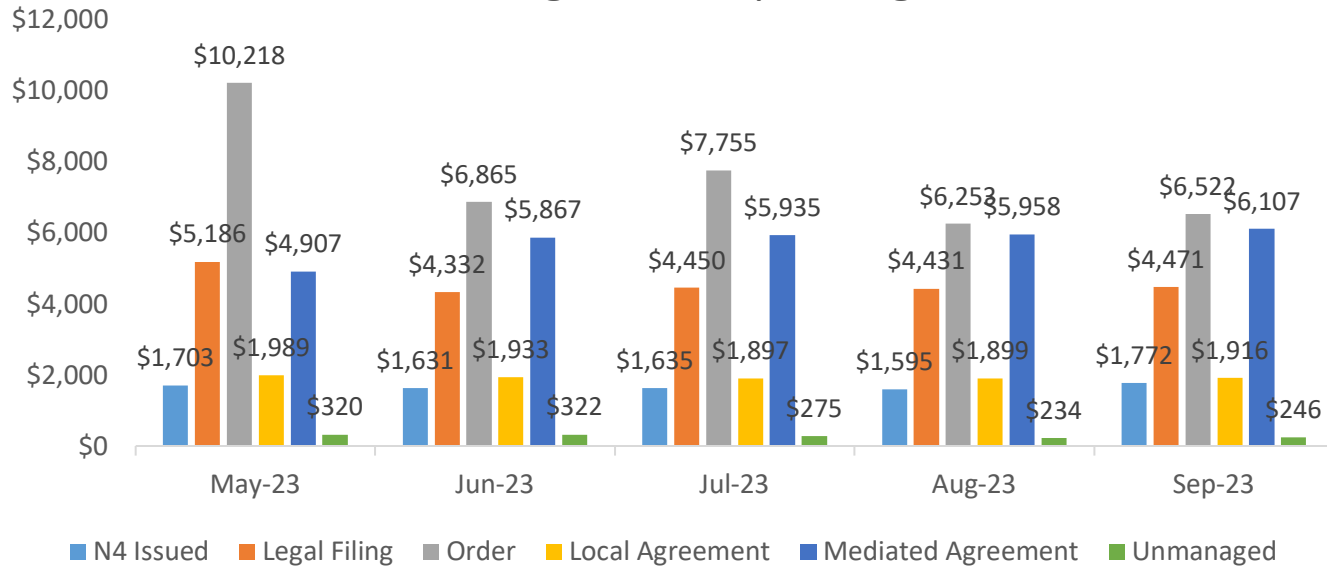
- In September 2023, the rent/parking arrears was \$1,773,414 an increase of \$58,788.29 from August
- The 'Not Arrears Related Legal Code' stage saw the largest dollar increase of \$20.473 (11.8%)
- While 'Legal Filing' stage saw a % drop; 0.8% (\$2,082.54)
- The average unmanaged account remains below \$250.00

of Tenants at each stage of ACP

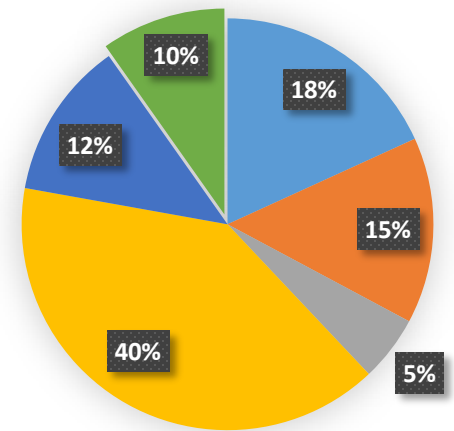


■ N4 Issued ■ Legal Filing ■ Order ■ Local Agreement ■ Mediated Agreement

Average Arrears per Stage



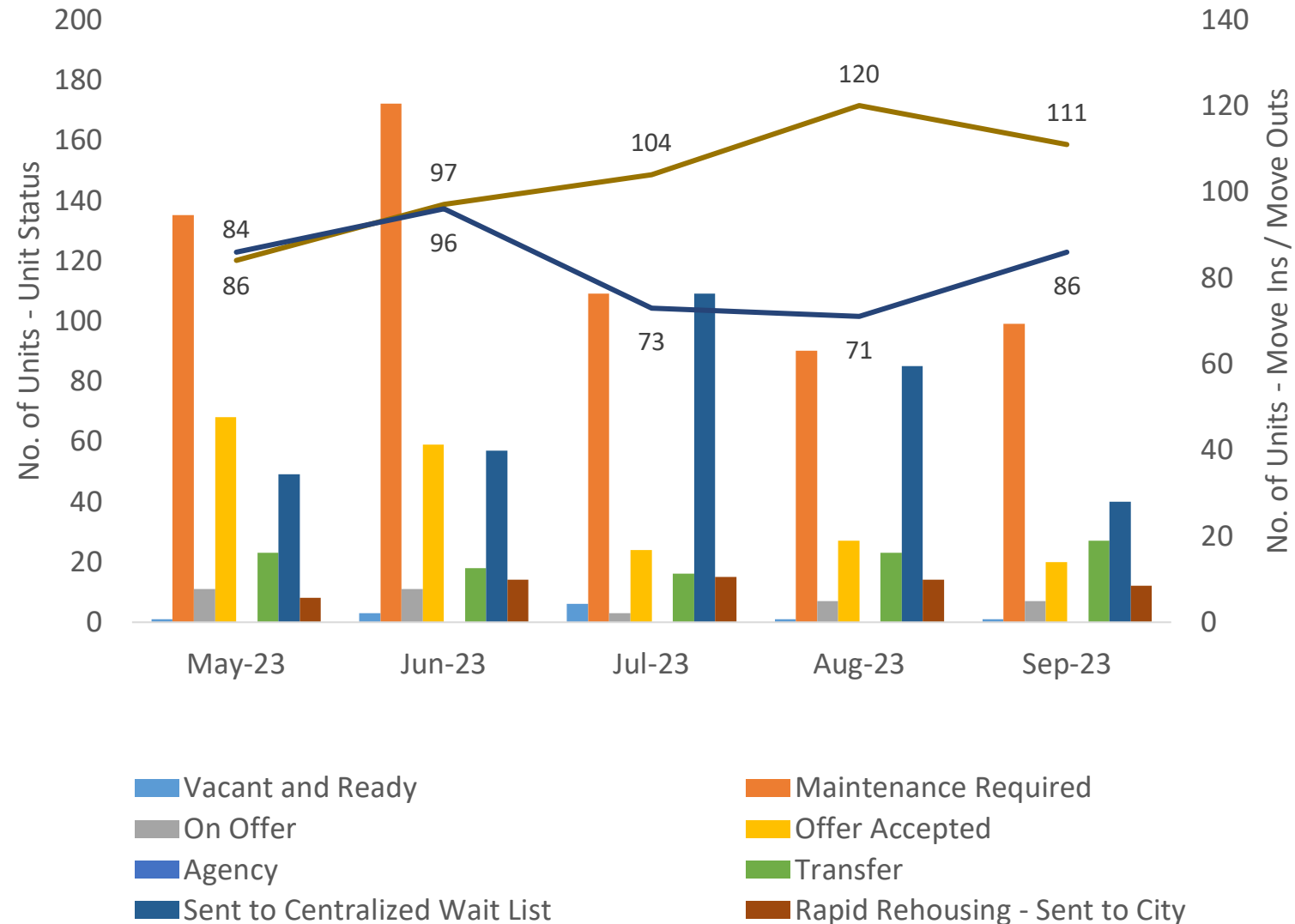
Arrears Percentages



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

Vacancy Rate

- The vacancy rate for September 2023 dropped to 1.44%, exceeding the service manager target of 2% by over half a percentage point.
- It should be noted that as TCHC transitioned vendors for the turnover of vacant units this number is expected to increase in October
- In September 2023, the 'Sent to Centralized Wait List' category saw the largest decrease (*fell by 52.9%, 45 units*)
- The following categories also saw a decrease this month;
 - 'Offer Accepted': -25.9% (*7 units*)
 - 'Rapid Rehousing – Sent to City': -14.3% (*2 units*)
- In September, there were 9 less move ins and 15 more move outs when compared to August



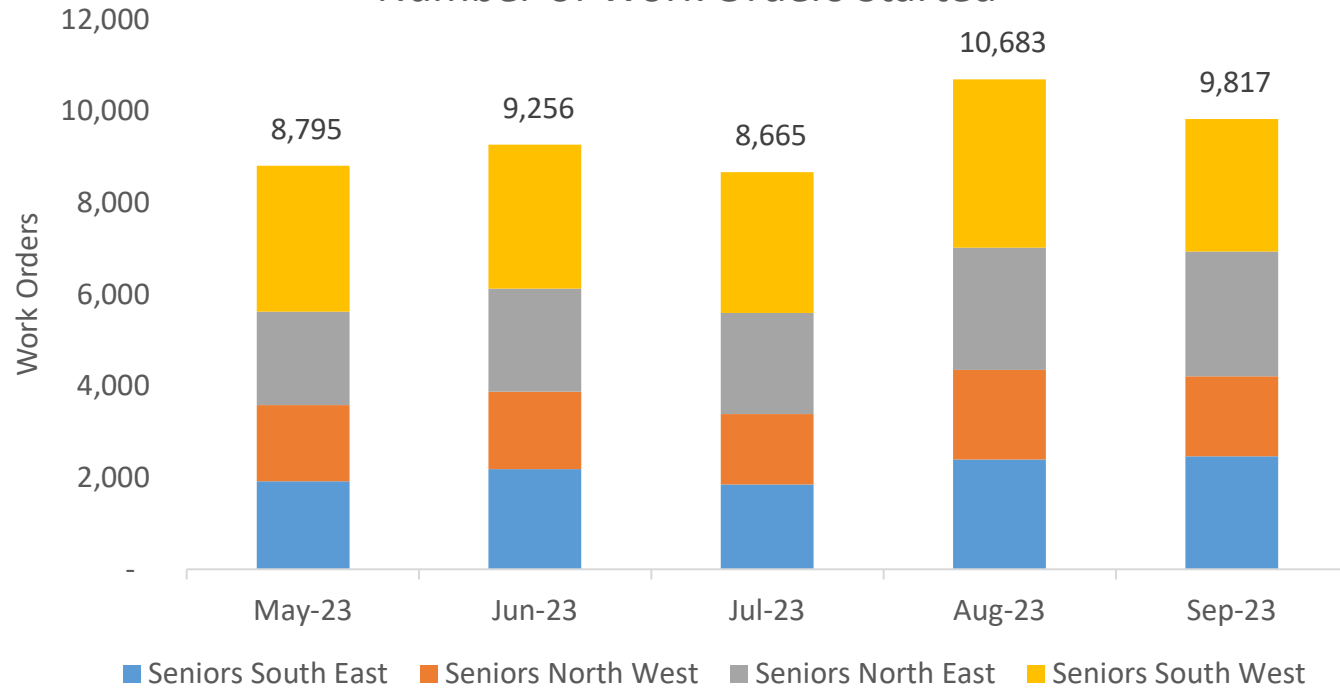
Maintenance Work Order

- In September 2023, staff and vendors processed 8,949 work order requests from tenants with 66.7% resolved within 5 business days
- TSHC Staff completed 88.0% (5,820) internal work orders
- In September, the majority of these work orders were related to pest control, plumbing, and janitorial; making up almost 45% of all work orders

