Toronto Seniors Housing Corporation

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

Date: Monday, February 5, 2024
Time: 3:00 pm to 5:00 pm
Location: WebEx & Livestream

Item	Time	Description	Action	Supporting Documents	Presenter
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 November 22, 2023	Approval	Minutes of Public meeting of November 22, 2023	Chair
6.	3:10 5mins	Action Item Review	Information	Action Item List	Chair
7.	3:15 5mins	QTEC 2024 Workplan	Information	Report	Grant Coffey
8.	3:20 10mins	Operational Dashboard	Information	Operational Performance Dashboard	Brad Priggen

**Toronto Seniors
Housing Corporation**

Item	Time	Description	Action	Supporting Documents	Presenter
9.	3:30 5 mins	Interim Strategic Directions – Q4 2023 Progress Report	Information	Report	Grant Coffey
10.	3:35 10 mins	Interim Strategic Directions – 2024 Roadmap	Approval	Report	Grant Coffey
11.	3:45 10mins	Quality Improvement Projects Q4 2023 Progress Report	Information	Report	Grant Coffey
12.	3:55 10mins	OCHE Quarterly Report Oct 1st – Dec 31st 2023	Information	Report	Melanie Martin
13.	4:05 1min	Adjournment	Approval	N/A	Chair

**Toronto Seniors
Housing Corporation**

Toronto Seniors Housing Corporation (TSHC)

Quality and Tenant Engagement Committee Meeting
(QTEC)

Date: Wednesday, November 22, 2023
Time: 3:00pm to 5:00pm
Location: WebEx and Livestream

Draft Minutes

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Wednesday, November 22, 2023, at 3:00pm via WebEx video conference. This meeting was livestreamed.

Members in attendance:

- Linda Jackson, Committee Chair
- Jim Meeks
- Fareed Amin
- Councillor Crisanti
- Maureen Clohessy
- Brenda Parris

TSHC staff present:

- Jill Bada, Chief Executive Officer (I)
- Grant Coffey, Director, Strategy and Business Management
- Brad Priggen, Director, Operations
- Arlene Howells, Director, Engagement, Partnership and Communications (I)
- Carol Francis, Director, People and Culture
- Vince Truong, Interim Finance Lead
- Liz Dizig, EA
- Fatima Mahmood (Recording Secretary)

Guest: Melanie Martin, Summer Nudel

**Toronto Seniors
Housing Corporation**

Item 1: Chair's remarks

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

The Chair acknowledged National Housing Day. National Housing Day began in the year 2000 to recognize those who are facing affordable housing challenges including seniors living alone. TSHC recognizes the vital role that staff play in enabling tenants to age and thrive at home, as we continue to focus on providing clean, safe, and affordable housing.

The Chair acknowledged that the Interim Strategic Directions progress report and the Quality Improvement Project report were sent in advance to the Board members and will be available on the TSHC website for tenants to review.

Item 2: Land and African ancestral acknowledgements

The Chair began with Land and African ancestral acknowledgements.

Item 3: Approval of public meeting agenda

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

The Chair noted that the committee consider an amendment to revise item 5 on the agenda to replace July 17, 2023 with September 13, 2023.

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 September 13, 2023

The Chair noted amendments to the minutes to include the attendance of Deputy Mayor Morely.

Motion: Upon motion, duly made by Maureen Clohessy, and seconded by Jim Meeks, it was resolved that the September 13, 2023, minutes were approved. The public meeting agenda is hereby approved.

Item 6: Action item review

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

Actions items are either completed or still in progress.

Item 7: CEO update

At the invitation of the Chair, Toronto Seniors Housing CEO (Interim), Jill Bada, provided a verbal update on ongoing efforts.

Ms. Bada provided highlights on the progress of the Tenant Experience Survey, that will be released at the end of November, being available to tenants until mid January, noting that the results would be compiled and brought back to the Committee in early 2024. TSHC staff has recently concluded the third round of regional meetings with tenant leaders, reviewing the Community Connect+, the new Tenant Engagement Approach, and the new proposed Community Activities Fund, 55 volunteers were engaged in the process. TSHC has been working on creating a new partnership table that will help improve access to services and supports for tenants across the city, this table will include providers, staff, and tenants, additional details will be provided. The Use of Space Policy is now aligned with the Community Connect+ which will be updated in 2024, feedback will be collected for opportunities to make improvements and will be brought back to the Committee. TSHC is continuing to work with TCHC on the 2024 Budget and will provide a formal update to the AFRC Committee in November. Draft dates for the

2024 Committee and Board meetings have been circulated to all Board members for feedback, the final dates will be brought forward to the December Board meeting for final approval.

Item 8: OCHE Update

At the invitation of the Chair, Melanie Martin provided a brief overview of the report noting this report differs from previous reports submitted to the Committee as it covers two quarters (April 1 to September 30). Previously it was reported quarterly.

It was noted the report differs from previous OCHE reports as 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.

Ms. Martin indicated the reason for presenting the findings this way is to help TSHC evaluate the success of the arrears collection process when it is applied properly to arrears.

It was noted that most cases referred to the OCHE were addressed in the regions and then referred to the OCHE in a timely fashion, which is how the process is meant to work. The audit findings for this period indicated the greatest area of concern was serving the N4 and making direct contact with the tenant according to the prescribed timelines. These issues improved quarter over quarter as indicated in the report.

A brief discussion took place following the overview and it was stated by the Chair that should if there is ever anything the Board should know before the six months report to please bring it forward.

It was agreed that OCHE finish off the year with quarterly reporting and then move to bi-annual reporting starting in 2024.

The Chair thanked Ms. Martin and the OCHE for their work with TSHC.

Item 9: Operational Dashboard

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

The operational dashboard displays current action items with regards to key performance indicators. Mr. Priggen noted a new record low of 1.44% set for the vacancy rate, below the service manager target of 2%. Despite a slight increase in arrears, the rent collection rate is 99.6 %, above the industry average of 95.4% in social housing in Ontario and we continue to work with OCHE re: collecting arears. 10% of tenants have arrears files, where the industry average ins 18.2%. A Pest control building clean out, a major item of the QIP, was completed. Mr. Priggen also notes a finding of 50% of tenants not reporting their Pest issues.

During the discussion the Board members raised questions regarding community safety advisors and their engagement with tenants and praised the vacancy and arrears rates.

Action: Provide arrears data from November 2022 to Councillor Crisanti.

The Chair thanked Mr. Priggen for his work.

Item 10: The Community Connect+ Approach for TSHC (New Approach to Tenant Engagement)

Deputation: Bill Lohman. The following verbal deputation was received with respect to Item #10.

The Chair welcomed Mr. Bill Lohman, the deputant, and indicated that he had five minutes to address the Committee, after which time the Committee may ask questions.

Mr. Lohman joined the meeting by phone. He thanked the Chair for the opportunity to depute. Mr. Lohman started off by saying how he was listening to all the great news that Mr. Priggen brought forth and adds the new model will bring forth a lot of great news as well.

Mr. Lohman noted the need to consider how we work with service providers as

well as the role of tenants in implementing the new model. He noted that at his building they use a round table through which different agencies, housing and Baycrest as a platform of communication. He added that the new model is talking about a partnership that will overlook how everything is going to work. He noted that there should also be something happening at the building level. He mentions that his building already brings in many of the supports the tenants need and want, for example monthly meetings to get ideas from tenants in which they have expressed interest in creating Russian and English poetry groups and singing groups. Mr. Lohman posed, where is the balance between the needs of tenants and their rights and what the hospitals are looking at and how they want to implement things into the communities. He noted that he's hopeful for the model moving forward and it needs a good deal of support.

At the invitation of the Chair, Arlene Howells, provided an update on The Community Connect+ Approach for TSHC.

Ms. Howells began by thanking Mr. Lohman for the work he is doing at Saranac and thanked everyone involved with The Community Connect+ Approach for Toronto Seniors Housing. Ms. Howells noted 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.

Ms. Howells welcomed Ms. Clohessy who commended the collaborative efforts of staff, tenants, partners, management, and volunteers who came up with recommendations. Ms. Howells noted this is the final report from Barnes Management Group representing the work of over 300 people and was looking for approval to adopt the Community Connect+ approach from the Board. She noted the processes involved gaining input, reviewing reports, meeting with stakeholders and facilitating focus groups to create Community Connect. She described what is envisioned, but not the detailed implementation plan, which will be created with the input of tenants and staff. Community Connect+ is meant to bridge the current tenant engagement with a system that allows for transition over time into a new

way of working with tenants. Formalizing volunteer role descriptions, terms of reference, code of conduct and the continuing role of the Senior Tenants Advisory Committee will be developed as part of the implementation planning.

Ms. Howells touched on the various techniques and research done to gather input and mentioned there was 100% agreement from participants, who provided input on the draft report, that this is the approach they would like to take. She outlined the mandate behind Community Connect+ which considers that active tenant engagement contributes to improved physical and mental and emotional well-being. The approach aims to address the needs of senior tenants and ensure tenant voices are included at various levels in community building. Ms. Howells also added the tenant engagement model was co-designed with tenants. Ms. Howells listed critical success factors for Community Connect+ which include: tenants feeling safe in order to participate; ensuring measures for success that benefit tenants, staff, service providers and community partners; introducing change gradually and ensuring collaboration and decision making is informed by tenants. She also noted that TSHC should provide opportunities and resources to help tenants be more involved in their community.

Ms. Howells explained the visual model which displays three circles of the Community Connect+ approach. Firstly, connecting with neighbours in the building, second connecting with communities in the neighbourhoods, and lastly connecting with community partners across the city. Ms. Howells elaborated that connecting neighbours within their building entails implementing effective ways for tenants to meet, share information, and encourage participation which could in turn reduce isolation for tenants. Strategies to achieve this include collaboration, creative outreach, and tenant volunteers. Proposed actions include tenant circles, welcoming buildings, and community activities to increase community engagement reducing isolation.

Ms. Howells further mentioned Connecting Communities in our neighbourhoods entails increasing community partnerships. The cross-building sharing looks at

connecting people through continued Regional Roundtable Meetings. The Community Partnerships strategy includes partnership tables that include services and supports where tenants have an active voice. Another technique would be to utilize storytelling to help breakdown barriers and increase participation and understanding of diversity and differences. The Capacity Building strategy supports volunteers and staff with tools i.e. code of conduct, roles and responsibilities. This may be achieved through leadership training for volunteers and staff.

Ms. Howells presented items relating to connecting across the city including evaluation criteria, a tenant feedback system, and communication solutions to help people communicate in forums, reviewing terms of reference for STAC, and volunteer and staff appreciation.

Ms. Howells discussed the levers for change, including safe, clean, secure housing supported by learning, introducing gradual change, communication, attitude, and process/policy improvement and clarity.

Ms. Howells also discussed a shift in language from using Tenant Engagement Model to using Community Connect+ as well as moving away from using tenant leader/reps' language to tenant volunteers or community connectors and away from using Social Committees to Tenant Circles.

Lastly Ms. Howells discussed the high-level implementation for Community Connect +. Over the first quarter of 2024 an annual building meeting will be hosted, to help gauge interest in the new model and funds allocation. We will develop a detailed implementation plan over the first quarter of 2024. Implementation will begin in April going to the end of the year. Town halls will also continue. Pilot tenant circles will begin in April 2024. Co-development of tools, templates and success measures, policies with tenants will begin in April 2024. Coordination of quarterly volunteer meetings will continue, and we will ascertain how to increase collaboration to improve access to services and supports. By the fourth quarter we

hope to have data to show what gaps still exist, what progress has been made and where we need to focus on continuous improvement.

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.

Ms. Howells welcomed Mr. Meeks for closing remarks, who echo's Ms. Clohessy's sentiments and noting he is very impressed by the results of everyone's joint effort and commitment to developing the Community Connect+ Approach.

A detailed discussion ensued regarding the efforts and tenants support for the Community Connect+ Approach, as well as questions regarding next steps.

The Chair thanked Ms. Howells for her work and update.

Action: Ensure that December 8th board meeting materials for Community Connect+ addresses the ongoing role of STAC.

Motion: Upon motion, duly made by Brenda Parris, and seconded by Maureen Clohessy, it was determined that The Community Connect+ Approach be presented at the next Board meeting.

Item 11: Community Activities Fund Policy
Deputation: Bill Lohman. The following verbal deputation was received with respect to Item #11.

Mr. Bill Lohman joined the meeting by phone. Mr. Bill Lohman noted that the idea of each community having their own amount of funds is a wonderful idea to have engagement within the community, but does question how the funding is going to be utilized over the year and tenant involvement in how the funds are approved. Mr. Bill Lohman believes that the model is a great start at bringing the Integrated

Service Model with tenant engagement but would like to see more tenant involvement when it comes to decision making.

At the invitation of the Chair, Grant Coffey, and Arlene Howells, provided an update on the Community Activities Fund Policy.

Mr. Coffey noted that the policy name changed from "Tenant Funds Distribution Policy" to "Community Activities Fund Policy" (CAF), with intent to provide funding to tenants to support community development projects and initiatives. The new model will have an allocation of funding to each building on an annual basis. An annual building meeting process will be held to look at equitably distributing the funds, when approved TSHC staff will place an order for the requested goods or services. The Tenant Action Funds Policy was previously brought forward to the Board in June 2022, carried over from TCHC, this policy was noted as a priority through feedback received from tenants during the Listening Tour, and TSHC engaged Health Commons and STAC last year to gather feedback on the existing policy and have now drafted the new policy for consideration. Upon approval, the policy will be presented to the Board in December.

Key policy elements were reviewed including the policy name change, new funding model allocation, the annual building meeting process, focus on inclusive events and event planning. Mr. Coffey also reviewed key procedural changes including to reduce or eliminate tenant or staff reimbursement requirements, that applications forms have been simplified and staff will be available to guide tenants through the eligibility criteria, that the CAF coordination group will approve applications, and applicants will need to submit funding requests quarterly to allow ample time for processing and ordering.

Mr. Coffey welcomed Ms. Howells to introduce the New Funding Allocation Model and how it was designed and developed, and to review next steps. Ms. Howells noted that the New Funding Allocation Model was designed based on the building size, tenant participation based on previous events, approx. cost per person, and any surplus funding will be available to all buildings on a first come

first served basis. The annual building meetings are where decisions will be made about how the allocation will be used, whether it's small equipment, planned activities, or planned events. TSHC staff work with the tenants throughout the year to put the programs in place to better support their activities. For larger equipment staff will use the capital funding where possible. Ms. Howells further expanded on the Community Activities Fund process. She concluded in reviewing next steps to present the revised policy at the December 8th Board of Directors Meeting for Approval, develop an implementation plan/communications and implementation to begin in Q2 2024.