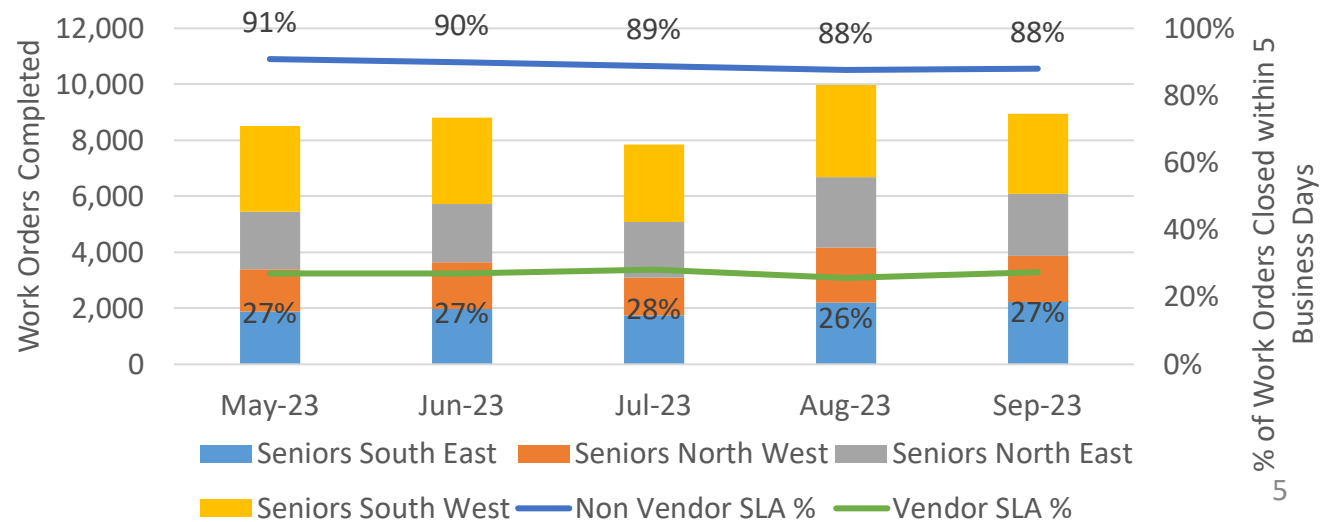
➤ Top 5 Work Order Categories Completed in September 2023

Work Order Request Category	%
Pest Control	23.8%
Plumbing	11.4%
Janitorial	10.1%
Alarm Monitoring	9.0%
Doors	7.6%

Number of Work Orders Started



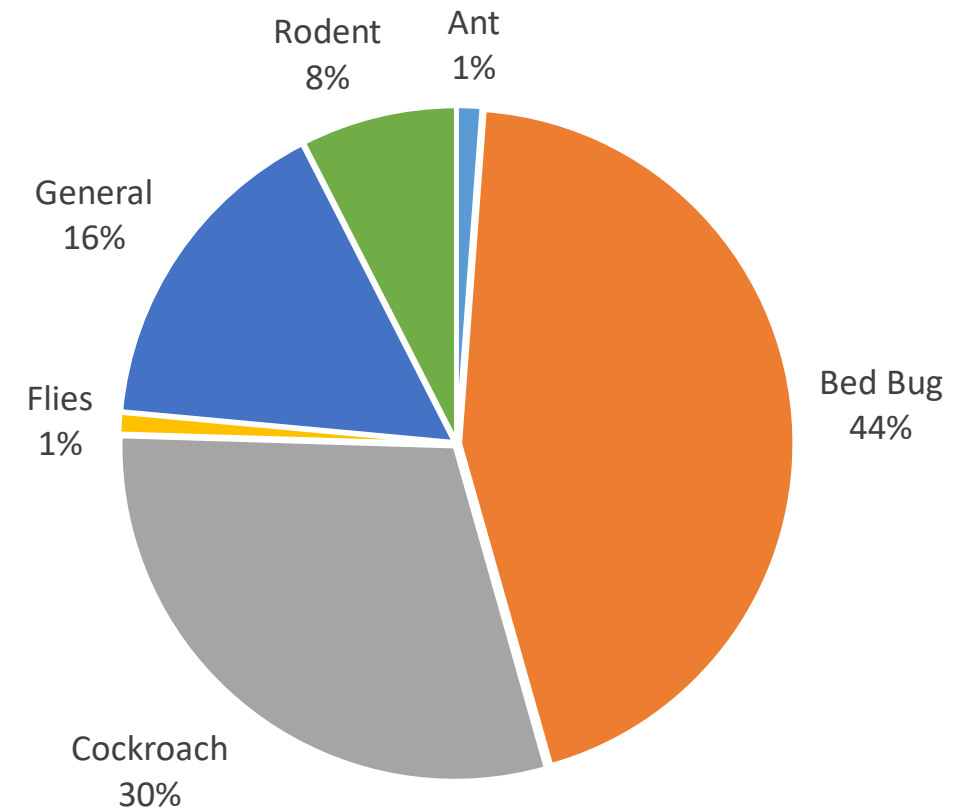
Work Order Performance



Pest Control

- For the month of September staff scheduled 1,629 units for pest treats, of the treatments requested:
 - 882 units required bedbug service 268 declared pest free
 - 619 units required cockroach service 242 declared pest free
- Year to date staff have assisted 44 residents with preparation for treatment while coordinating 138 units for preparation with Toronto Public Health. Staff have also supplied 22 residents with new beds as their existing beds were too infested to be recovered.
- During the month of September staff and vendors carried out a building cleanout of 194 unit building in the south east. While staff are still working with residents and analyzing data some preliminary findings are
 - Staff were able to gain access to all units locating evidence of pests in 59 units, 41 units were identified through the building clean out inspection, 69% of units in the building that required pest treatment had not been reported by residents.
 - Staff carried out preventative treatments in all units where no activity was noted 135 units, to prevent infestations
 - 44 tenants attended the information session held prior to inspections and 25 tenants sought out staff for information in private sessions.
 - Units identified are current in the midst of the 6 week bedbug treatment cycle

Pest Control - Pest Type

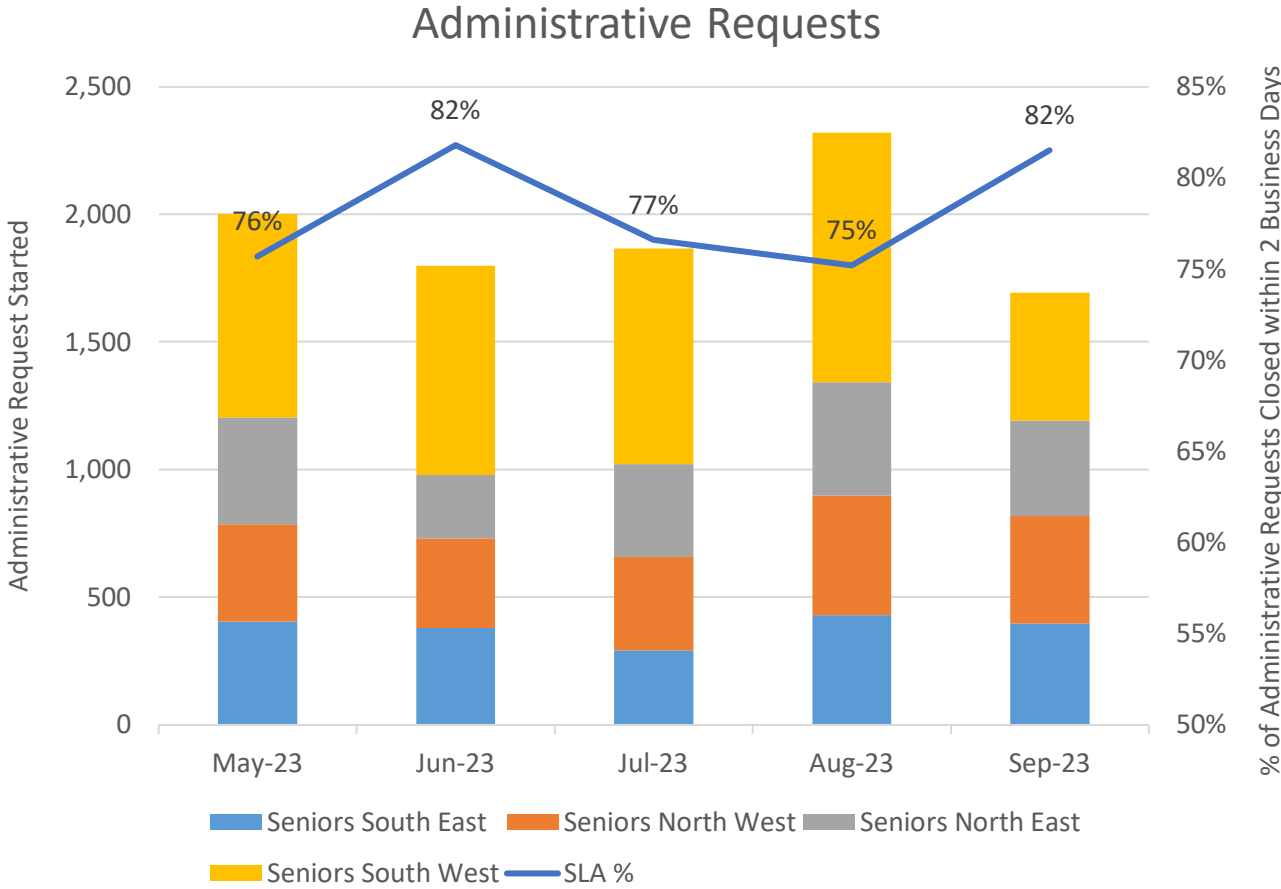


Administrative Requests

- Staff processed 1,762 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 September 2023

Service Request Category	%
Tenants Requesting Documentation Support	25.2%
Annual Unit Inspection	14.9%
Caller Requesting Info	12.4%
Complaints – Tenant Harassment/ Unruly Behaviour	5.2%
Concerning Behaviour	4.1%



Glossary of Terms

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

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation Quality and Tenant Engagement Committee Meeting

Topic: Proposed approach to tenant engagement

Item #10

Date: November 22, 2023

**Report: QTEC: November 22, 2023, item
#10**

To: Quality and Tenant Engagement Committee

From: Arlene Howells, Director, Engagement Partnership, and Communications (I)

Date: November 22, 2023

Purpose: For approval

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee approve the following recommendations to be forwarded to Board for approval:

- To adopt the Community Connect+ approach to tenant engagement, as set out in Attachment 1 to this
- To phase out the current Tenant Engagement Model brought over from TCHC as tenants are ready and agreeable to adopting the new approach for their building.

Reason for Recommendation:

The Interim Strategic Directions identified Tenant Engagement as one of its top four priority areas. The new approach proposed here, Community Connect+, was designed with inputs from tenants, staff, service providers, and community partners over most of 2023. Approval of this approach will allow Toronto Seniors

Toronto Seniors Housing Corporation

Housing to move toward implementation in 2024 and provide enhanced opportunities for participation and connection that tenants have been requesting.

The Community Connect+ approach being proposed today will take time to implement, starting in 2024. It is a starting point, not a static approach. It will continue to grow and adapt through ongoing evaluation and co-design to make sure the approach continues to meet the needs and wants of senior tenants.

Background

When Toronto Seniors Housing Corporation (TSHC) was created, it adopted many of the policies, procedures, and other foundational pieces from Toronto Community Housing Corporation (TCHC) until the new corporation could work to adapt these pieces to better suit the wants and needs of senior tenants.

One of the priority areas tenants identified as needing change was TCHC's Tenant Engagement Model. In early 2023, through a Request for Proposal (RFP) process, Barnes Management Group (BMG) was brought in as an independent facilitator to help develop a new approach to tenant engagement, connection, and participation. BMG reviewed reports, interviewed stakeholders, facilitated tenant focus groups and feedback sessions, and led four co-design sessions with tenants, staff, service providers, and community partners to develop an approach to tenant engagement that included the experiences and expectations of many voices from across the TSHC community.

A total of 312 tenants, staff, service providers, and community partners participated in this official process. This work was also informed by the Interim Strategic Directions, the Quality Improvement Projects, the CEO Listening and Connecting tours, and other tenant consultations and meetings that have occurred over the first year and a half of TSHC's existence. The process also considered the intersection of other policies and processes, such as the use of community spaces and funding for tenant activities.

Co-Design Results

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Participation in the co-design sessions saw a well-balanced, collaborative effort between tenants, staff, and service providers. We are grateful to our community partners at Toronto Public Library and Toronto Metropolitan University who provided table guides to facilitate the smaller group conversations. There were 80 participants in September and 77 in October co-design sessions. Overall, 29% of co-design participants were tenants.

Surveys were done at the end of each of the four co-design sessions to see how participants felt about this method of collaboration. The surveys had a 64-70% completion rate. The responses were as follows:

- 83-96% agreed or strongly agreed that their voice and contributions were heard and incorporated in the decision making
- 90-100% agreed or strongly agreed that the workshop was effective and meaningful
- 86-90% of participants agreed or strongly agreed that they were able to contribute and participate in the discussions

Participants were also positive about how the facilitators ran the workshops and the conversation guides facilitated the table discussions.

Information gathered at these co-design sessions were incorporated into a draft Community Connect+ Approach. This was sent out to co-design participants for additional feedback through a survey, with 15 participants responding. Two questions were asked, with 100% of respondents agreeing “very much” or “partially” that:

- The Community Connect+ approach to tenant engagement reflects the ideas developed at the co-design workshops
- They see this approach as being better suited to the needs of senior tenants

There were opportunities to provide additional written comments and this feedback was incorporated into the Community Connect+ Approach presented in Attachment 1.

The proposed Community Connect+ Approach

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Attachment 1 of this report outlines the Community Connect+ Approach to collaboration. Community Connect+ is the name chosen at our co-design sessions for this new approach. At the sessions, it was also determined that the word Approach is more flexible than Model, and therefore is the preferred term.

Community Connect+ differs from the current 'Tenant Engagement' activities at TSHC. It draws on both the formal and informal elements of 'engagement' as one integrated approach. This approach supports increased participation and develops closer collaboration and connections between tenants, staff, service providers, and community partners at Toronto Seniors Housing buildings, in the regions, and across the city.

Community Connect+ is broad in scope. It has specific actions to provide greater opportunities and supports for tenant voices to be included in decision-making in each of their buildings, across various communities, and TSHC generally.

Community Connect+ is based on volunteerism and Tenant Circles. Community Connect+ has three main areas of collaboration, or Circles, with a focus on promoting tenants being active, being social, and reducing social isolation:

- **Connecting neighbours** in our buildings: In a Tenant Circle at the building level all tenants will have an opportunity to get involved. They can volunteer to participate in areas that are of interest to them.
- **Connecting communities** in our neighbourhoods: At the Community or Regional Circles tenant volunteers already active in their buildings will have an opportunity to contribute more. This is an opportunity for sharing information and ideas across buildings and to provide broad tenant input to Toronto Seniors Housing.
- **Connecting tenant volunteers, staff, service providers, and community partners** across the city: The City-Wide Circle is where tenant volunteers who want to dedicate significant time and energy can help to shape policy and influence broader change.

Tenants repeatedly identified that tenants feeling safe and secure is essential to tenant participation and the success of the Community Connect+ approach.

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Cultural, linguistic, and accessibility differences and challenges must also be considered in all aspects of this approach to ensure that all tenants can participate.

Starting at the building level, tenants get together at annual building meetings at the beginning of each year to democratically determine building priorities. This includes tenant-led activities, small- and large-scale purchases, as well as gaps and opportunities that might be filled through service providers or community partners. Staff will assist in facilitating these meetings, but tenants set the agenda.

Once the priorities are identified, tenants volunteer to support the priorities that are of interest to them, such as planning an event or creating a neighbourhood resource guide for new tenants. This allows tenants to volunteer where they have capacity, interests, and skills. It also spreads the workload across a larger group of tenants. The newly proposed Community Activities Fund will be available to assist in paying for certain expenses. Where tenants have identified a need, staff can assist in making connections to service providers and community partners to fill other gaps.

These annual building meetings set the foundation for ongoing Tenant Circles throughout the year, where tenants meet to continue identifying volunteers, planning, assessing and adjusting their priorities as needed, and addressing any issues that arise.

This Circle approach to connecting tenants is then replicated at the community and city-wide levels, where tenants can share their experiences and skills to assist tenants in other buildings, and to identify issues they have heard at their buildings and communities to the corporation. Community or Regional Circles are intended to be a place for sharing and learning from each other. The City-wide Circle is also another iteration of a tenant circle. In this circle it is proposed that membership is selected from amongst a group of peers who are part of the Community or Regional Circles.

Tenants will be encouraged to participate in this new approach when and where they are comfortable. There are many tenants who have been long-standing leaders in their communities, and this work is appreciated. There is no pressure to move from what is there today if most tenants in those buildings feel it is working well.

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The new approach recognizes all tenant volunteers have something to contribute and no one tenant is above the other. It also recognizes that volunteers may only wish to help in certain areas.

The results of the 2023 Tenant Experience Survey, ongoing Tenant Town Halls, and annual building planning meetings will continue to provide additional information to inform and evaluate this new approach. This will ensure that Community Connect+ achieves its focus on tenant health and well-being, reducing isolation, and promoting tenants to be active and social.

Next Steps

- Communicate board decision broadly before the holiday break
- Begin work on implementation plans for various aspects of the Community Connect+ Approach in the first quarter of 2024
- Refine tools, templates, and documents that are needed to support the new approach
- Adapt current regional tenant leader/representative meetings to include tenant volunteers from buildings that have adopted the new approach

Implementation will be a gradual, collaborative, phased, and iterative in approach. Input, co-design, and evaluation will be ongoing.

Change will be incremental. Change will take time, understanding, patience, and resources. Together, we will learn, adapt, and grow. We will continue to report back to QTE on progress.

Arlene Howells

Director, Engagement, Partnerships, and Communications

List of Attachments:

1. Community Connect+ Approach for Toronto Seniors Housing – PowerPoint Presentation

Item #10

Attachment 1

**Community Connect+
Approach for Toronto
Seniors Housing –
PowerPoint Presentation**

The Community Connect+ Approach for Toronto Seniors Housing



November 2023

Developed by: Barnes Management Group (BMG)

Table of Contents

High-level Summary

Introduction to Community Connect+

How We Got Here: Collective Voice and Research

Mandate and Critical Success Factors for Community Connect+

Draft Version of Community Connect+

What Is Different in This Approach?

High-level Implementation Approach

High-level Summary

In response to Toronto Seniors Housing Corporation's (TSHC) Interim Strategic Direction 2, Barnes Management Group (BMG) was contracted to engage with tenants, staff, service providers, and TSHC Board committees to develop a Tenant Engagement Model. The focus of the work is to enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice, per the Interim Strategic Directions.