During discussion, Board members inquired about details on the allocation per building and the current process. Concerns were also raised on the flexibility of the process, and how the Community Activities Fund Policy is promoted. Ms. Howells addressed these concerns and Ms. Bada stated that staff will make some adjustments to some details for the upcoming Board meeting in December.

The Chair thanked Mr. Coffey and Ms. Howells for the report.

Motion: Upon motion, duly made by Fareed Amin, and seconded by Maureen Clohessy, it was determined by majority that the policy be brought to Board for approval.   Brenda Parris abstained from voting which per TSHC meeting procedures, is a vote against the motion.

Item 12: 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 Maureen Clohessy, and seconded by Jim Meeks, it was resolved that the meeting terminate.

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Linda Jackson, Chair
Quality and Tenant Engagement Committee

**Toronto Seniors Housing Corporation
Quality and Tenant Engagement
Committee Action Items List as of
February 2024**

Completed Action items				
	Meeting arising	**Description**	**Resp.**	**Status**
1.	Jan 4, 2024, Board meeting	• Board asked staff to bring back a report to QTE on how we are addressing the various language needs of tenants supporting tenants	Arlene Howells	In progress
2.	November 22, 2023	• Provide arrears data from November 2022 to Councillor Crisanti.	Brad Priggen	Completed
3.	November 22, 2023	• Ensure that December 8th board meeting materials for Community Connect+ addresses the ongoing role of STAC.	Arlene Howells	Completed (STAC role confirmed Dec 8, 2023, Board)

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee (QTEC)
Proposed Work Plan 2024

Q1	Q1
Feb 5, 2024	**March 25, 2024**
- QTEC 2024 Workplan - Operational Performance Dashboard - Interim Strategic Directions Q4 2023 Progress Report* - Interim Strategic Directions, 2024 Roadmap* - Quality Improvement Projects Q4 2023 Progress Report - OCHE Quarterly Report Oct 1-Dec 31, 2023* (confirmed with Melanie)	- Operational Performance Dashboard - Communications Plan/Update - Addressing Language Gaps (per Jan 4 board meeting) - Tenant Facing Policies Update - Engagement and Partnerships Update

Q2	Q3
May 29, 2024	**July 23, 2024**
- Operational Performance Dashboard - Interim Strategic Directions Q1 2024 Progress Report* - Quality Improvement Projects Q1 2024 Progress Report - Tenant Experience Survey Results* - Community Activities Fund and Community Connect+ Update*	- Operational Performance Dashboard - Interim Strategic Directions Q2 2024 Progress Report* - Quality Improvement Projects Q2 2024 / Annual Summary Status*

Q3	Q4
September 4, 2024	**November 4, 2024**
- Operational Performance Dashboard - OCHE Bi-Annual Report Jan 1-June 30, 2024* - Use of Space Policy*	- Operational Performance Dashboard - Interim Strategic Directions Q3 2024 Progress Report* - Communications Plan/Update - Engagement and Partnerships Update

*Indicates proceed to Board subsequently after Committee

Emerging items to bring to Committee will be considered through the year.

Date: January 26, 2024

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee
Operational Performance Dashboard
Item #8
January 30, 2024

Report:	BD: February 5, 2024 and item #8

To: Quality and Tenant Engagement Committee

From: Brad Priggen, Director Operations

Date: January 30, 2024

Purpose: For Information

Recommendation:

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

REASON FOR RECOMMENDATION:

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

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

Brad Priggen

Director, Operations

Toronto Seniors Housing Corporation

List of Attachments:

Attachment 1: Operational Dashboard December 2023

Item #8

Attachment 1

**Operational
Dashboard
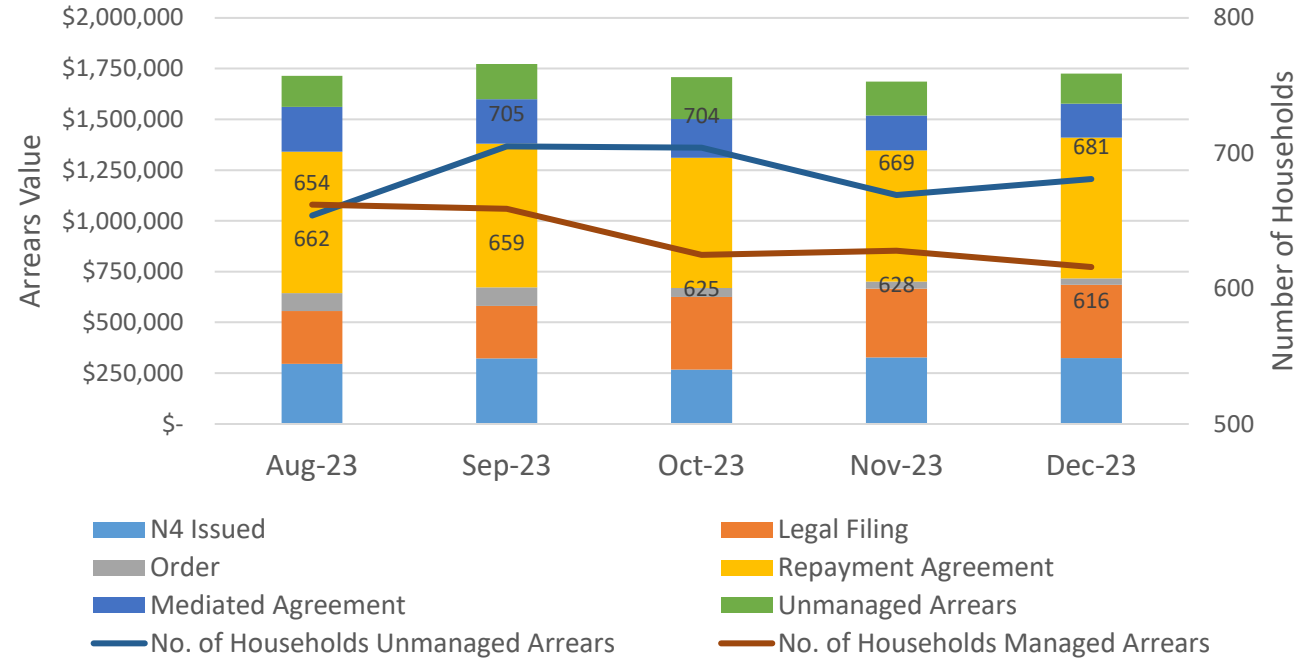December 2023**

Toronto Seniors
Housing Corporation

Operational Performance Dashboard – December 2023

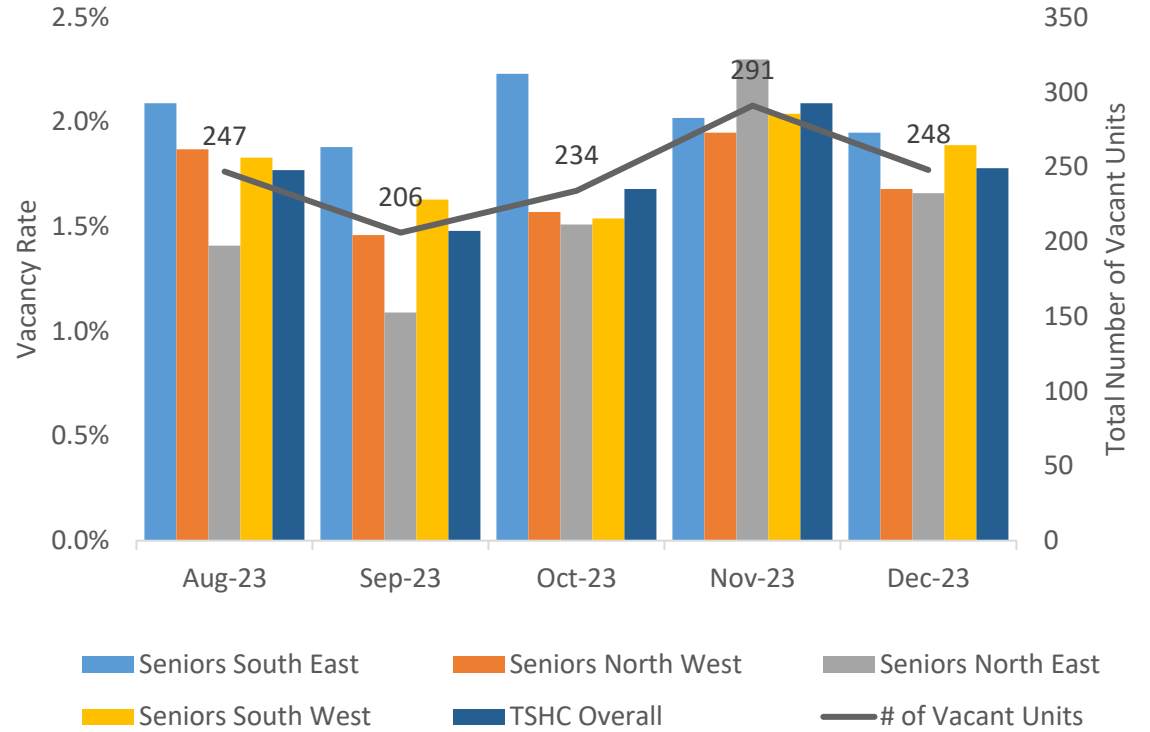Quality and Tenant Engagement Committee Meeting
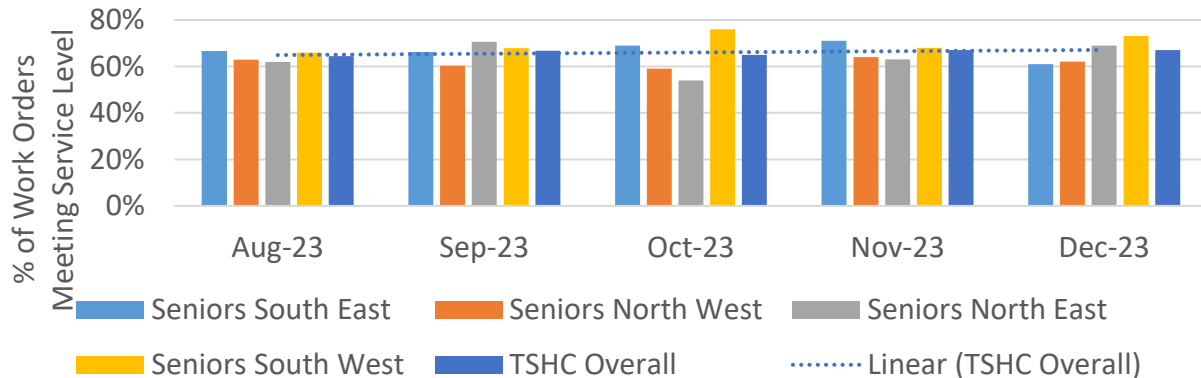
Summary – December 2023

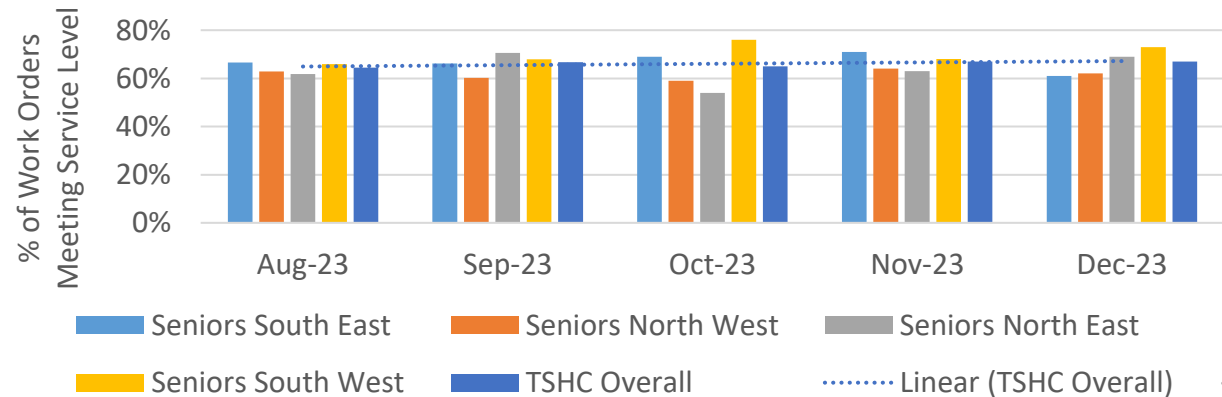## Arrears Collection Process (ACP) Stage Arrears and Tenants