In 2023, BMG reviewed reports, interviewed stakeholders, facilitated tenant focus groups and feedback sessions, and led four co-design sessions with tenants, staff, and service providers in order to develop an approach to Tenant Engagement that included the experiences and expectations of many voices from across the TSHC community.

The **Community Connect+** approach presented in this document describes an approach to tenant engagement that culminated from all of the sources and voices that have been part of this process. The co-design sessions provided insight on the language, concepts, and ideas which the consultants used as a basis for Community Connect+. Their draft version was shared with all participants of the co-design sessions with a survey and request for comments. This final version includes those survey results and incorporates the comments provided.

There are many details to work out, and more collaboration required, to understand how this approach will look in years to come. The approach set out in this package is a foundation to grow from.

Introduction to Community Connect+

The purpose of Community Connect+ is not to engineer 'tenant engagement' into a rigid system or to discard all the hard work that has gone on by tenants and staff since TSHC was formed, or before that. Community Connect+ was developed in conversation between tenants, staff, and service providers and proposes many great ideas.

Some of these ideas are quite formal, such as developing a Code of Conduct, role descriptions, or revising the Terms of Reference for the Senior Tenants Advisory Committee. Others are more informal and community-minded, such as organizing word-of-mouth campaigns in buildings or asking tenants to share their stories in Seniors Speak.

Community Connect+ differs from the current 'Tenant Engagement' activities at TSHC. It draws on both the formal and informal elements of 'engagement' as one integrated approach. It forms connections between tenants, staff, service providers, and community partners. With time and mutual cooperation, we will all start to see new experiences growing out of the old.

The following slides describe an approach to collaborating with tenants based on the contributions of many voices. It includes the practical ideas and broad recommendations that were included in our co-design consensus workshops in September and October 2023. It is broad in scope. It has specific actions to provide greater opportunities and supports for tenant voices to be included in decision-making in each of their buildings, across various communities, and TSHC generally.

Community Connect+ is the name chosen for this approach in our co-design sessions.

How We Got Here: Collective Voices and Research

Community Connect+ was created through an inclusive, iterative process that involved research and extensive engagement. Contributions are summarized below.

Type of Engagement	Participation	Attendance
Environmental Scan	4 Organizations*	20 Participants
Focus Groups	Tenant Leaders/Representatives, Senior Tenants Advisory Committee, Staff	67 Participants
Tenant Focus Groups	Tenants from buildings across TSHC's 4 regions	88 Participants (6 languages)
Tenant Feedback Sessions	Tenant Working Group, Senior Tenants Advisory Committee	48 Participants
Co-design Sessions	Tenants, Staff, Service Providers	89 Participants
TOTAL		312 Participants

*Ottawa Community Housing Corporation, Canadian Red Cross, Baycrest Hospital, NORC (Naturally Occurring Retirement Community) Ambassadors Program

Mandate Behind Community Connect+

- We understand that tenants who are actively involved in their communities may have improved physical, mental, and emotional well-being.
- Previous models did not address the needs of senior tenants. We aim to improve that.
- The Board prioritized tenant engagement in Interim Strategic Objective 2: Tenant Engagement - to enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice. The Shareholder Direction also directs TSHC to ensure that tenants have a voice in their community at various levels. Community Connect+ is a collaborative effort to implement these directives.
- We have seen recommendations for Tenant Engagement in the Quality Improvement Projects Report which included areas such as Community-building, Relationships, Information, and Communications.
- We learned in our research that a 'tenant engagement model' should be co-designed with tenants, staff, service providers, and community partners.

Critical Success Factors for Community Connect+

Tenants feeling safe and secure is essential to tenant participation.

Ensure Community Connect+ has measures for success that benefit tenants, staff, service providers, and community partners.

Introduce change gradually and account for the unique assets and challenges of tenants, staff, service providers, and community partners.

Decision making is informed by tenants, with continuing opportunities for co-design and collaboration among tenants, staff, service providers, and community partners.

Provide options and resources that help tenants get more involved in their building, communities, and city.

Community Connect+

Our Approach

Community Connect+ is an approach to develop closer collaboration between tenants, staff, service providers, and community partners at Toronto Seniors Housing buildings, in the regions, and across the city.



Our Collaboration

The Community Connect+ approach describes what strategies and actions are critical at different levels for implementing new ways of working together, encouraging participation, and building on the strengths of all collaborators.

Connecting Neighbours in our buildings

Implementing better ways for tenants to meet together as neighbours in each building and find ways to share information and encourage participation.

Strategies

Collaboration: Staff and tenant volunteer roles are clearly identified and organized.

Creative Outreach: Tenant volunteers work with their neighbours to come up with the best ways to communicate in their building.

Tenant Volunteers: Connecting and bringing together tenants in their buildings, not only those in previously appointed roles.

Actions

Tenant Circles: Tenant volunteers meet regularly to plan events, share information, and raise issues.

Welcoming Buildings: Each building is unique. Tenants can make their buildings welcoming to new tenants and visitors.

Community Activities: Encourage more tenants to do things as a community; more participation in things that matter to them.

Connecting Communities in our neighbourhoods

Toronto Seniors Housing consists of many communities. Helping tenants to connect across their regions and in their neighbourhoods helps all communities to thrive and offers volunteers a sense of purpose.

Strategies

Cross-Building Sharing: There are good things happening all over Toronto Seniors Housing. Tenants, staff, service providers, and community partners can learn from each other's successes.

Community Partnerships: Service providers and community partners collaborate with tenants and staff for programs and services that meet tenant needs and circumstances.

Capacity-building: Tenant volunteers and staff are supported with new tools and skills to get events and activities off the ground.

Actions

Regional Roundtable Meetings: Tenant volunteers and staff work together at a regional level and include service providers and community partners as appropriate.

Storytelling: Tenants collaborate with staff to write and share stories across different formats and with translations available.

Community Resource Guide: Tenants help compile a local resource index of information for each region, such as health, social, and shopping information.

Leadership training for volunteers and staff: Topics could include group decision making, facilitation, technology, and conflict resolution.

Connecting Tenant Volunteers, Staff, Service Providers, and Community Partners across the city

Innovating how tenant volunteers, staff, service providers, and community partners work and learn together is essential to building relationships that work **over time**.

Strategies

Accessible Information: Tenants can easily access information, in multiple formats and languages, about roles, processes, and resources.

Ongoing Improvement: Use a variety of ways to measure and share positive changes and understand barriers.

Communication Solutions: Tenant volunteers use many techniques to overcome linguistic barriers. What works in one building may not be viable in another.

Actions

Evaluation Criteria: Develop meaningful measures of tenant participation, trust, and communication.

Tenant Feedback System: Regularly ask for feedback from tenants and make the results of surveys available to tenants.

Communication Technology: Seek partnerships to increase access to technology and technology training for tenants.

Senior Tenants Advisory Committee: Refresh the terms of reference and include a process for nominating members.

Volunteer and Staff Appreciation: Recognition and incentives for tenant volunteers and staff.

What Is Different in This Approach?

The following slides describe what is new in the Community Connect+ approach, new language we are using, and what to expect going forward.

Levers for Change

Shifting Our Language

Looking Forward

Levers for Change



Learning

- Informal learning from others such as hearing about successes in other buildings, communities
- Formal learning for conflict management, volunteering, equity, inclusion, facilitation

Introduce Gradual Change

- Work with those who are willing and have a desire first, such as those in the South West where no current formal program exists
- Ongoing co-design principles and practices

Communications

- Improve methods and continue focus on elevating tenant voices
- Determine new methods to support new approach, such as tenant information boards
- Increase linguistic accessibility

Attitude

- Listening to hear and understand
- Trying to let go and give space for new opportunities
- Openness to learn from mistakes
- Volunteer and staff appreciation

Process, Policy Improvements

- Use current policies and processes as a starting point for improvements in areas such as code of conduct, use of space
- Measure impact of change

Clarity

- Clearer roles, accountabilities, limitations of tenants and TSHC
- Clarity on who is responsible for what type of communications, methods and means

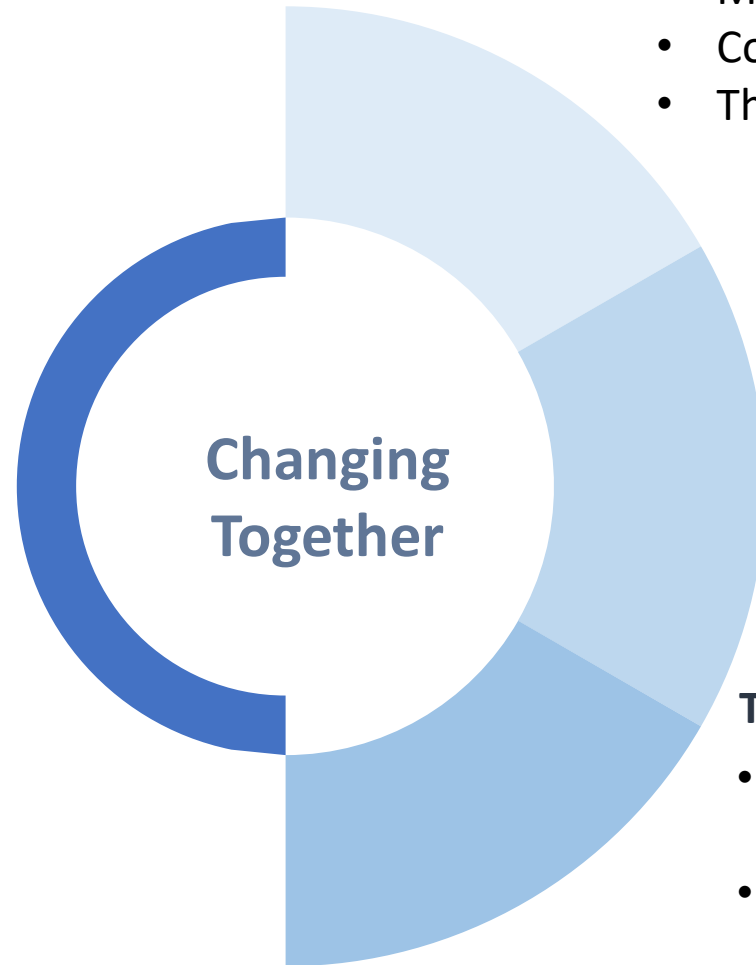
Safe, clean, secure housing

Shifting Our Language

Supporting the new Approach

The shift in language was discussed and agreed upon as part of the co-design sessions. It will take time to embed these new terms. We will work together to adjust to the new terms and make space for learning.