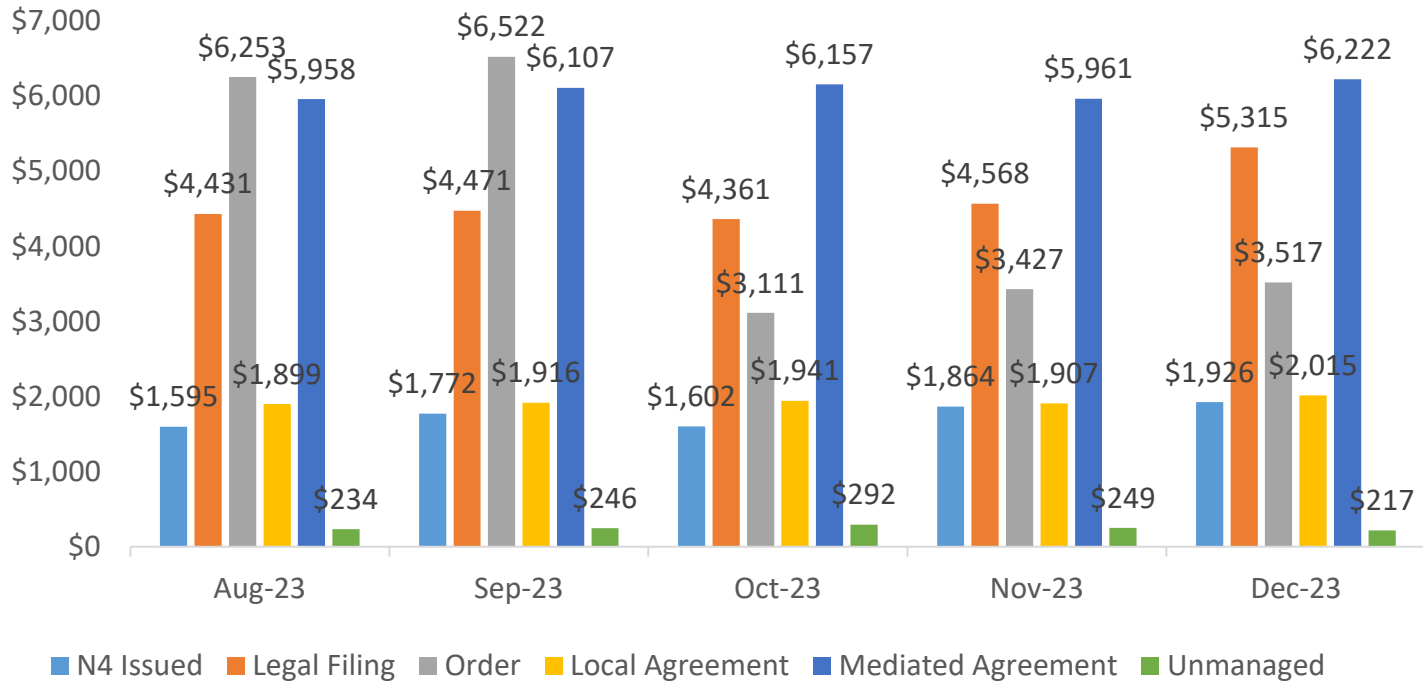## Vacancy Rate & Number of Vacant Units

Work Order Service Levels
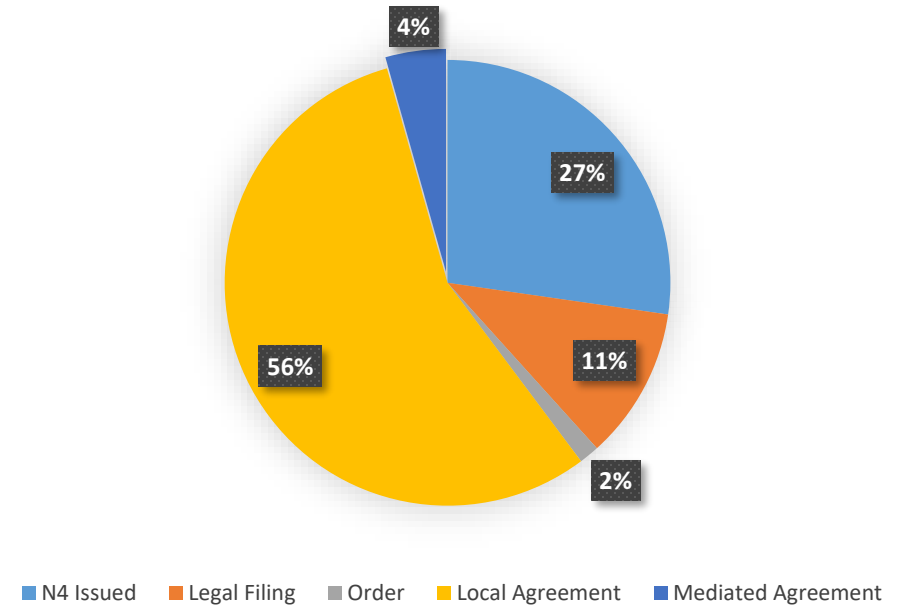

Work Order Service Levels

Arrears

- In December 2023, the rent/parking arrears was $1,725,569 an increase of $39,350 from November
- The '*Legal Filing*' stage saw the largest dollar increase of $747.67 (*14%*)
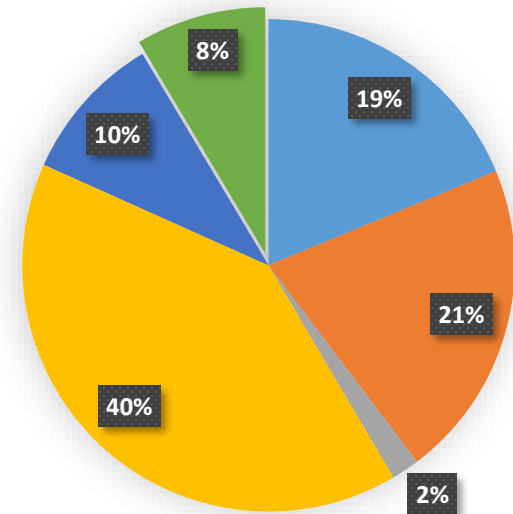- While '*Not arrears related legal code*' stage saw a % drop; 15% (*$32.15*)

# of Tenants at each stage of ACP

Legend: N4 Issued | Legal Filing | Order | Local Agreement | Mediated Agreement

Pie values: 4%, 27%, 11%, 2%, 56%

Average Arrears per Stage

	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
N4 Issued	$1,595	$1,772	$1,602	$1,864	$1,926
Legal Filing	$4,431	$4,471	$4,361	$4,568	$5,315
Order	$6,253	$6,522	$3,111	$3,427	$3,517
Local Agreement	$1,899	$1,916	$1,941	$1,907	$2,015
Mediated Agreement	$5,958	$6,107	$6,157	$5,961	$6,222
Unmanaged	$234	$246	$292	$249	$217

Legend: N4 Issued | Legal Filing | Order | Local Agreement | Mediated Agreement | Unmanaged

Arrears Percentages

Pie values: 8%, 19%, 21%, 2%, 40%, 10%

Legend: N4 Issued | Legal Filing | Order | Local Agreement | Mediated Settlement | Unmanaged

Vacancy Rate

- The overall vacancy rate for TSHC at the end of December was 1.73% below the service manager target of 2%.
- In December 2023, the 'Rapid Rehousing – Sent to City' category saw the largest decrease (*fell by 62.5%, 21 units*)
- The following categories also saw a decrease this month;
  - 'Offer Accepted': -37.5% (15 *units*)
  - 'Transfer': -33.33% (14 *units*)
- The 'On Offer' category saw an increase in December, the number of units went from 6 to 16 (*166.7%*)
- In December, there were 31 more move ins and 9 more move outs when compared to November
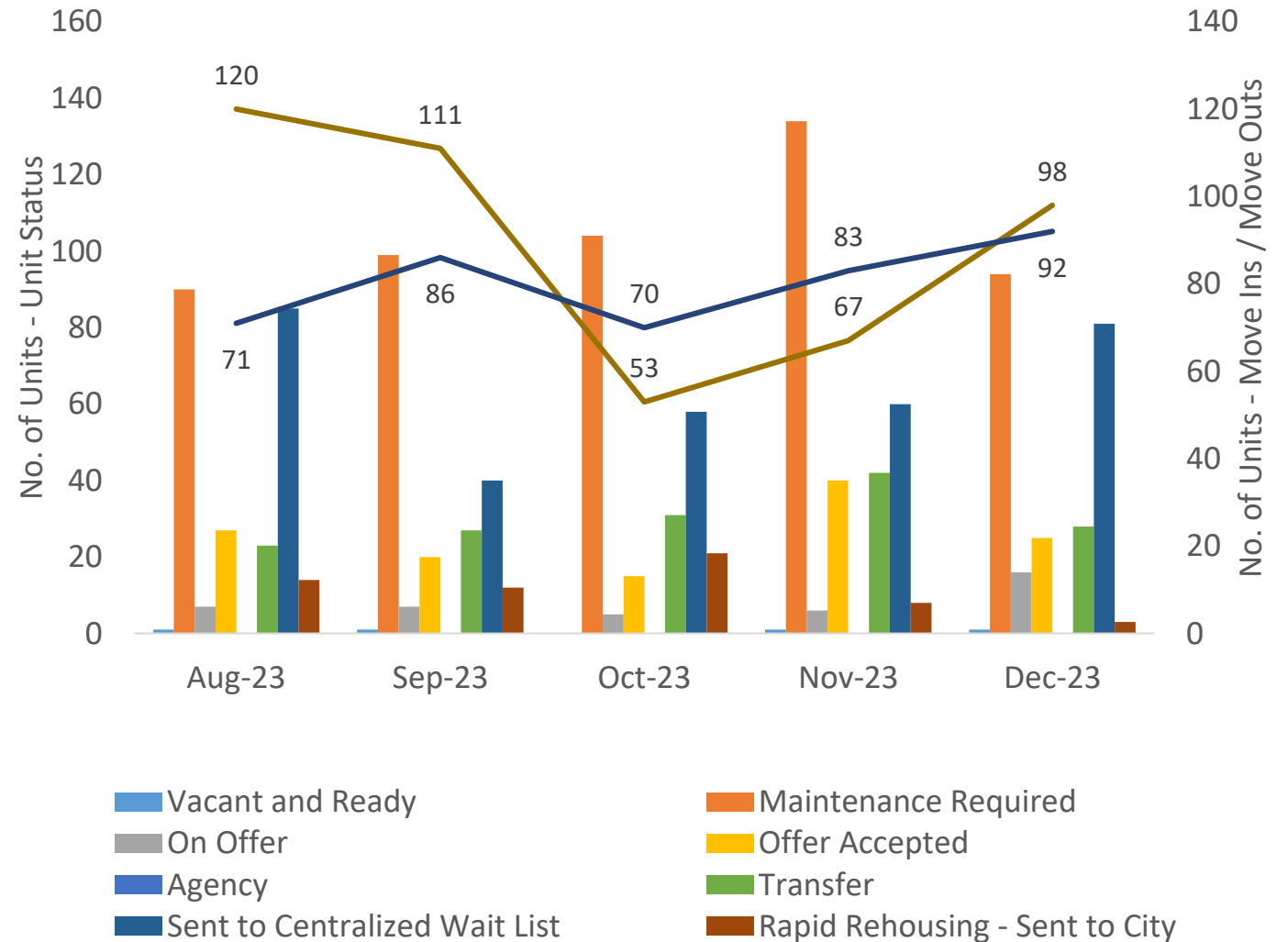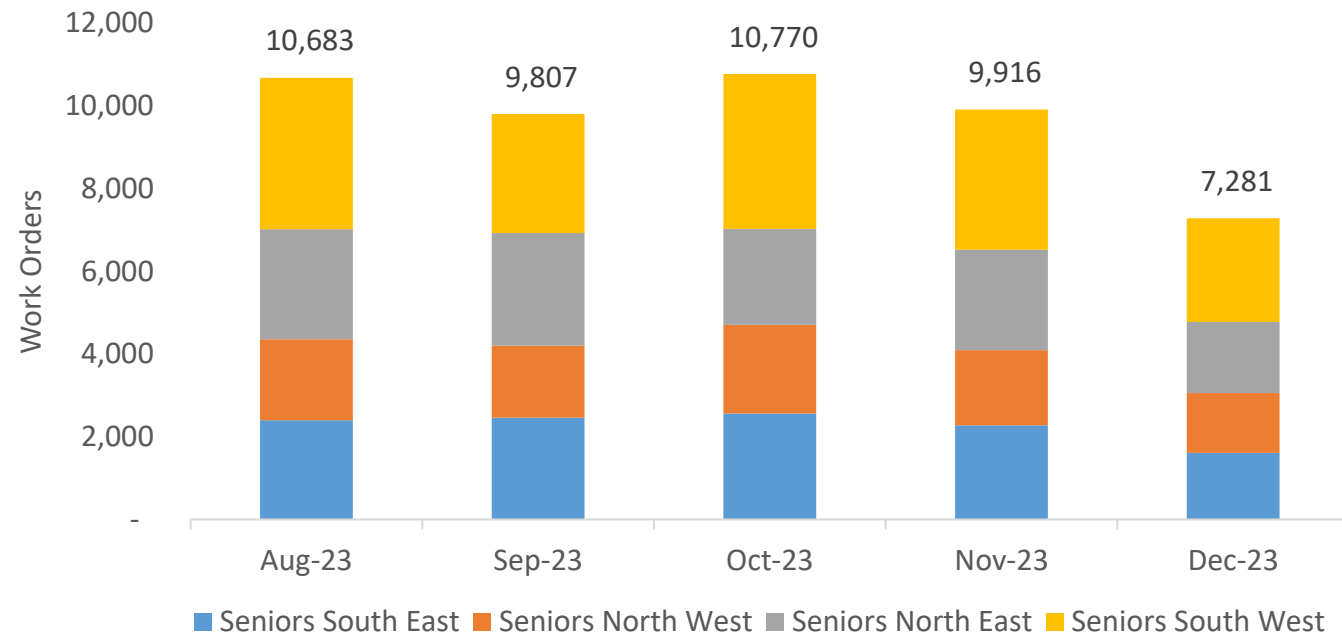
Maintenance Work Order

➤ In December 2023, staff and vendors processed 7,290 work order requests from tenants with 67% resolved within 5 business days

➤ TSHC Staff completed 88% (*4,991*) internal work orders

➤ In December, the majority of these work orders were related to pest control, plumbing, and janitorial; making up almost 41% of all work orders
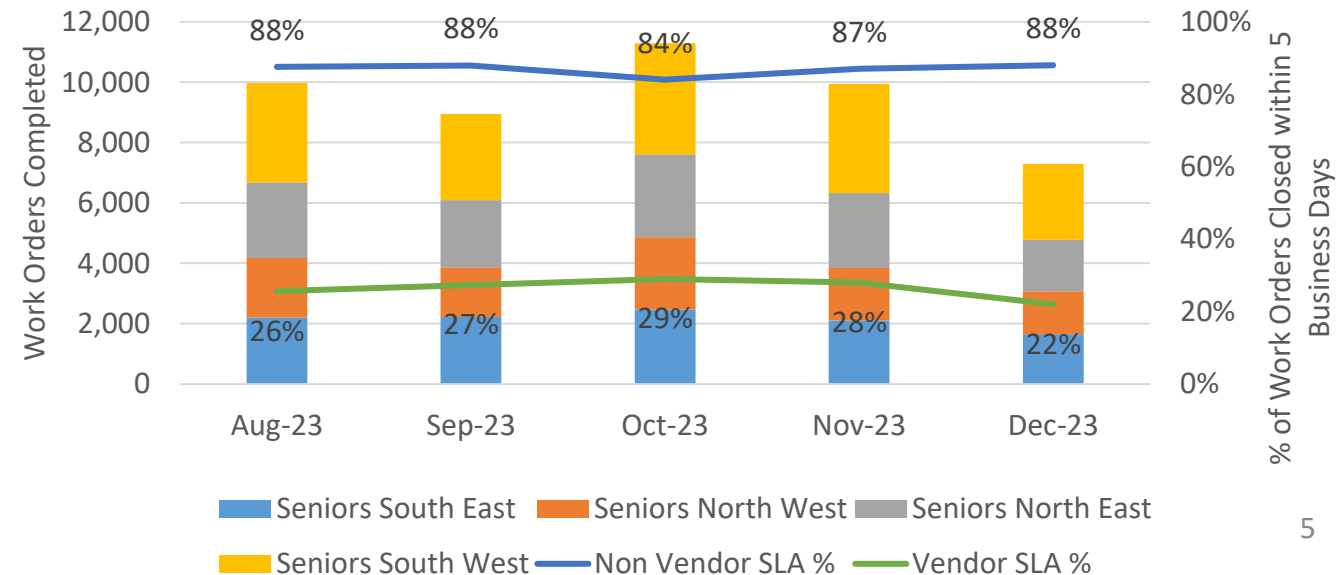
➤ Top 5 Work Order Categories Completed in December 2023

Work Order Request Category	%
Pest Control	19%
Plumbing	12%
Janitorial	10%
Alarm Monitoring	8%
Doors	8%

Number of Work Orders Started

Legend: Seniors South East, Seniors North West, Seniors North East, Seniors South West

Values: Aug-23: 10,683; Sep-23: 9,807; Oct-23: 10,770; Nov-23: 9,916; Dec-23: 7,281

Work Order Performance

Non Vendor SLA %: Aug-23: 88%, Sep-23: 88%, Oct-23: 84%, Nov-23: 87%, Dec-23: 88%

Vendor SLA %: Aug-23: 26%, Sep-23: 27%, Oct-23: 29%, Nov-23: 28%, Dec-23: 22%

Legend: Seniors South East, Seniors North West, Seniors North East, Seniors South West, Non Vendor SLA %, Vendor SLA %

5

Pest Control

- For the month of December staff scheduled 751 pest treatmests, of the treatments requested:
    - 368 units treated for bedbugs
    - 292 units treated for cockroaches
    - 38 units treated for rodents
    - 138 units declared pest free
- In December 2023 staff prepared and replaced beds for 8 units, while collaborating with Toronto Public Health to prepare 4 units.
- Staff have reviewed pest treatment rates to unit numbers and have identified:
    - 46 developments with less then 10% of units requesting service
    - 22 development with 11% to 49% of units requesting service
    - 5 developments with more then 50% of units request service
- Environmental Health Unit has hired two additional Technicians to conduct vendor compliance, assist staff with heavily infested units, coordinate with Toronto Public Health. These positions were funded through a reallocation of headcount and will provide each of the four regions with one technician as a resource to frontline staff.
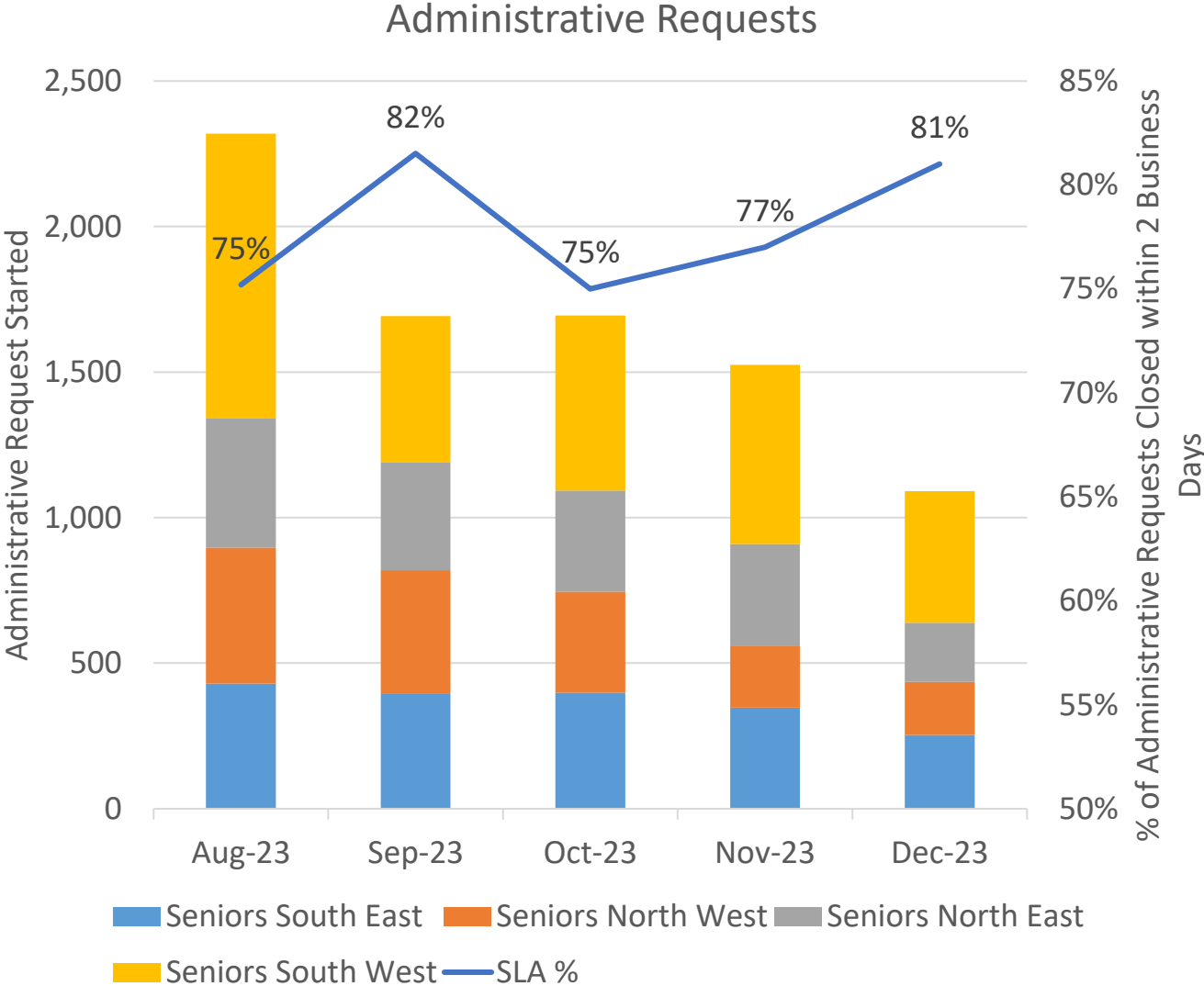
Pest Control - Pest Type

Ant 1%
Rodent 8%
General 8%
Flies 1%
Cockroach 34%
Bed Bug 48%
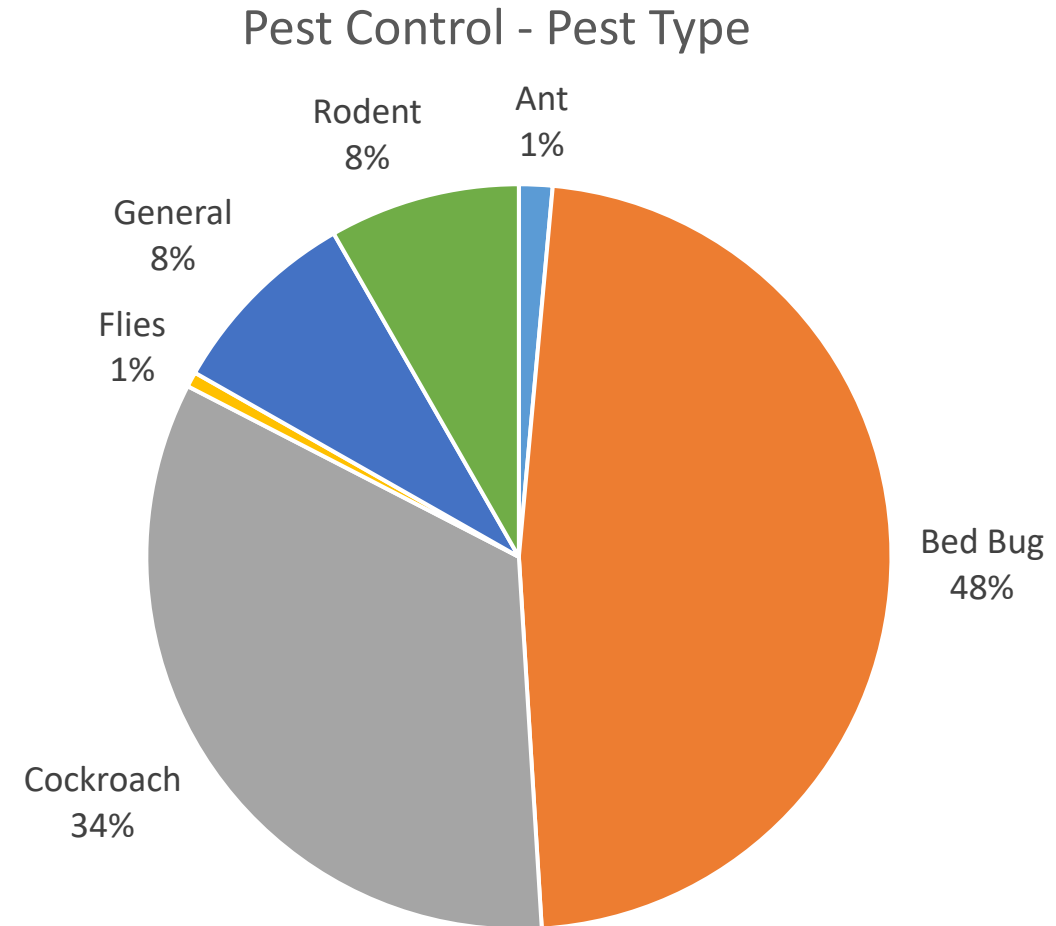
Administrative Requests

➢ Staff processed 1,091 service requests from tenants
➢ The majority of these requests were related to supporting tenants with documentation and requesting information.

Top 5 Service Categories Completed in December 2023

Service Request Category	%
Tenants Requesting Documentation Support	31%
Caller Requesting Info	13%
Tenants Requesting Referral	6%
Unit Condition	6%
Complaints – Tenant Harassment/ Unruly Behaviour	5%

Administrative Requests

(Chart: Administrative Request Started vs % of Administrative Requests Closed within 2 Business Days)

Aug-23: 75%
Sep-23: 82%
Oct-23: 75%
Nov-23: 77%
Dec-23: 81%

Legend: Seniors South East, Seniors North West, Seniors North East, Seniors South West, SLA %

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: Interim Strategic Directions Progress Report – Q4 2023
Item #9
February 5, 2024

Report:	QTEC: February 5, 2024, and item #9

To: Quality and Tenant Engagement Committee (QTEC)

From: Grant Coffey, Director, Strategy and Business Management

Date: January 26, 2024

Purpose: For Information

Recommendation:

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

Reason for Recommendation:

The Board of Directors approved the content of the Interim Strategic Directions (ISD), Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics, and Interim Strategic Directions Roadmap at the meeting of April 27, 2023. These documents outline the key initiatives, milestones, and metrics that will guide our progress over the next year and a half. This report provides highlights on the progress made on implementing the ISD in Q4 2023.

As indicated in the Q4 2023 KPI Dashboard, the fourth quarter continued to exhibit encouraging trends across all KPIs. Rent collection rate remained at a strong level of 99.68%. The average unit turnover days in Q4 further improved to 62 days, down from 65 days in Q3. The Operations Team actively worked with tenants to address pest issues, resulting in 897 units being declared pest free in

the fourth quarter. In the fourth quarter, 51 tenant engagement activities were organized, involving more than 2,000 tenants. The Tenant Action Fund has distributed $134,686 to fund tenant activities in 2023, marking a 120% increase from the previous year's total of $61,250. This includes the funding of 40 Community Winter Celebrations in Q4. The new tenant engagement approach (Community Connect+) and a new funding model for tenant led events, Community Activities Fund, were approved by the Board in December, which will foster improved tenant engagement and community development. The Staff Engagement and Equity, Diversity and Inclusion Survey, conducted in Q4, achieved a 79% response rate. The United Way Campaign concluded successfully, raising over $7,800, which is more than double the amount collected last year. For more comprehensive details, please refer to Attachment 1.

The ISD Roadmap translates the ISD into a plan for delivery. The Q4 2023 Roadmap Tracker demonstrates progress across various strategic initiatives. In the fourth quarter, 31 projects/activities were planned, with 16 completed on time and 13 currently in progress, two projects were transitioned to ongoing activities upon re-evaluation. Among the 13 projects/activities with revised timelines, substantial progress has been made in 8 projects and the teams are committed to completing them according to the updated timelines. Staff have reassessed the remaining 5 projects and proposed new timelines that align more closely with current priorities, budgetary considerations and capacity assessments. Attachment 2 provides highlights of the completed projects and outlines the details of those with revised timelines.