The language change also means there will be some actual changes in how tenants and staff work together. This too will take time and patience. There was an underlying collective desire to work on this new future together.



Community Connect+

- Moving away from Tenant Engagement Model
- Consensus that a new name was needed
- The word Approach is more flexible than Model

Tenant Volunteers or Community Connectors

- Moving away from formal and informal Tenant Leaders/Reps because there is a desire to reduce power dynamics and increase collaboration

Tenant Circles

- **Over time**, move away from Social Committees, Tenant Leaders/Reps to form Tenant Circles
- Tenant Circles will be unique to each building and to those who volunteer
- The Tenant Circles will provide more support for tenant volunteers to work together to lead and plan in each building

Looking Forward

Current State	Future State	Gap	How to Close the Gap
Unclear approach to working with tenants and staff to support health and well-being	Implement new approach based on co-design that includes tenants, staff, and others	Implementation plan that bridges gaps of what tenant engagement may mean for all stakeholders	In first quarter of 2024 co-design an implementation plan
Across all buildings, some tenants may feel like they want more interactions with staff for a variety of reasons	Strengthen relationships between staff, tenants and service providers, across all TSHC buildings	Clear understanding of what tenants want and need to feel more supported and a realistic approach to addressing concerns	2023 Tenant Experience Survey 2023 Feedback from Tenant Town Halls 2024 Annual Building Planning Meetings
Formal and informal Tenant Leaders/Reps are unclear about what they should do, how they can contribute, and what the difference is in their titles/roles	Gradual change in buildings when and where tenants are ready for change	Unclear roles, responsibilities, titles How to select tenant volunteers Different ways of working with tenants today	Beginning in first quarter of 2024 identify those who wish to move to Tenant Circles Use Regional Tenant Volunteer meetings to inform and share learning

December 2023

- Board approval
- Communicate Board decision broadly
- Meet with current Tenant Leaders/Reps



Communicate Impact, Stories

January – December 2024

- Host Annual Building Planning Meetings (Jan-Feb)
- Develop detailed implementation plans (Jan-Mar)
- Begin to implement activities identified in plans (Apr-Dec)
- Town Halls (Apr-Dec)
- Pilot Tenant Circles with tenants (Apr-ongoing)
- Co-develop tools, templates, success measures, policies with tenants (ongoing)
- Coordinate Quarterly Volunteer Meetings (ongoing)
- Increase collaboration to improve access to services and supports (ongoing)

October – December 2024

- Compile data to show impact, gaps, and progress
- Continuous improvement

Thank you

Appendix: Reference Documents

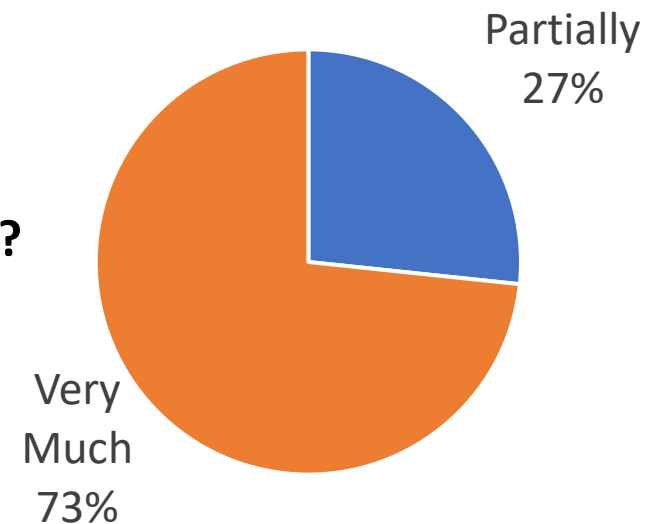
- Feedback on Draft Approach
- Aligning to QIP Recommendations: Items related to Tenant Engagement
- Aligning to Interim Strategic Directions

Feedback on Draft Approach

The draft approach was shared with all co-design participants for input. Support was high from those that responded.

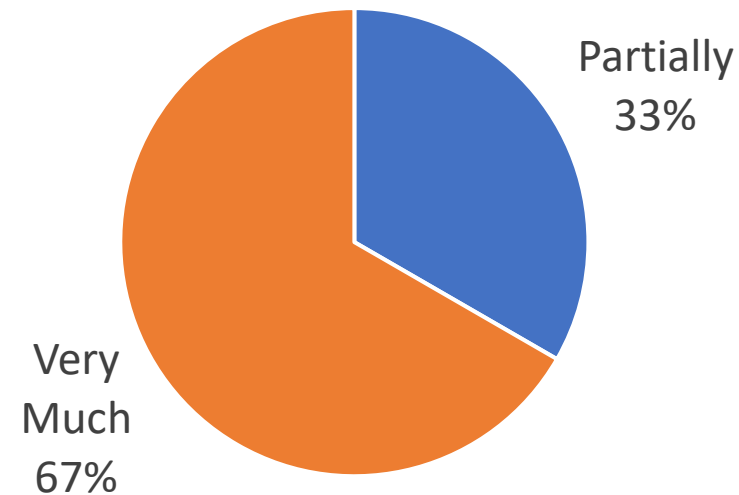
Question: Does the Community Connect+ approach to tenant engagement reflect the ideas developed at the co-design workshops?

Response Type	# of Responses
Not at All	0
Partially	4
Very Much	11
Total	15



Question: Do you see this approach as being better suited to the needs of senior tenants?

Response Type	# of Responses
Not at All	0
Partially	5
Very Much	10
Total	15



Relationship Building

1.2 Create scenarios and convene tenant-staff interaction sessions to enhance mutual understanding; employ tools such as role-playing.

1.3 Bring in outside experts to hold session on issues facing seniors (e.g., Baycrest for aging and dementia, CAMH for mental health).

1.4 Ensure that tenants and staff are aware of TSHC's commitment to a safe workplace and the behaviours that are acceptable for both.

1.6 Devise and conduct outreach programs to encourage tenants to participate in existing activities or offer new ones.

1.7 Have a regularly scheduled "meet and greets" in the lobby or common areas, with light refreshments and possibly a presentation or small event.

1.11 Allocate staff time to tenant activities not related to services they provide as part of their job (e.g., helping out at community events).

Community Building

3.1 Monthly calendar with events is posted and updated.

3.2 Tenant led programming, including meet and greets, is encouraged.

Interactions

2.5 For each building, consider a compact quick reference "responsibility" card (and electronic equivalent) that would provide the appropriate contact information for the situations a tenant is most likely to encounter.

Communications

3.1 Create "TSHC 101", a small core of essential information that will a) enable new tenants to navigate their new surroundings for the first day or two and b) serve as an entry to more complete and authoritative body of TSHC information they can access at their own pace to confirm understanding.

3.3 Show tenants where and how to access all detailed TSHC information and provide hard copy if they are not computer literate.

3.4 Follow up within a week to assess their understanding of the material and whether they need further assistance understanding and accessing it.

3.5 Evolve channels of communication to facilitate tenant access.

3.6 There will be, for the foreseeable future, tenants who cannot access information electronically and do not have the mobility to regularly access bulletin boards. A means of reliable and timely notification should be devised for them.

3.7 Consider how information can be made more accessible and understandable. Text-based content will not be obsolete for the foreseeable future but as applications such as YouTube and TikTok make clear, many people prefer to access information in video form.

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

<p>Engage tenants in their communities and create opportunities for tenant voices</p>	<ul style="list-style-type: none"> • Review policies that support tenant-led programs and projects (e.g., Tenant Action Fund 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
<p>Promote an environment of respect, trust, and inclusiveness</p>	<ul style="list-style-type: none"> • 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
<p>Communicate effectively with our tenants and other stakeholders</p>	<ul style="list-style-type: none"> • Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

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

<p>Facilitate access to priority health and community support services</p>	<ul style="list-style-type: none"> • Create new partnerships where there are gaps in service/supports
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Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation Quality and Tenant Engagement Committee Meeting

Topic: Community Activities Funds Policy

Item #11

Date: November 22, 2023

**Report: QTEC: November 22, 2023, item
#11**

To: Quality and Tenant Engagement Committee

From: Arlene Howells, Director, Engagement, Partnerships and
Communications

Date: November 22, 2023

Purpose: For Approval

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee approve the following recommendations to be forwarded to Board for approval:

1. To adopt the Community Activities Fund Policy, as set out in Attachment 1 to this report, and forward it to the TSHC Board of Directors with a policy effective date of April 1, 2024;
2. Retire the Tenant Funds Distribution Policy (commonly called the Tenant Action Funds), effective April 1, 2024; and
3. Retire the Distribution of Tenant Council Funds Policy, effective December 31, 2023.

Reason for Recommendation:

Toronto Seniors Housing Corporation (TSHC) has been carefully reviewing its tenant-facing policies to ensure that they align with the needs and expectations

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of its valued tenants. In 2022, TSHC initiated a project to gather feedback directly from tenants to help inform policy updates that impact them. This project began after interim approaches were taken during the transition period post-June 1, 2022. As a part of this project, TSHC is now revising its policies for distributing funds to tenants for events or activities that would take place in their buildings along with requests for supplies and smaller equipment. The goals of these changes are to serve the needs of our tenants better and ensure they have access to the resources they need to thrive in our communities. It is also to ensure alignment with the new approach to engaging with tenants.