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

Grant Coffey
Director, Strategy and Business Management

List of Attachments:
- Attachment 1 – ISD Key Performance Indicator Dashboard – Q4 2023
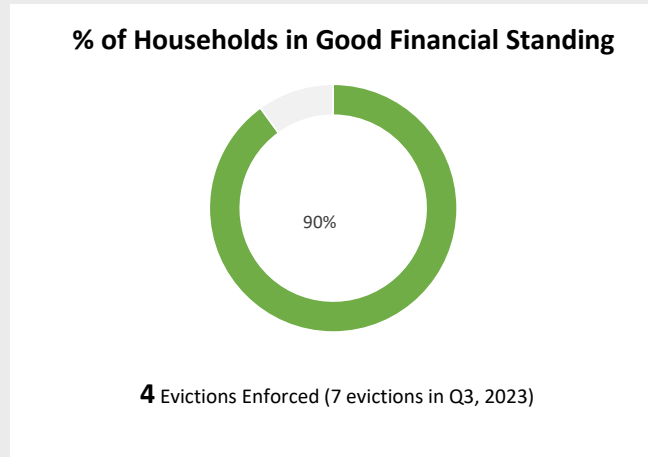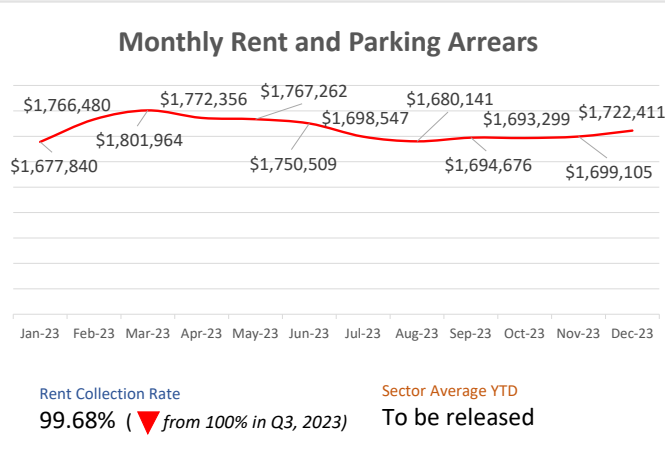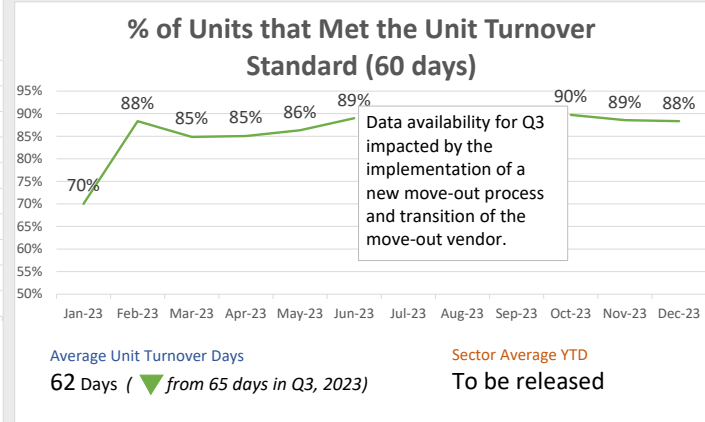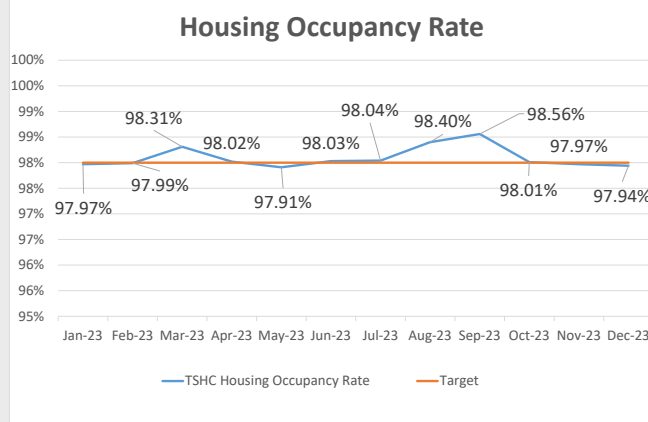- Attachment 2 – ISD Roadmap Update – Q4 2023

Item #9

Attachment 1

**ISD Key
Performance
Indicator Dashboard
– Q4 2023**

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC) Interim Strategic Directions Key Performance Indicator Dashboard - Q4, 2023
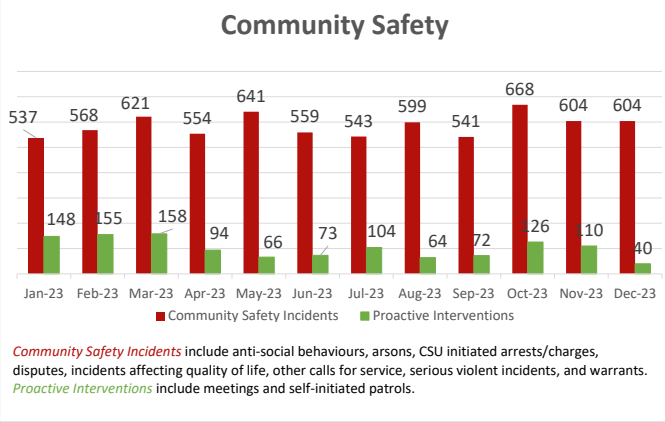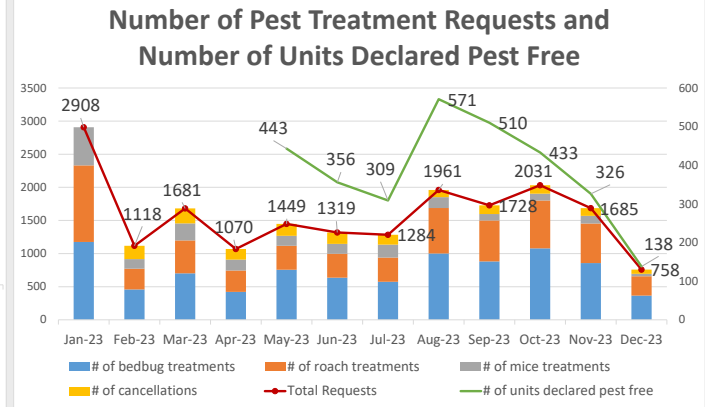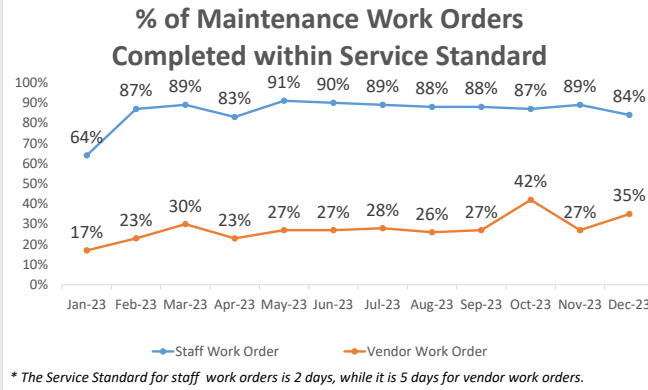
Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Highlights:

- <u>Work Orders</u>: the percentage of work orders completed within Service Standards remained steady, where staff achieved a rate of 84% compliance and vendors achieved 35% compliance in December.
- <u>Pest Management</u>: In Q4, a total of 897 units were declared pest free. Staff have assisted 24 tenants in preparation for treatment and coordinated the preparation of 59 units with Toronto Public Health.
- <u>The housing occupancy rate</u> at the end of December stood at 97.94%, reaching the target of 98%. The average unit turnover days in Q4 were at 62 days, improving from 65 days in Q3.
- <u>Arrears</u>: TSHC achieved an impressive 99.68% rent collection rate in Q4. The arrears level has remained stable during Q4, with 90% of households maintaining good financial standing. A majority of households in arrears fell within the $1 - $2,000 range.

% of Maintenance Work Orders Completed within Service Standard

Staff Work Order values: 64%, 87%, 89%, 83%, 91%, 90%, 89%, 88%, 88%, 87%, 89%, 84%
Vendor Work Order values: 17%, 23%, 30%, 23%, 27%, 27%, 28%, 26%, 27%, 42%, 27%, 35%

— Staff Work Order — Vendor Work Order

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

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

Total Requests: 2908, 1118, 1681, 1070, 1449, 1319, 1284, 1961, 1728, 2031, 1685, 758
Units declared pest free: —, —, 443, 356, 309, —, —, 571, 510, 433, 326, 138

■ # of bedbug treatments   ■ # of roach treatments   ■ # of mice treatments
■ # of cancellations   — Total Requests   — # of units declared pest free

Community Safety

Community Safety Incidents: 537, 568, 621, 554, 641, 559, 543, 599, 541, 668, 604, 604
Proactive Interventions: 148, 155, 158, 94, 66, 73, 104, 64, 72, 126, 110, 40

■ Community Safety Incidents   ■ Proactive Interventions

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

Housing Occupancy Rate

TSHC Housing Occupancy Rate: 97.97%, 98.31%, 97.99%, 98.02%, 98.03%, 97.91%, 98.04%, 98.40%, 98.56%, 98.01%, 97.97%, 97.94%

— TSHC Housing Occupancy Rate   — Target

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

Values: 70%, 88%, 85%, 85%, 86%, 89%, (gap), 90%, 89%, 88%

Data availability for Q3 impacted by the implementation of a new move-out process and transition of the move-out vendor.

Average Unit Turnover Days
62 Days (▼ from 65 days in Q3, 2023)

Sector Average YTD
To be released

Monthly Rent and Parking Arrears

Values: $1,766,480, $1,677,840, $1,801,964, $1,772,356, $1,767,262, $1,698,547, $1,750,509, $1,680,141, $1,694,676, $1,693,299, $1,699,105, $1,722,411

Rent Collection Rate
99.68% (▼ from 100% in Q3, 2023)

Sector Average YTD
To be released

% of Households in Good Financial Standing

90%

4 Evictions Enforced (7 evictions in Q3, 2023)

Households in Arrears

Rent and Parking Balance Range	No. of Tenant Accounts with Arrears
$1-$2,000	1091
$2,001-$4,000	99
$4,001-$6,000	45
$6,001-$8,000	37
$8,001-$10,000	21
$10,001 and above	23
Grand Total	**1316**

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC) Interim Strategic Directions
Key Performance Indicator Dashboard - Q4, 2023

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

Highlights:
- Building Profiles containing building information such as age, amenities, programs, and location are now available on the TSHC website.
- The Fall issue of Seniors Speak featured three tenants, many tenant photos, a story about the complex tenancies team along with a renaming contest for the newsletter.
- The 2023 Senior Tenant Experience Survey launched in early December to help understand tenant experience living in TSHC buildings. Survey will conclude in late January.
- A total of 43 building town halls were organized across the seniors housing portfolio in Q4 which saw 1,298 tenants in attendance.

Tenant Action Fund Distribution

$ Tenant Action Fund Distributed:
Q4: $83,651*, Full Year: $134,686
*Amount adjusted to address discrepancies in previous quarters' data reporting.

$ Tenant Action Fund Distributed in 2022:
$61,250 (full year)

Number of Tenant Action Fund Applications Approved:
83

Communications with Tenants:
1 issue of Seniors Speak and **1** Community Letter with Video
32 posters translated into top 8 languages and distributed

Tenant Engagement Activities

43 Building Town Halls
1 Senior Tenants Advisory Committee Meeting
2 Tenant Focus Groups/Consultations
1 Working Group Meeting
4 Regional Tenant Leader Meetings
2,001 tenants participated

Online Engagement
Website Users:
9,400
Social Media Audience:
1,556
Social Media Audience Growth:
139

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

Highlights:
- A total of 175 recurring programs led by tenants and service providers are currently being offered, reflecting a 4% increase as compared with those offered in Q3, 2023.
- The new tenant engagement approach (Community Connect+) and a new funding model for tenant led events, Community Activities Fund (CAF), were approved by the Board in December. Planning meetings are underway to start tenant volunteer recruitment in 2024.
- A total of 40 Community Winter Celebrations, funded by the Tenant Action Fund, were organized in Q4.
- As part of the City of Toronto's ConnectTO initiative, 8 buildings have been identified to pilot Wi-Fi provision in community rooms.

Recurring Programs

	Q1, 2023	Q2, 2023	Q3, 2023	Q4, 2023
# of Recurring Service Provider-led Programs	100	123	139	144
# of Recurring Tenant-led Programs	18	21	29	31

Building Activities

Total number of activities: 118, 144, 168, 175 (Q1–Q4, 2023)
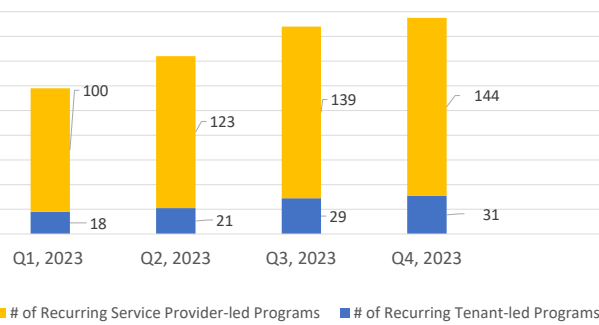
Legend: Food Security and Nutrition, Health and Wellness, Personal Development and Learning, Social Recreation, Faith-based, Total number of activities
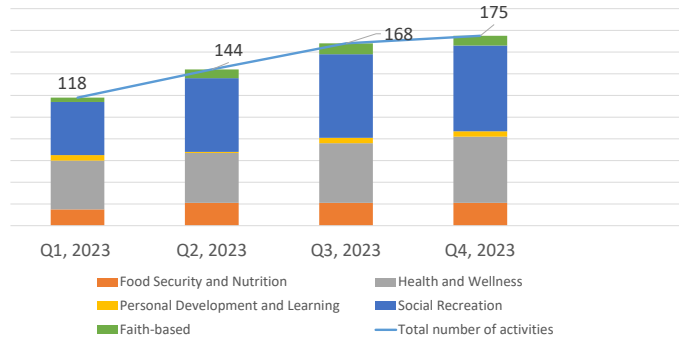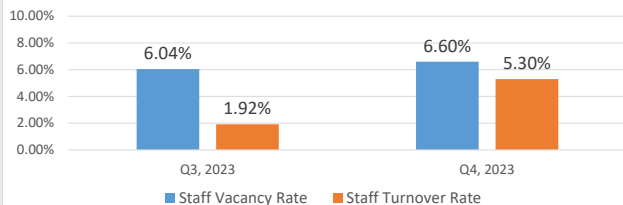
Strategic Objective 4: To promote innovation

2 innovations implemented across the organization

Enabler: Employer of Choice

Staff Vacancy Rate and Turnover Rate

	Q3, 2023	Q4, 2023
Staff Vacancy Rate	6.04%	6.60%
Staff Turnover Rate	1.92%	5.30%

Enabler: Employer of Choice

Highlights:
- The United Way Campaign concluded successfully, raising over $7,800 - more than twice the amount collected last year. Number of staff donating doubled compared to last year's campaign.
- Collaboration was the theme of the December 11 Staff Town Hall where 112 staff attended and celebrated many successes.
- Three issues of Staff Bulletins were published including staff features in each issue.
- The Staff Engagement and Equity, Diversity and Inclusion Survey rolled out and concluded with 79% response rate.
- A sub-Committee was established for Black History Month.

Enabler: Organizational Excellence

Statement of Operations
As of September 30, 2023
(Q4 update to be provided once available)

	Budget	Actual
Revenue	$23,584,946	$31,063,315
Expenses	$32,275,357	$31,427,080

Item #9

Attachment 2

**ISD Roadmap
Update – Q4 2023**

Attachment 2 - ISD Roadmap Update Q4 2023

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Promote safety and security in our buildings and communities	Develop partnerships with safety and security organizations in the broader community	Develop business case to support additional level of Community Safety Advisor to provide service to all 83 buildings.	Q4 2023	Q4 2023	Completed	An additional Community Safety Advisor was added to provide service to all 83 seniors buildings (completed Q3 2023). There are now two Community Safety Advisors supporting TSHC.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Promote safety and security in our buildings and communities	Conduct regular safety audits and carry out recommendations	Work with TCHC to develop schedule for building safety audits	Q4 2023	Q4 2023	Completed	TSHC and TCHC have developed a schedule for 2024 building safety audits.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Provide clean and well-maintained buildings and units	Conduct annual unit inspections	Annual Unit Inspections	Q4 2023	Q4 2023	Completed	2023 Annual unit inspections were completed before deadline. Annual inspections identified 43 units with high (levels 7, 8, 9) clutter on balcony. Staff will follow up with tenants to remove balcony clutter.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Provide clean and well-maintained buildings and units	Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	Expand annual unit inspections to include inspection for pest	Q4 2023	Q4 2023	Completed	Inspections include surveillance for pests. 706 units were flagged for treatment during annual unit inspections in 2023.
An excellent landlord To provide safe, clean and well-maintained buildings and units and to support stable tenancies	Director, Operations	Provide clean and well-maintained buildings and units	Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	Complete and evaluate full building pilot	Q4 2023	Q4 2023	Completed	During the month of September staff and vendors carried out a building cleanout of 194 unit building in the South East. Update presented at Quality and Tenant Engagement Committee on November 22, 2023: - 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

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Engage tenants in their communities and create opportunities for tenant voices	Review policies that support tenant-led programs and projects (e.g., Tenant Action Funds and Use of Space)	Review and update the Tenant Funds Distribution Policy to support tenant engagement	Q4 2023	Q4 2023	Completed	Completed Tenant Funds Distribution policy review; retired policy and replace it with new policy called Community Activities Fund (CAF) approved at Board on December 8, 2023. Use of Space Policy moved out to 2024 for delivery. Starting in January 2024 the new Community Connect+ approach to working with tenants will introduce tenant circles/roundtables across all buildings. Uptake on this new approach will come over time. It will include annual building meetings, more events, regional meetings, tenant consultation on policies and continuation of STAC.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Engage tenants in their communities and create opportunities for tenant voices	Review policies that support tenant-led programs and projects (e.g., Tenant Action Funds and Use of Space)	Set priorities for additional tenant-facing policy reviews for the new Tenant Engagement Approach	Q4 2023 Q2 2024	Q4 2023 Q2 2024	Revised Timeline	Several legacy guidelines such as Tenant Representative Code of Conduct and Roles and Responsibilities for Tenant Representatives need to be revised to reflect Community Connect+ Approach. Revised timeline Q2 2024.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Engage tenants in their communities and create opportunities for tenant voices	Streamline administrative processes including funding	Streamline tenant activities funding and distribution process	Q4 2023 Q1 2024	Q4 2023 Q1 2024	Revised Timeline	The policy to support changes to an improved process was approved at the December 8, 2023 Board Meeting. The new policy goes into effect April 1, 2024.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Engage tenants in their communities and create opportunities for tenant voices	Work with tenants in the development of a new tenant engagement model	Complete project to design new tenant engagement model	Q4 2023	Q4 2023	Completed	Through co-design with tenants and other stakeholders a new approach to tenant engagement was recommended and approved by the Board on December 8, 2023.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Engage tenants in their communities and create opportunities for tenant voices	Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys	Develop approach for annual building meetings	Q4 2023	Q4 2023	Completed	Approach designed. Pilots completed. Implementation and iteration begins January 8, 2024. Will use result of Tenant Experience Survey to inform tenant satisfaction pulse checks in 2024.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Promote an environment of respect, trust and inclusiveness	Implement recommendations of the staff and tenant relations quality improvement project	Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos and YouTube	~~Q4 2023~~ ongoing	~~Q4 2023~~ ongoing	Moved to ongoing	This activity is transitioned to ongoing activity as we are constantly assessing tenants' needs and adjusting accordingly. We will not be using Tik Tok as a channel for tenants.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Promote an environment of respect, trust and inclusiveness	Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants	Pilot roundtables i.e. – one building per region	~~Q4 2023~~ Q4 2024	~~Q4 2023~~ Q4 2024	Revised Timeline	Roundtables will be introduced as part of the Community Connect+ (CC+) approach to working with tenants. Work to implement CC+ begins in 2024. The decision to use a roundtable approach will be guided by each building's desire to participate. Revised timeline Q4 2024.
Tenant engagement To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice	Director, Engagement, Partnerships and Communications	Promote an environment of respect, trust and inclusiveness	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	In collaboration with other departments to develop standard guidelines to support language and accessibility supports	~~Q4 2023~~ Q1 2024	~~Q4 2023~~ Q1 2024	Revised Timeline	This is in progress (revised timeline Q1 2024). Communications continues to offer access to interpretation and translation services. Planned for 2024 there will be training on tools and templates to support staff in creating posters, flyers and communications that adhere to corporate standards and can support tenants. AODA training was offered to all interested staff in 2023 and a recording of that training is available to any staff who wishes to access it.
Partnership To facilitate access to services and programs that tenants need and want	Director, Engagement, Partnerships and Communications	Facilitate access to priority health and community support services	Maintain and create new partnerships to help senior tenants access the support and services they need and want	Evaluate services with respect to meeting the senior tenants needs	~~Q4 2023~~ ongoing	~~Q4 2023~~ ongoing	Moved to ongoing	This activity is transitioned to ongoing activity as we are constantly assessing tenants' needs and adjusting accordingly.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
Partnership To facilitate access to services and programs that tenants need and want	Director, Engagement, Partnerships and Communications	Support service provider-led programs and initiatives	Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being	Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and use of space policy based	~~Q4 2023~~ Q4 2024	~~Q4 2023~~ Q4 2024	Revised Timeline	To fulfil reporting requirements, we need new partnership agreements. Work has been underway since Q3 to find solutions, revised timeline Q4 2024.
Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Strategy and Business Management	Partner and cultivate relationships to research and test emerging trends and new practices	Collaborate on innovation with tenants, experts and researchers in seniors social housing	Identify opportunities and priorities/research and collaboration opportunities	~~Q4 2023~~ Q2 2024	~~Q4 2023~~ Q2 2024	Revised Timeline	Timeline has been revised to Q2 2024 to better identify research/collaboration opportunities.
Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Strategy and Business Management	Design and begin implementing an evaluation of TSHC	Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions	Identify funding opportunities	~~Q4 2023~~ Q4 2024	~~Q4 2023~~ Q4 2024	Revised Timeline	Timeline has been revised to Q4 2024 to better identify funding opportunities.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Implement elements of good governance practices	Enhance governance practices in the areas of: governance foundations, principles and structures; board responsibilities and oversight; governance processes; and board effectiveness	Develop and implement Board Committee Membership and Chairs Process	Q4 2023	Q4 2023	Completed	Added activity: New Board Committee Membership and Chair Process approved and implemented. Board Committee membership renewed following the new process.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Implement elements of good governance practices	Enhance governance practices in the areas of: governance foundations, principles and structures; board responsibilities and oversight; governance processes; and board effectiveness	New member orientation	Q4 2023	Q4 2023	Completed	New Board member orientation package prepared and delivered for new Board members.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Meet the requirements of the Shareholder Direction and the City as housing manager	Establish clarity on responsibilities and reporting expectations with the City as housing manager	Discussion on agreement and reporting requirements with the City	~~Q4 2023~~ Q1 2024	~~Q4 2023~~ Q1 2024	Revised Timeline	Draft TSHC Accountability Framework with City Service Manager developed and in progress to complete - revise timing to Q1 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Collaborate with TCHC	Develop relationship management agreements to support a positive working relationship	Complete a report card for existing agreements with TCHC	Q4 2023	Q4 2023	Completed	Added activity: Completed Report Card assessment of existing agreements with TCHC. Feedback from Report Card assessment shared with TCHC.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Collaborate with TCHC	Develop relationship management agreements to support a positive working relationship	Update to existing legal relationship	~~Q4 2023~~ Q4 2024	~~Q4 2023~~ Q4 2024	Revised Timeline	Completed Report Card assessment of existing agreements to inform future considerations. Subject to further work in 2024 - revise timing to Q4 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Manage our financial resources responsibly	Work with TCHC and City on annual budget process	Present draft budget to the Board - 2024	Q4 2023	Q4 2023	Completed	Consolidated TSHC/TCHC budget developed.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Develop corporate policy framework and plan/priorities	~~Q4 2023~~ Q1 2024	~~Q4 2023~~ Q1 2024	Revised Timeline	Corporate policy framework developed, plan in development. Revise timeline to Q1 2024.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Post-transition Policy clean up	~~Q4 2023~~ Q2 2024	~~Q4 2023~~ Q2 2024	Revised Timeline	Completed assessment of policy clean-up scope, policy clean work (over 100+ policies) will require additional time. Revise timing to Q2 2024.

Objective/Enabler	Accountabilities	Initiatives	Actions	Time-limited Activities	Current Timeline	Updated Timeline	Status	Highlights/Comments
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Use technology effectively	Make best use of processes and data in the HoMES systems	Identify opportunities for mobile computing	~~Q4 2023~~ Q2 2024	~~Q4 2023~~ Q2 2024	Revised Timeline	Subject to a future discussion with TCHC Information Technology Services. Timing to be reviewed.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Use technology effectively	Make best use of processes and data in the HoMES systems	Identification of TSHC HoMES requirements	~~Q4 2023~~ TBD	~~Q4 2023~~ TBD	Revised Timeline	Several HoMES requirements identified, process for consideration by TCHC needs to be more fully developed to support as an ongoing function.
Employer of choice To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	Director, People and Culture	Foster continuous learning and improvement	Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles	Provide training and learning on employee and labour relations	Q4 2023	Q4 2023	Completed	On June 22, 2023 a training session was held that covered topics: documenting performance management and supervisor/manager responsibilities, as well as the supporting legal framework. A second training session was held on June 26, 2023 that covered workplace investigations. All people leaders attended unless they were away on vacation.
Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Engagement, Partnerships and Communications	Partner and cultivate relationships to research and test emerging trends and new practices	Collaborate on innovation with tenants, experts and researchers in seniors social housing	Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process	Q4 2023	Q4 2023	Completed	Added activity: Toronto Metropolitan University students designed, tested with tenants and revised a planning process to help guide the annual building planning process introduced as part of Community Connect+ and the Community Activities Fund.
Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	Director, Operations	Partner and cultivate relationships to research and test emerging trends and new practices	Collaborate on innovation with tenants, experts and researchers in seniors social housing	Partner with Humber College to develop an Alternative Dispute Resolution program for skill development for staff and mediation with tenants (two students per semester)	Q4 2023	Q4 2023	Completed	Added activity: TSHC has partnered with Humber College internship program. Each semester two students are provided the opportunity to observe different departments at TSHC to gain a better understanding of staff and tenant tenants. The Humber College students are investigating the feasibility of strategies for integrating alternative dispute resolution methods to address tenant to tenant conflict. They will also assist with developing tools to enhance conflict resolution training for staff.
Organizational excellence To strive for organizational excellence for effective and efficient delivery of our mandate	Director, Strategy and Business Management	Develop clear, plain language policies	Review priority policies to reflect TSHC values and principles	Develop a TSHC Accessibility Plan	Q4 2023	Q4 2023	Completed	Added activity: TSHC established an Accessibility Plan as per AODA requirements and also submitted the AODA Compliance report to the province indicating TSHC is in compliance.

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee Meeting
Topic: Interim Strategic Directions – Roadmap Update
Item #10
February 5, 2024

Report:	QTEC: February 5, 2024, Item #10

To: Quality and Tenant Engagement Committee (QTEC)

From: Grant Coffey, Director, Strategy and Business Management

Date: January 26, 2024

Purpose: For Approval

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee (QTEC) approve and recommend that the Board of Directors approve the updated Toronto Seniors Housing Corporation (TSHC) 2023-2025 Strategic Directions Roadmap as set out in Attachment 1 to this report.

Reason for Recommendation:

The Board of Directors approved the content of the Interim Strategic Directions (ISD), Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics, and Interim Strategic Directions Roadmap at the meeting of April 27, 2023. These documents outline the key initiatives, milestones, and metrics that guide our progress over the next year and a half until the end of 2024. In particular, the ISD Roadmap translates the ISD into a plan for delivery.

Since the approval, three quarterly Roadmap Progress Updates have been reported. By the end of 2023, a total of 50 projects/activities have been planned, with 35 successfully completed on schedule and 13 underway with adjusted timelines, two activities were re-evaluated and transitioned to ongoing activities.

**Toronto Seniors
Housing Corporation**

Factors contributing to revised timelines included evolving priorities, resource/capacity constraints, scope reassessment, and budgetary considerations as we enter 2024.

In December 2023 and January 2024, annual strategic planning discussions were held for the TSHC Leadership Team to review the ISD Roadmap and reassess the projects/activities and timelines in a holistic and collaborative manner, with consideration of capacity and resources building on the progress and experience in 2023. From this review of the 140 time-limited projects and activities, 33 new projects and activities were incorporated into the Roadmap to support emerging priorities, while the timelines of 47 projects and activities were adjusted based on refined priorities, capacity assessments and resource considerations. Five project scopes were revised upon re-evaluation, and one activity was removed following feasibility assessment. The intent is for the respective TSHC departments to review the updated Roadmap and integrate into the departments' annual work plans.

During the annual planning process, the Leadership Team proposed a transition from the 18-month Interim Strategic Directions Roadmap (2023-2024) to a 2023-2025 Strategic Directions Roadmap, removing the "Interim" reference and recognizing that the Roadmap encompasses a sufficient number of projects and activities that warrant an extended timeframe for completion. This shift will allow TSHC to ensure that projects and activities outlined in the Roadmap can be adequately developed, executed, and sustained, and enhance TSHC's ability to more effectively achieve the organization's vision, mandate, and commitment. Going forward, and planned in 2025, an overall review of the Strategic Planning process will be undertaken to ultimately refresh the future plan.