As part of the process to get tenant input, Health Commons was retained to undertake tenant consultation by holding focus groups to review TSHC tenant-facing policies. Over ninety (90) tenants from thirty-six (36) buildings participated in these focus groups between November 2022 and April 2023. The Health Commons report outlines tenant feedback in four sections: The Purpose of Tenant Action Funds (TAF), A TAF Policy for all TSHC Buildings, A TAF Process within buildings, and Roles, Responsibilities and Collaboration. Tenants suggested that:

- The Purpose of TAF is to encourage tenant-directed funds that support access and reduce barriers to participation in building communities;
- The TAF policy elements should include operating principles based on building size, promote participation, foster partnerships, and align with legal obligations;
- The TAF Process should involve an awareness campaign, identifying tenant priorities, collaboration, and collecting input at the building level; and
- Roles and Responsibilities require clarity about who is doing what with tenants and TSHC staff, dividing tasks and engaging in a collaborative process.

This feedback was also discussed with the Senior Tenant Advisory Committee (STAC) for additional input.

Overall, TAF enables tenant participation with tenant-directed funding for activities, collaboration, decision-making, and community building in ways that work well for seniors. It ensures that tenants have a voice in what happens in their communities and strengthens tenant led activities. The feedback from the

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tenant consultations was considered in the future policy considerations and proposed changes.

New Community Activity Funds Policy

The new Community Activities Fund (CAF) Policy will apply to all tenants and staff and has been developed considering key aspects from the tenant/stakeholder input process on improvements from the previous TAF. The CAF policy will be at the core of providing tenants with the necessary resources to improve the well-being of their communities and support events and activities. It outlines the activities and items that can be financed and sets out how the funds will be allocated to tenants. Please see Attachment 2 for a summary presentation of the Community Activity Funds policy, including key milestones of the process and policy elements.

Key Policy Elements

TSHC staff met with the Senior Tenant Advisory Committee and over 80 tenant leaders from all four regions to review the proposed policy changes.

- The policy name has changed from the “Tenant Funds Distribution Policy” to the “Community Activities Fund Policy” based on tenant feedback
- Each building/community will be allocated an annual budget for activities/events, which will be based on the number of tenants living in that building/community
- Engagement Community Service Coordinators (CSCs) will hold an annual building meeting with tenants to prioritize events, programs, supplies, and equipment for their buildings
- All events that are funded by the CAF budget must be accessible to all tenants in each building/community
- Many events will be determined at the beginning of the year to allow for proper preparation

Procedures and Oversight

To support the new CAF policy, supporting procedures are being updated and will include:

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- A more comprehensive and tailored process that aims to eliminate any unnecessary reimbursement requirements for both staff and tenants.
- Application form has been further simplified. Engagement CSCs will guide tenants through the eligibility criteria for events, activities, and supplies at their Annual Building Planning meetings.
- The CAF Coordination Group will review and approve applications, and the CSC will work closely with the tenant applicant to ensure eligible items are within the Community Activities Fund Guidelines.
- Applicants must submit funding requests by the quarterly deadline to allow ample processing and ordering time for staff.

In addition, process controls will be put in place to ensure a structured approach to conducting the Annual Planning meetings and managing the financial components of applying the policy. This will include:

- Each application will be closely monitored and supported by the Program and Partnerships team, which thoroughly reviews applications, ensures alignment with building priorities, and coordinates the procurement of goods and services.
- For the Annual Building Planning meeting, the Engagement CSC will follow structured guidelines in facilitating the meeting with tenants. TSHC is collaborating with Toronto Metropolitan University students to develop the structure. Tenants will come to a consensus on what they would like for the upcoming year.
- The Programs and Partnership team will manage the CAF Coordination table, manage application forms, procurement and delivery goods and services from CAF applications, and approval of invoices.
- The Community Programs and Partnerships team will provide the Finance team with quarterly reporting on CAF submissions.
- The Finance team will review the annual reconciliation and will conduct random audits of the submissions to confirm compliance with this Policy.

Alignment with the Tenant Engagement Model

The new policy supports the new approach to tenant engagement which seeks to ensure that tenants have a greater voice in what happens in their buildings. CAF enables tenants to set priorities for their building in a collaborative format. All

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tenants are invited and encouraged to sit together with staff support to set priorities for their building for the coming year.

Financial Implications and Risks:

A key element to success of this policy will be adequate funding and the ability to scale with available funding. TSHC staff consulted with tenants and reviewed historical data on the number of events an average building has per year and have developed a funding model based on the number of events/year (4), anticipated tenant participation in events (30%), and average cost/tenant per event (\$20). Based on this, it is estimated that \$360K annual funding is required to fully fund this policy across the 83 buildings, with a specific funding allocation amount to be determined separately for each TSHC building.

Due to the expected budget constraints in 2024, the budget allocation per building may have to be scaled down to align with the approved budget. TSHC will know the funding available more specifically when the 2024 budget is approved by February 2024.

As the implementation plan is further developed, if additional resources are identified that would support implementation, this will be reviewed to manage to resource availability. TSHC will continuously monitor the budget and adjust the implementation plan accordingly to avoid any negative impact on the policy's success and outcomes for tenants.

Failure to implement this policy may result to further isolation of individuals who rely on their participation in these activities and events as part of their social networking and wellbeing.

Next steps:

Upon approval of this new policy, the existing Tenant Funds Distribution Policy (and TAF) will be retired as of April 1, 2024. Similarly, the [Distribution of Tenant Council Funds](#) Policy will be retired as of Dec 31, 2023, as this policy is not actually required now. It is important to note that all guidelines outlined in the new policy will supersede those of the previous policy.

Toronto Seniors Housing Corporation

The CAF policy and new funding model will begin in April 2024. During the period of January-March 2024 we will focus on implementation planning and starting the annual building meetings. Both corporate and regional staff will receive an implementation plan and training for the Community Activities Fund. The plan will cover communication strategy for tenants and staff, training materials, process controls, and delivery model implementation.

Our data tells us that few events happen at fewer buildings during this time early in the year. We will prioritize buildings that have traditionally had events in January to March. We will advance their annual building meeting and set priorities with them as early as possible. If their populations still wish to have the same events that they have traditionally had in first quarter, we will make every effort to support them.

During the first quarter, we will primarily focus staff time on annual building meetings to facilitate tenant discussions on how they want to use their CAF allocation. History shows us that the majority of tenant led events take place from April (gardening and more socializing) with lots of activities in the summer (BBQs and events) and then lots of holiday activities from November to December (holiday celebrations). The first quarter is usually a quiet period for tenant led events.

As we progress into 2024, we will bring forward updates on the implementation of CAF and include performance measures in the TSHC KPI Performance Dashboard.

Arlene Howells

Director, Engagement, Partnerships and Communications

List of Attachments:

1. Community Activities Fund Policy
2. Community Activities Fund Policy – Presentation

Item #11

Attachment 1

**Community Activities
Fund Policy**

Toronto Seniors Housing Corporation (TSHC) Community Activities Fund Policy

Policy Sponsor: Director, Engagement, Partnership and Communications

Approver: Board of Directors

First Approved: June 2022

Effective Date: April 2024

Review Schedule: 3 Years

Date of Last Revision, if applicable: June 2022

Next Review Date: December 2026

Policy Statement

The Community Activities Funds Policy outlines how funds for tenant-led initiatives are allocated by the Toronto Seniors Housing Corporation (TSHC), with appropriate controls in place for oversight and accountability.

This Policy:

- Supports tenant-led activities and events within their communities.
- Specifies the criteria for initiatives that are eligible for funding.
- Outlines the standards that initiatives must meet to qualify for funding.

Scope

This Policy applies to all tenant communities and staff of TSHC. It outlines the activities that can be financially supported and explains the process of funding activities for tenants.

Out of Scope

This Policy does not apply to:

- Tenant expenses related to private events.
- Projects and events that are part of Community and Partnership's Tenant Engagement work (e.g., refreshments for building meetings).
- Events that are exclusively faith-based.
- Events exclusively for members of a tenant association.

Implementing this policy should not only meet the requirements listed in the policy but also adhere to the corporation's values of respect, inclusion, accountability, and innovation.

TSHC Values

- **Respect** - Our culture is built on respect, trust and open 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.

Definitions

Building: A structure that is designed and constructed to provide living spaces for individuals or families to use as their home.

CAF Coordination Group: Members of this group will include Regional Managers, the Manager of Community Programs and Partnerships, and the Community Programs and Partnerships Clerk. The group will ensure that funds are distributed equitably and timely across all buildings based on applications from all regions.

Community Activities Funds (CAF): Funds set aside by TSHC for events or activities to bring tenants together and purchase supplies and smaller equipment that can be enjoyed in shared spaces.

Community: Tenants belonging to a TSHC building or adjacent TSHC developments.

Engagement Community Service Coordinators (CSCs): The Engagement Community Services Coordinator is a frontline member of the Community Programs and Partnerships team. They assist in developing and managing programs and partnerships, community and tenant engagement, and support TSHC's efforts to build strong and vibrant communities.

Event(s): A one-time or re-occurring activity that is open to all tenants within a given community.

Larger Equipment: A tangible long-term asset that benefits the broader tenant community (e.g., exercise machines and recreational equipment such as pool tables). Equipment must have a minimum lifespan of two years and come at a price of \$ 1,500 or more.

Quarter: A quarter (calendar) is a calendar that breaks the year into four parts. Each part is three months. It helps to remember important dates and plan events. It is used to plan budgets and goals and manage time. For example, the year's first quarter includes January, February, and March.

Smaller Equipment: Materials, items, supplies or equipment needed to implement community programs or activities.

Tenant: A person who holds a residential lease agreement with Toronto Seniors Housing Corporation or a Toronto Seniors Housing Corporation-approved sub-landlord and lives in a Toronto Seniors Housing Corporation building.

Policy Content

- CAF initiatives must be identified at the building's priority-setting meeting each year.
- The Engagement Community Services Coordinators (CSCs) are required to host priority-setting meetings at buildings at the beginning of the year and help tenants throughout the CAF application.
- All equipment purchased through CAF is the property of TSHC.
- All events that are funded by the CAF budget must be accessible to all tenants in a given building/community.