Grant Coffey
Director, Strategy and Business Management

List of Attachments:
- Attachment 1 – TSHC 2023-2025 Strategic Directions Roadmap
- Attachment 2 – TSHC 2023-2025 Strategic Directions Roadmap (with track changes)

Item #10

Attachment 1

**TSHC 2023-2025
Strategic
Directions
Roadmap**

Toronto Seniors Housing Corporation

2023-2025 Strategic Directions Roadmap

Updated January 2024

Strategic Objective 1: An Excellent Landlord

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

Accountability: Director, Operations

Strategic Initiative	Actions
1. Promote safety and security in our buildings and communities	A. Implement recommendations of safety and security Quality Improvement Project B. Develop partnerships with safety and security organizations in the broader community C. Conduct regular safety audits and carry out recommendations
2. Provide clean and well-maintained buildings and units	A. Conduct annual unit inspections B. Improve effectiveness of pest management by carrying out recommendations from the Quality improvement project C. Support tenant accessibility needs in the buildings and units D. Provide timely response to maintenance requests E. Provide high standards of cleanliness in and around the buildings F. Prepare empty units for new tenants G. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans
3. Work with tenants to support stable tenancies	A. Support tenants to understand their rights and responsibilities in their lease B. Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility C. Reduce incidents of cluttering or hoarding D. Work with tenants to prevent evictions for arrears or other reasons

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 1: Promote safety and security in our buildings and communities	
Action A: Implement recommendations of Safety and Security Quality Improvement Project (QIP)	
Time limited/Projects	Expected Completion
• Complete Safety and Security QIP	Q3 2023 (Completed)
• Streamline process for tenants to report security/safety incidents – TCHC	Q3 2024 – TCHC dependency
• Investigate all tenant gaining access to the lobby camera – TCHC	2025+ – TCHC dependency
• Investigate what doing a pilot project in buildings with highest calls for service would require	Q4 2024 – TCHC dependency
Action B: Develop partnerships with safety and security organizations in the broader community	
Ongoing • Oversite of CSU provision of service to TSHC • Community Safety Advisor continues to connect with Toronto Fire and Toronto Police Services	
Time limited/Projects	Expected Completion
• Develop business case to support additional level of CSA to provide service to all 83 buildings	Q4-2023 - TCHC
• Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings	Q1 2024 -TCHC
Action C: Conduct regular safety audits and carry-out recommendations	
Ongoing • Work with CSU to complete safety audits every three years with tenant participation TCHC - TBD • TSHC to acknowledge safety audit findings within 30 days • Work with TCHC to develop a plan for TCHC implementation of recommendations beyond TSHC scope - TCHC CSU	
Time limited/Projects	Expected Completion
• Work with TCHC to develop schedule for building safety audits	Q4 2023

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action A: Conduct Annual Unit Inspections	

Ongoing
 	
    • Implement findings from unit inspections
    • Referrals for vulnerable tenants	

Time limited/Projects • Annual Unit Inspections, including pests and balcony clutter	Expected Completion Q4 2023/Q4 2024/Q4 2025
Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	
Ongoing Implement Pest Management QIP recommendations in the areas of: • Analytics • Prevention • Treatment • Tenant Support and Participation • High Risk Buildings	

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	
Time limited/Projects	Expected Completion
• Integrated Pest Management Database and Analytics Tool	Q2 2023 (completed)
• Identify automation opportunities for data collection and analysis	Q3 2023 (completed)
• Expand annual unit inspections to include inspection for pest	Q4 2023
• Complete and evaluate full building pilot	Q4 2023
• Develop business case for in-house pest management	Multi-year (2025+)
Action C: Support tenant accessibility needs in buildings and units	
Ongoing • Ongoing data collection and analysis • Work with R-Path to effectively deliver recommendations • Assist tenants through the process with the application	
Time limited/Projects	Expected Completion
• Hire an intake specialist (accessibility)	Q2 2023 (completed)
Action D: Provide timely response to maintenance requests	
Ongoing • Ongoing data collection and analysis • Continue to meet the standard response to maintenance requests. • To provide TCHC with regular reports for vendors that are under delivering	
Time limited/Projects	Expected Completion
• Determine response time for urgent vs regular requests	Q3 2024
Action E: Provide high standards of cleanliness in and around buildings	
Ongoing • Regular building cleaning according to the schedule • Use HoMES clean building inspection quarterly and follow up on findings. • Quarterly reporting for all actions	

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action F: Prepare empty units for new tenants	
Ongoing • Continue to meet 60-day turnaround target timeframe as established with the City • Provide quarterly reports to QTEC	
Time limited/Projects	Expected Completion
Action G: Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	
Ongoing • Provide quarterly reports to QTEC • Capital plan will be part of building presentations to tenants	
Time limited/Projects • Establish annual capital plan with TCHC	Expected Completion Q3 2023/Q3 2024/Q3 2025

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 3: Work with tenants to support stable tenancies	
Action A: Support tenants to understand their rights and responsibilities in their lease	
Ongoing • Collaborate with staff to review and make recommendations to streamline the leasing process • Train frontline staff to respond to typical questions (e.g. via Resource Centre, Welcome Package, etc.)	
Time limited/Projects • New leasing package and orientation for tenants • Improve safe channels for tenants to express concerns about interactions with staff, via the updated Tenant Complaint Process. • Consider feasibility of appointment system	Expected Completion Q3 2024 Q2 2024 Q2 2024
Action B: Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility	
Ongoing • Ongoing education for tenants on RGI requirements	
Time limited/Project • Enhanced RGI training for staff to be added to the TSHC training plan	Expected Completion Q2 2024
Action C: Reduce incidents of cluttering or hoarding	
Ongoing • Support the complex tenants and the community • Manage a complex tenancy team to support complex tenants • Develop tracking sheet for touch points for complex tenancies • Referral from regional teams and SSHA	
Time limited/Projects	Expected Completion
Action D: Work with tenants to prevent evictions for arrears or other reasons	
Ongoing • Work with tenants to resolve arrears	

• Referral to OCHE for unresolved arrears	
Time limited/Projects • Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action	Expected Completion Q1 2024

Strategic Objective 2: Tenant Engagement

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

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Engage tenants in their communities and create opportunities for tenant voices	A. Review policies that support tenant-led programs and projects (e.g., Tenant Action Fund and Use of Space) B. Streamline administrative processes including funding C. Build ability for tenants to develop and lead programming in their communities D. Work with tenants in the development of a new tenant engagement model E. Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys
2. Promote an environment of respect, trust and inclusiveness	A. Carry out recommendations of the staff and tenant relations quality improvement project B. Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants C. 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
3. Communicate effectively with our tenants and other stakeholders	A. Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

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

Initiative 1: Engage tenants in their communities and create opportunities for tenant voices	
Action A: Review policies that support tenant-led initiatives	
Ongoing	
Time limited/Projects • Review and update the Tenant Funds Distribution Policy to support tenant engagement • Review and update Use of Space policies • Set priorities for additional tenant-facing policy reviews for the new Tenant Engagement Approach	Expected Completion Q4 2023 Q3 2024 Q2 2024
Action B: Streamline administrative processes including funding	
Ongoing • Review tenant activities funding requests Review and approve use of space applications	
Time limited/Projects • Streamline tenant activities funding and distribution process • Implement the new Community Activities Fund policy and the process.	Expected Completion Q1 2024 Q2 2024
Action C: Build ability for tenants to develop and lead programming in their communities	
Ongoing • Support tenant initiatives on an ad hoc basis	
Time limited/Projects	Expected Completion

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

Initiative 1: Engage tenants in their communities and create opportunities for tenant voices

Action D: Work with tenants in the development of a new tenant engagement model	
Ongoing • Implement new tenant engagement model when approved	
Time limited/Projects • Complete project to design new tenant engagement model	Expected Completion Q4 2023

Action E: Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys	
Ongoing • Coordinate annual building meeting process (one building per year) • Hold focus groups, workshops, etc. With tenants on an ad hoc basis Host three regional tenant volunteer meetings • Coordination of Senior Tenants Advisory Committee (STAC) meetings	
Time limited/Projects • Develop approach for annual building meetings • Develop an implementation table and plan with tenants • Identify Community Connect+ regional level tenant volunteers • Identify Community Connect+ tenant volunteers at building level • Introduce new volunteer management program	Expected Completion Q4 2023 Q1 2024 Q1 2024 Q2 2024 Q4 2024

Objective 2: Tenant Engagement
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice
Initiative 2: Promote an environment of respect, trust and inclusiveness
Action A: Implement recommendations of the staff and tenant relations quality improvement project

Ongoing
<u>Relationship Building</u>
- Conduct outreach to encourage tenants to participate in building activities and "meet and greets"
- Ensure timely posting and communication of staff absences and backup
- Stay connected with tenants by allocating staff time to tenant activities, checking after service provided if needs have been met
- Encourage a "human touch" by acknowledging good news, nodding, following up on earlier conversations, etc.

<u>Interaction</u>
- Communicate process for requests to be fulfilled, including who will be involved and how long it might take

<u>Information and communication</u>
- Ongoing communication with tenants of building events
- Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos and YouTube

Time limited/Projects	Expected Completion
<u>Information</u>	
• Introduce email subscription service to tenants	Q4 2024
• Evolve channels of communication such as mobile app and electronic bulletin boards	Q4 2025
• Introduce tenant bulletin boards	Q1 2024
• Introduce City Led Wi-Fi pilot project in eight elected common rooms across sites	Q4 2024

Action B: Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants	
Ongoing • Regular community meetings with the building teams, agencies, and tenant volunteers	
Time limited/Projects • Pilot tenant roundtables- i.e. one building per region	Expected Completion Q4 2024
Action C: 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	
Ongoing • Provide translation and interpreter services • Support tenants with visual or hearing limitations	
Time limited/Projects • In collaboration with other departments to develop standard guidelines to support language and accessibility supports • In collaboration with TCHC explore new technology to assist with real-time interpretation services	Expected Completion Q1 2024 Q2 2024

Objective 2: Tenant Engagement
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice
Initiative 3: Communicate effectively with our tenants and other stakeholders
Action A: Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Ongoing
- Publish Seniors Speak/Community Letter/Video
- Publish Staff Bulletin
- Staff Town Halls
- Communications support for other activities e.g., departmental and corporate announcements; Tenant engagement model implementation
- Communications/Videos to support other activities
- Social media management
- Future CEO tenant engagement activities
- Posters/documents creation, updating and translation
- Internet and Intranet creation, maintenance and design
- Email subscription for tenants

Time limited/Projects	Expected Completion
• Communications support for other activities e.g.	
o Staff on-boarding package	Q1 2024
o Staff survey and Tenant survey	Q1 2024 (tenants)
o MS Office and SharePoint roll-out support	Q3 2023
o Annual United Way campaign	Q4 2023 /Q3 2024
• Listening Tours	Q2 2023 (completed)
• CEO Tour	Q4 2024
• Annual Report	Q2 2023/ Q2 2024
• New Intranet	Q4 2024[+]
• Branding	Q4 2024[+]

Strategic Objective 3: Partnerships

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

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Facilitate access to priority health and community support services	A. Maintain and create new partnerships to help senior tenants to access the support services they need and want
2. Support service provider-led programs and initiatives	A. Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing

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

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

Action A: Maintain and create new partnerships to help senior tenants to access the support services they need and want

Ongoing
- Identify tenants who require assistance in their homes
- Support health and social support program through referrals to agencies for individual tenant needs
- Create new partnerships where there are gaps in service/supports
- Evaluate services with respect to meeting the senior tenants needs

Time limited/Projects	Expected Completion
• (moved to ongoing)Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process • Develop new partnership agreements that includes reporting metrics • Develop and implement a tenant participation satisfaction survey	Q4 2023 Q3 2024 Q2 2024

Initiative 2: Support service provider-led programs and initiatives

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

Ongoing
- Maintain current partnerships that provide programs in our housing communities
- Create new partnerships to provides that provide programs in our housing communities

Time limited/Projects	Expected Completion
• Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and use of space policy Continue Toronto Public Library Community Librarian Program to encourage e-literacy for seniors	Q4 2024 Q4 2024

Strategic Objective 4: Innovation

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

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Partner and build relationships to research and test emerging trends and new practices	A. Collaborate on innovation with tenants, experts and researchers in seniors social housing B. Evaluate and share learning from TSHC's innovative practices
2. Design and begin implementing an evaluation of TSHC	A. Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions

Objective 4: Innovation
To develop and promote innovation and leading practices which contribute to seniors' well-being
Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices
Action A: Collaborate on innovation with tenants, experts and researchers in seniors social housing

Ongoing
- Seek input of tenants, partners and other external stakeholders to inform innovation
- Industry outreach (social housing, healthcare, seniors) and networking
- Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate

Time limited/Projects	Expected Completion
• Identify opportunities and priorities/research and collaboration opportunities	Q2 2024
• Target research partnership 1	Q4 2024
• Target research partnership 2	Q2 2025
• Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process	Q4 2023
• Partner with Humber College to develop an Alternative Dispute Resolution program for skill development for staff and mediation with tenants (two students per semester)	Q4 2023

Action B: Evaluate and share learning from TSHC's innovative practices

Ongoing
- Share learnings from the ISM
- Build evaluation framework into new initiatives

Time limited/Projects	Expected Completion
• Evaluate learnings from the QIPs	Q3 2023 (completed)

Objective 4: Innovation	
To develop and promote innovation and leading practices which contribute to seniors' well-being	
Initiative 2: Design and begin implementing an evaluation of TSHC	
Action A: Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions	
Ongoing	
Time limited/Projects	Expected Completion
• Identify funding opportunities	Q4 2024
• Identify evaluation partners	Q2 2025
• Preliminary evaluation design	Q4 2025

Enabler 1: Organization excellence

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

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Implement elements of good governance practices	A. Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness
2. Meet the requirements of the Shareholder Direction and the City as housing manager	A. Establish clarity on responsibilities and reporting expectations with the City as housing manager B. Ensure regular and annual reporting requirements are met
3. Collaborate with TCHC	A. Develop relationship management agreements to support a positive working relationship
4. Manage our financial resources responsibly	A. Work with TCHC and the City in annual budget process B. Implement sound financial management and accountability
5. Identify and reduce risks	A. Develop a TSHC risk and mitigation plan B. Ensure effective business continuity and emergency response
6. Be informed by data and driven by performance commitments	A. Improve access to quality data and apply data analytics B. Develop performance metrics and targets for reporting at all levels
7. Improve service quality in areas important to our tenants	A. Implement priority quality improvement projects
8. Develop clear, plain language policies	A. Review priority policies to reflect TSHC values and principles
9. Use technology effectively	A. Make best uses of processes and data in HoMES system

Enabler 1: Organizational excellence **To strive for organizational excellence to ensure effective and efficient delivery of our mandate**	
Initiative 1: Implement elements of good governance practices	
Action A: Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness	