Community Activities Funds (CAF)

The Community Activities Funds Policy outlines how funds for tenant-led initiatives are allocated by the Toronto Seniors Housing Corporation. Every year, funding will be allocated to each building based on its size. All tenants will be encouraged to participate in a building meeting to set priorities. With staff support, tenants will decide on the events, activities and equipment they want to have at their building for the coming year. Applicants must submit a form to TSHC to proceed with an event. If funds are still available mid-year (July), the Community Programs and Partnerships (CPP) team will inform tenants of surpluses. All tenants in the buildings will be able to apply for extra funding if they are available. The deadline for submitting applications to use the remaining funds for the year is September 30th.

Eligibility Criteria for CAF

TSHC tenants can request funds for initiatives that foster community development. Such initiatives include tenant-led activities and events that enhance tenant participation in their communities.

At the start of the year, the Engagement CSCs (Community Services Coordinators) will host an annual building meeting. Building tenants will be encouraged to gather and discuss the events, activities and equipment they would like to have in their building for the upcoming year. Once priorities

are set, the Engagement CSCs will work with the tenants present at the meeting to complete the application forms.

Applications should be submitted for the current calendar year based on the submission deadlines in the Procedures document. Tenants must submit their applications no later than one month before the event or before the quarterly submission deadline, whichever comes first, as per the Procedures document. For example, if a tenant plans to organize an activity on April 15, they will need to submit the application before March 15 of the calendar year. All funding is managed annually. Funding for next year’s events will come from that year’s CAF allocation for each building. Tenants will need to work with their Engagement CSCs. If there is a tenant volunteer or volunteers in a building, they should be made aware of the application.

Tables 1 and 2 detail what is eligible/ineligible through CAF funding.

Table 1: Eligible Expenses

Eligible Expenses through CAF Funding
Smaller equipment that supports social recreational programming and enhancing community (e.g., gaming supplies, craft supplies)
Food/refreshments for community events and re-occurring community gatherings (e.g., monthly social tea, BBQs)
Event-related supplies (e.g., cutlery, trolleys or serving platters)
Audio-visual supplies and smaller equipment for recreational room activities (e.g., microphone, projector)
Tools and gardening supplies
Decorative items and seasonal decor
Recreational smaller equipment (e.g., mahjong tables, foosball tables, and ping pong tables)

Table 2: Ineligible Expenses

Ineligible Expenses through CAF Funding
Alcohol or gifts
Supplies or equipment which are for private use
Items that are not accessible to the wider community (e.g., video game consoles)
Duplicating items which can be provided by partner agencies or TSHC staff (e.g., mop, bucket, vacuum cleaner)
Gardening products (e.g., soil, seeds, and plants)
Costs to maintain activities beyond the funding term
Items for events outside the building premises
Larger equipment that exceeds \$1500 and has a 2+ year lifespan (e.g. pool table, larger exercise equipment/treadmill)

Allocation and Decision-making for CAF

The CAF Coordination Group is responsible for ensuring that funds are distributed equitably and timely across all buildings based on applications from all regions.

Equity Impact Statement

Toronto Seniors Housing Corporation is committed to providing an inclusive living environment free of discrimination and harassment consistent with principles outlined in the Ontario Human Rights Code (“Code”), and the Accessibility for Ontarians with Disabilities Act (“AODA”).

Community Activities Funds are there to help tenant communities meet their unique equity needs, taking into account their diverse linguistic and cultural backgrounds. Tenants may use these funds for language or cultural events but must invite all building tenants to participate. If food is served at a CAF event, organizers must provide options that cater to various cultural dietary restrictions.

Conflict of Interest

A Conflict of Interest occurs when personal or business interests affect a tenant’s ability to fairly and objectively represent the best interests of all tenants. The interest may benefit the tenant, family, friends or a business enterprise with which the Tenant is associated.

Tenants:

- Should avoid using paid services from friends or family members;
- Must use a trusted, reputable vendor;
- Must not use Toronto Seniors Housing Corporation materials or facilities for personal gain. For example, renting out Toronto Seniors Housing Corporation office space or equipment or using Toronto Seniors Housing Corporation office space for own business or commercial activities is not allowed. (Personal gain also means gains for a family member or a friend).

Other

- For TSHC to fund events organized through CAF, all events must be fully accessible to tenants. Tenants cannot charge an additional fee for the event.
- Gratuities (tips) for any vendor must be included within the event budget and cannot exceed 15% of the total invoice.

Compliance and Monitoring

The Community Programs and Partnerships team at TSHC will maintain clear and transparent records of all applications, decisions, delivery of goods, and reconciliation of funds for the projects.

The CAF Coordination Group will ensure that the funding spent on approved CAF requests follows TSHC's policies, procedures, and guidelines and the building's priorities.

The Finance team will review the annual reconciliation and will conduct random audits of the submissions to confirm compliance with this Policy. The CAF Coordination Group will provide the Finance Department with quarterly reporting on CAF submissions.

Related Legislation, Regulations, and Policies:

- Community Activities Funds Procedure
- Expense Reimbursement Policy
- Human Rights, Harassment and Fair Access Policy
- Tenant Code of Conduct
- Use of Space Policy

Amendments (Revision History):

Revision	Date	Description of Changes	Approval Level
First Approval	June 22, 2022	New	Board
Second Approval		<ul style="list-style-type: none"> • New funding disbursement model • Policy name change • Annual Building Meeting for activity and event planning 	Board

This Policy replaces the former Tenant Funds Distribution Policy and the Distribution of Tenant Council Funds policy.

Policy Contact

Director, Engagement, Partnership and Communications

Item #11

Attachment 2

**Community
Activities Fund
Policy – Presentation**



Toronto Seniors Housing Corporation

Community Activities Fund Policy

Quality Tenant Engagement Committee

November 22, 2023

Community Activities Funds (CAF)

The purpose of the Community Activities Fund (CAF) is to provide funding for tenants to support community development projects and initiatives.



Every year, funding is allocated to each building based on its size.



Tenants are invited to join a building meeting to discuss their preferences for upcoming events, programs, and equipment.

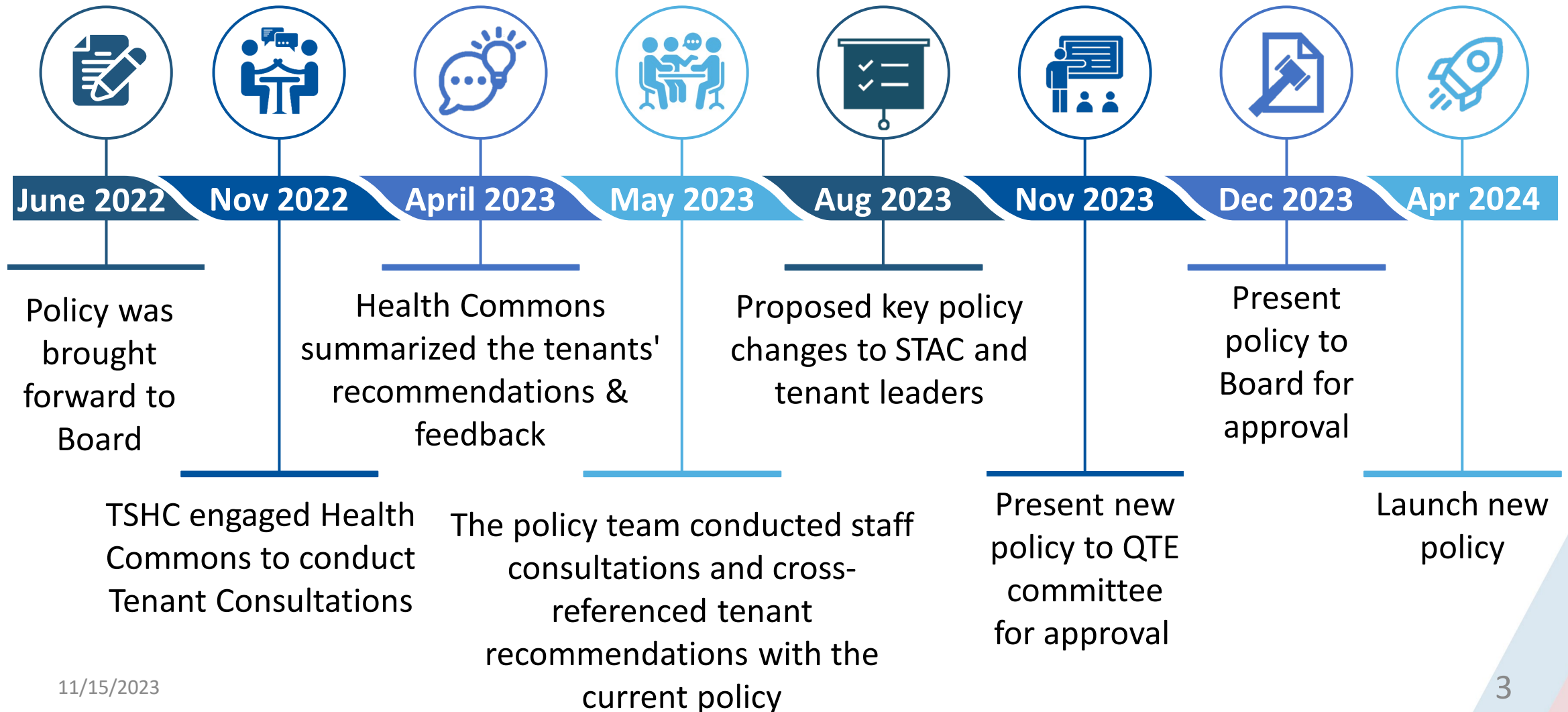


Applicants are submitted to the CAF coordination table.

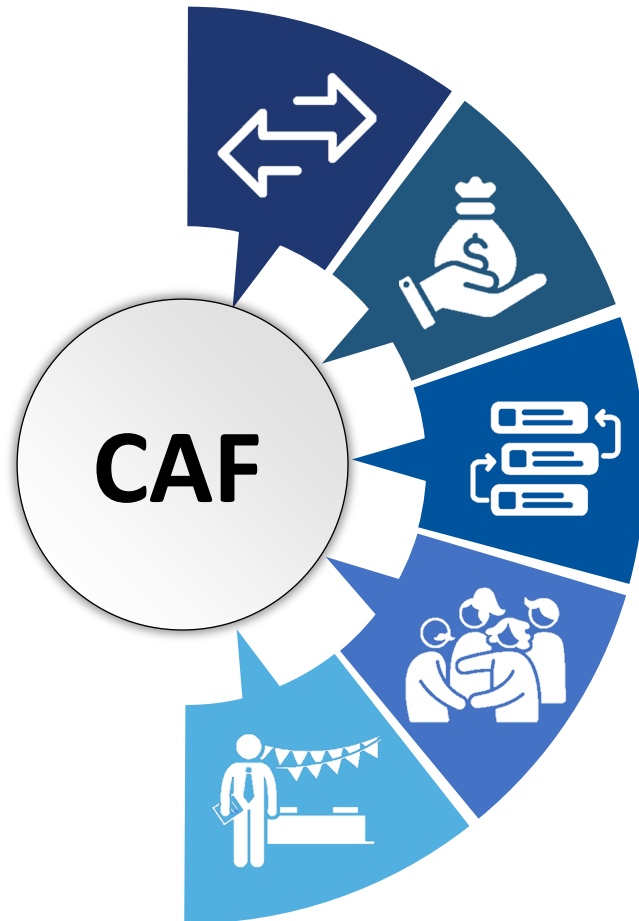


When approved, TSHC staff will order the requested goods and/or services on behalf of tenant and support activities and events

Timeline



Key Policy Changes



Name Change

After tenant feedback, the “Tenant Funds Distribution Policy” will now be referred to as “Community Activities Funds Policy”

New Funding Allocation Model*

Each building/community will be allocated an annual budget for activities/events, which will be based on the number of tenants

Annual Building Planning Meetings with Tenants

CSCs will hold an annual meeting with tenants to prioritize events, programs, supplies and equipment for their buildings

Inclusive Events

All events that are funded by the CAF budget must be accessible to all tenants in each building/community

Event Planning

Many events will be determined at the beginning of the year to allow for proper preparation

Key Procedural Changes



The updated procedures will include processes that reduce or eliminate any **tenant or staff reimbursement requirements.**



The **CAF Coordination Group** approve applications and the CSC will work closely with the tenant applicant to ensure eligible items are within CAF funding.

Application forms have been simplified, and Engagement CSCs will guide tenants through the eligibility criteria at the Annual Building Planning meetings.



Applicants must submit funding requests by the **quarterly deadline** to allow ample processing and ordering time for staff.



New Funding Allocation Model



- Funding will be based on **building size**
- Assuming 30% of the tenants will **participate**
- Assuming each building will have **four** events per year
- Assuming each event will cost **\$20** per tenant
- Review funding **surplus** in Q3 and open up remaining dollars to all buildings (first come first serve basis)

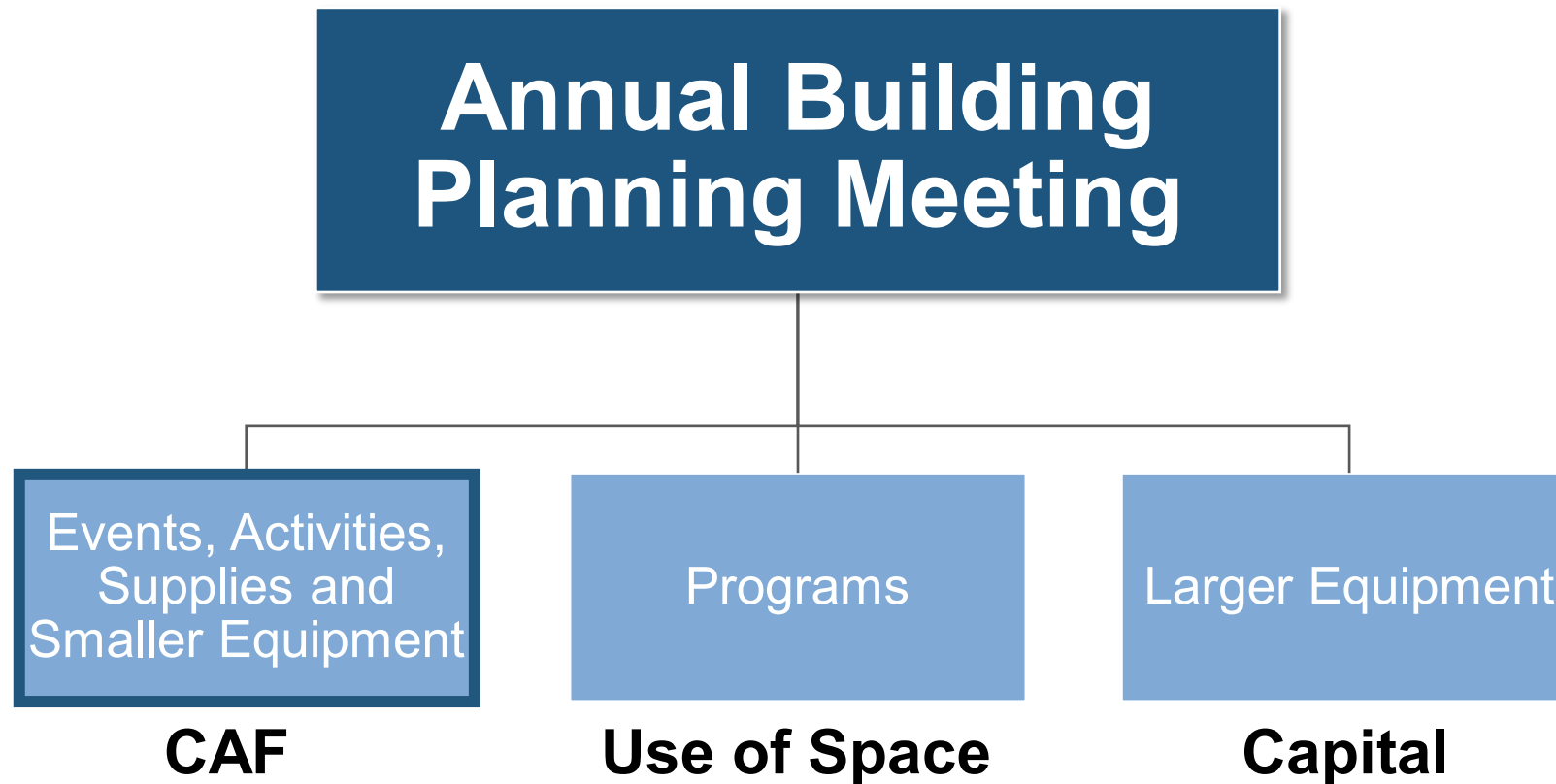
15,000+

tenants living in TSHC buildings

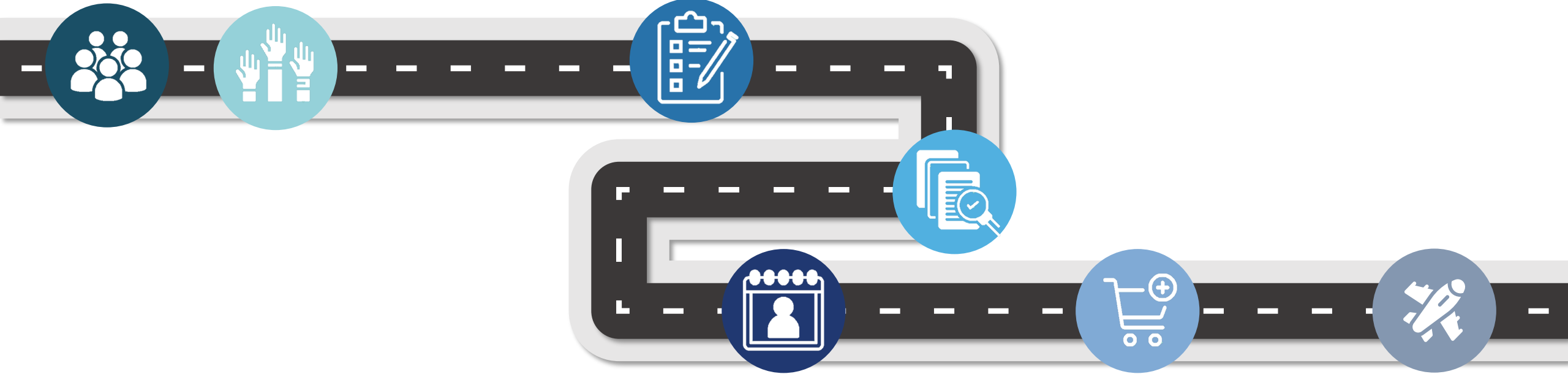
\$360,000

is what would be required to fully fund this model

Annual Building Planning Meetings with Tenants



CAF Process



#1
Annual Building
Planning
meeting

#2
Consensus

#3
Complete
Application

#4
Review
Application

#5
Plan Event,
Activity, Supplies
or Smaller
Equipment

#6
Order
Goods

#7
Implementation

Next Steps

- Present revised policy at the **December 8th** Board of Directors Meeting for Approval
- Develop Implementation Plan/Communications
- Implementation begins in Q2 2024

Appendix: Eligible and Ineligible Expenses

Eligible Expenses through CAF Funding

Smaller equipment that supports social recreational programming and enhancing community (e.g., gaming supplies, craft supplies)

Food/refreshments for community events and re-occurring community gatherings (e.g., monthly social tea, BBQs)

Event-related supplies (e.g., cutlery, trolleys or serving platters)

Audio-visual supplies and smaller equipment for recreational room activities (e.g., microphone, projector)

Tools and gardening supplies

Decorative items and seasonal decor

Recreational smaller equipment (e.g., mahjong tables, foosball tables, and ping pong tables)

Appendix: Eligible and Ineligible Expenses

Ineligible Expenses through CAF Funding

Alcohol or gifts

Supplies or equipment which are for private use

Items that are not accessible to the wider community (e.g., video game consoles)

Duplicating items which can be provided by partner agencies or TSHC staff (e.g., mop, bucket, vacuum cleaner)

Gardening products (e.g., soil, seeds, and plants)

Costs to maintain activities beyond funding term

Items for events outside the building premises

Larger equipment that exceeds \$1500 and has a 2+ year lifespan (e.g. pool table, larger exercise equipment/treadmill)