Ongoing
 	
• Governance and internal Board support
• Oversight
    o Tenant facing policies
    o CEO performance
    o Risk management/business continuity
    o Implementation of Interim Strategic Directions and Quality Improvement
    o Review of operational information/KPIs
    o Partnership agreements
• Post meeting questionnaires on meeting effectiveness
• Director development and training	

Time limited/Projects • Provide Board members with access to foundation documents • Participate in Strategic Financial Sustainability Plan • Skills matrix for Board members • Develop and implement Board Committee Membership and Chairs Process • Hire a Board Secretary to manage Board processes and activities • New member orientation • (duplicate) Full strategic planning process • Assess agenda and materials and review committee processes • Select governance best practices standard and governance review	Expected Completion Q1 2023 (completed) Q3 2023 (completed) Q2 2024 Q4 2023 (completed) Q1 2024 Q4 2023 (completed) Q4 2025 Q3 2024 Q2 2025

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 2: Meet the requirements of the Shareholder Direction and the City as housing manager	
Action A: Establish clarity on responsibilities and reporting expectations with the City as housing manager	
Ongoing	
Time limited/Projects • Discussion on agreement and reporting requirements with the City	Expected Completion Q1 2024
Action B: Ensure regular and annual reporting requirements are met	
Ongoing • Service Manager Reporting • ISM Accountability Framework Reporting	
Time limited/Projects • Annual Report and Annual General Meeting Requirements	Expected Completion Q2 2023/Q2 2024/Q2 2025

Enabler 1: Organizational excellence To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 3: Collaborate with TCHC	
Action A: Develop relationship management agreements to support a positive working relationship	
Ongoing • Support joint steering committee • Service management planning • Regular touchpoint with TCHC/TSHC Service Providers	
Time limited/Projects	Expected Completion
• Complete a report card for existing agreements with TCHC	Q4 2023 (Completed)
• Update to existing legal relationship	Q4 2024
• Clarify future legal relationship	Q4 2024

Enabler 1: Organizational excellence
To strive for organizational excellence to ensure effective and efficient delivery of our mandate
Initiative 4: Manage our financial resources responsibly
Action A: Work with TSHC and the City in annual budget process

Ongoing

Time limited/Projects	Expected Completion
• Budget planning – 2024	Q3 2023 (completed)
• Present draft budget to the Board – 2024	Q4 2023 (completed)
• Budget finalizing – 2024	Q1 2024
• Budget planning - 2025	Q3 2024
• Present draft budget to the Board – 2025	Q4 2024
• Budget finalizing – 2025	Q1 2025
• Budget planning – 2026	Q3 2025
• Present draft budget to the Board – 2026	Q4 2025
• Budget finalizing – 2026	Q1 2026

Action B: Implement sound financial management and accountability

Ongoing
- Review actuals against budget
- On-going procurement and vendor management
- On-going relationship with TCHC and reconciliation
- Prepare monthly financial information for management team
- Prepare monthly financial information for Board meeting

Time limited/Projects	Expected Completion
• Participate in short-term strategic financial sustainability approach	Q3 2023 (completed)

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

Initiative 5: Identify and reduce risk

Action A: Develop a TSHC risk and mitigation plan

Ongoing	

Time limited/Projects	Expected Completion
• Develop a high-level risk management scope and assessment	Q3 2024
• Conduct a comprehensive risk assessment and implement mitigation plan	Q2 2025
• Review Emergency Response Plan	Q2 2024

Action B: Ensure effective business continuity and emergency response

Ongoing	
• Participate in business continuity exercises	
• Incident/emergency response	

Time limited/Projects	Expected Completion
• Develop business continuity plan	Q4 2025

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 6: Be informed by data and driven by performance commitments	
Action A: Improve access to quality data and apply data analytics	
Ongoing • Improve skills, resources, and tools (capability)	
Time limited/Projects • Develop data analytics plan including new data management	Expected Completion Q2 2025
Action B: Develop performance metrics and targets for reporting at all levels	
Ongoing	
Time limited/Projects • Define performance metrics • Develop a dashboard • Conduct Senior Tenant Experience Survey	Expected Completion Q2 2023 (completed) Q3 2023 (completed) Q1 2024

Enabler 1: Organizational excellence		
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To strive for organizational excellence to ensure effective and efficient delivery of our mandate		
Initiative 7: Improve service quality in areas important to our tenants		
Action A: Implement priority quality improvement projects (QIPs)		
Ongoing • Complete 3 initial QIPs • On-going monitoring of QIP activities		
Time limited/Projects		Expected Completion
• Establish a process for monitoring and implementing existing QIPs		Q2 2023 (completed)
• Conduct lessons learned on existing QIP		Q2 2023 (completed)
• Review and adapt QIP approach		Q3 2024
• Identify future QIPs		Q1 2025

Enabler 1: Organizational excellence
To strive for organizational excellence to ensure effective and efficient delivery of our mandate
Initiative 8: Develop clear, plain language policies
Action A: Review priority policies to reflect TSHC values and principles

Ongoing	
• Policy improvement initiative	
• Develop policy implementation guidance materials	
• Engage departments into an annual policy planning process	
Time limited/Projects	Expected Completion
• Develop a corporate Policy Management Framework and plan/priorities	Q1 2024
• Review and update the Human Rights Policy	Q3 2024
• Review and update the tenant Human Rights Complaint Procedure	Q3 2024
• Establish a TSHC Policy Inventory to keep track of all policies	Q2 2024
• Develop an annual Policy Development/Review Plan/Schedule	Q2 2024
• Develop an Access to Information Process	Q1 2024
• Post-transition Policy clean up	Q2 2024
• Develop a TSHC Accessibility Plan	Q4 2023

Enabler 1: Organizational excellence
To strive for organizational excellence to ensure effective and efficient delivery of our mandate
Initiative 9: Use technology effectively
Action A: Make best uses of processes and data in HoMES system

Ongoing	
• Participating in IT Operational Steering Committee	
• Continue Improving data analytics and reporting	

Time limited/Projects	Expected Completion
• Internet contract renewal	Q2 2023 (complete)
• Current SharePoint clean up/management	Q3 2024
• Email consolidation and Microsoft 365 deployment	Q1 2024
• Explore opportunities for paperless tenant document management	Q2 2024
• Identify opportunities for mobile computing	Q2 2024
• Identification of TSHC HoMES requirements	TBD
• Participate in intranet solution refresh	Q4 2024+

Enabler 2: Employer of choice

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

Accountability: Director, People and Culture

Strategic Initiative	Actions
1. Develop and implement a talent strategy	A. Identify, attract, recruit, and keep top talent B. Review total compensation strategy to keep a competitive edge C. Provide opportunities for growth and development to support staff in reaching their desired career goals
2. Embrace equity, diversity and inclusion (EDI)	A. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace B. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion
3. Create a positive culture with engaged employees	A. Develop and implement approaches for employee engagement at the local, regional, and corporate level B. Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff
4. Foster continuous learning and improvement	A. Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles B. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services
5. Innovation to respond to a changing workplace	A. Review health, safety and wellness policies and programs to create a heightened "safety first" and "wellness" culture B. Develop and implement programs and initiatives to support employee health and well-being

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 1: Develop and implement a talent strategy	
Action A: Identify, attract, recruit, and retain top talent	
Ongoing • On-going recruitment • Monitoring implementation to ensure the recruitment and retention of top talent	
Time limited/Projects • Review of current recruitment program and processes • Review of employment offer letters • Review of JD's to ensure they include the key knowledge and skills required • Review of Job assessments to ensure there are no systemic barriers in the process and are reflective of the desired skills required	Expected Completion Q3 2024 Q3 2024 Q3 2024 Q2 2025
Action B: Review of total compensation strategy to maintain a competitive edge	
Ongoing • Periodic review of total compensation strategy	
Time limited/Projects • Review and make necessary adjustments to the salary bands to ensure competitiveness • Develop a Key People and Culture Policy Review Plan • Approval of prioritized updated People and Culture Policies • Review of management/exempt benefits programs • Implementation of City Council direction regarding executive compensation	Expected Completion Q2 2023 (completed) Q1 2024 Q4 2024 Q2 2024 Q1 2024
Action C: Provide opportunities for growth and development to support staff in reaching their desired career goals	
Ongoing • Promotion of the Tuition Reimbursement Program	
Time limited/Projects • Development of a front-line training program to assist in the advancement of the skills required to move to a different position	Expected Completion Q3 2024

• Development of a succession planning program, inclusive of all levels of the organization	Q3 2024

Enabler 2: Employer of choice
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff
Initiative 2: Embrace equity, diversity and inclusion

Action A: Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace	
Ongoing	
Time limited/Projects	Expected Completion
• Creation of an EDI framework & strategy	Q2 2024
• Ensure policies are AODA compliant	Q4 2024[+]
• Review and update policies to be inclusive and remove any systemic barriers	Q4 2024[+]
Action B: Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion	
Ongoing	
Time limited/Projects	Expected Completion
• Develop and implement the EDI overall strategy	Q2 2024
• Deliver CABR Anti-Black Racism training	Q3 2024
• Launch AODA training for staff	Q3 2024

Enabler 2: Employer of choice
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff
Initiative 3: Create a positive work culture with engaged employees

Action A: Develop and implement approaches for employee engagement at the local, regional, and corporate level	
Ongoing • Develop and implement approaches which test innovative ideas through collaborative teamwork	
Time limited/Projects • Employee engagement and EDI survey • Action plans following the results of the survey	Expected Completion Q1 2024 Q2 2024
Action B: Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff	
Ongoing • Monthly labour management meetings to proactively respond to issues as they arise including grievances and harassment complaints	
Time limited/Projects	Expected Completion

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 4: Foster continuous learning and improvement	
Action A: Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles	
Ongoing • Support ongoing learning and coaching on performance management	
Time limited/Projects • Provide training and learning on employee and labour relations	Expected Completion Q4 2023
Action B: Develop, implement and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services	
Ongoing • On-boarding of new staff	
Time limited/Projects • Create an onboarding program specific to TSHC for all new hires • Support the creation of job specific orientation programs • Assist in the development of job specific skill enhancement training programs	Expected Completion Q2 2024 Q3 2024 Q3 2024

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 5: Innovation to respond to a changing workplace	
Action A: Review health, safety and wellness policies and programs to create a heightened "safety first" and "wellness" culture	
Ongoing • Provide support for JHSC members	
Time limited/Projects • Review and update of Health and Safety policies	Expected Completion Q4 2024[+]
Action B: Develop and implement programs and initiatives to support employee health and well-being	
Ongoing • Continued promotion of the Employee and Family Assistance Plan • Continuing to promote a culture that is inclusive and where staff feel they belong	
Time limited/Projects • Psychological safety and mental wellness program • Review of respectful workplace policies	Expected Completion Q4 2024[+] Q4 2024[+]

Item #10

Attachment 2

**TSHC 2023-2025 Strategic
Directions Roadmap (with
track changes)**

Toronto Seniors Housing Corporation

2023-2025 Strategic Directions Roadmap

Updated January 2024

Strategic Objective 1: An Excellent Landlord

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

Accountability: Director, Operations

Strategic Initiative	Actions
1. Promote safety and security in our buildings and communities	A. Implement recommendations of safety and security Quality Improvement Project B. Develop partnerships with safety and security organizations in the broader community C. Conduct regular safety audits and carry out recommendations
2. Provide clean and well-maintained buildings and units	A. Conduct annual unit inspections B. Improve effectiveness of pest management by carrying out recommendations from the Quality improvement project C. Support tenant accessibility needs in the buildings and units D. Provide timely response to maintenance requests E. Provide high standards of cleanliness in and around the buildings F. Prepare empty units for new tenants G. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans
3. Work with tenants to support stable tenancies	A. Support tenants to understand their rights and responsibilities in their lease B. Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility C. Reduce incidents of cluttering or hoarding D. Work with tenants to prevent evictions for arrears or other reasons

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 1: Promote safety and security in our buildings and communities	
Action A: Implement recommendations of Safety and Security Quality Improvement Project (QIP)	
Time limited/Projects	Expected Completion
• Complete Safety and Security QIP	Q3 2023 (Completed)
• Streamline process for tenants to report security/safety incidents – TCHC	Q3 2024 – TCHC dependency
• Investigate all tenant gaining access to the lobby camera – TCHC	
• Investigate what doing a pilot project in buildings with highest calls for service would require	2025+ – TCHC dependency Q4 2024 – TCHC dependency
Action B: Develop partnerships with safety and security organizations in the broader community	
Ongoing • Oversite of CSU provision of service to TSHC • Community Safety Advisor continues to connect with Toronto Fire and Toronto Police Services	
Time limited/Projects	Expected Completion
• Develop business case to support additional level of CSA to provide service to all 83 buildings	Q4-2023 - TCHC
• Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings	Q1 2024 -TCHC
Action C: Conduct regular safety audits and carry-out recommendations	
Ongoing • Work with CSU to complete safety audits every three years with tenant participation TCHC - TBD • TSHC to acknowledge safety audit findings within 30 days • Work with TCHC to develop a plan for TCHC implementation of recommendations beyond TSHC scope - TCHC CSU	
Time limited/Projects	Expected Completion
• Work with TCHC to develop schedule for building safety audits	Q4 2023

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action A: Conduct Annual Unit Inspections	

Ongoing
 	
    •   Implement findings from unit inspections
    • Referrals for vulnerable tenants	

Time limited/Projects • Annual Unit Inspections, including pests and balcony clutter	Expected Completion Q4 2023/Q4 2024/Q4 2025
Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	
Ongoing Implement Pest Management QIP recommendations in the areas of: • Analytics • Prevention • Treatment • Tenant Support and Participation • High Risk Buildings	

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

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

Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project

Time limited/Projects	Expected Completion
• Integrated Pest Management Database and Analytics Tool	Q2 2023 (completed)
• Identify automation opportunities for data collection and analysis	Q3 2023 (completed)
• Expand annual unit inspections to include inspection for pest	Q4 2023
• Complete and evaluate full building pilot	~~Q3 2023~~ Q4 2023
• Develop business case for in-house pest management	~~Q4 2024+~~ Multi-year (2025+)

Action C: Support tenant accessibility needs in buildings and units

Ongoing
- Ongoing data collection and analysis
- Work with R-Path to effectively deliver recommendations
- Assist tenants through the process with the application

Time limited/Projects	Expected Completion
• Hire an intake specialist (accessibility)	Q2 2023 (completed)

Action D: Provide timely response to maintenance requests

Ongoing
- Ongoing data collection and analysis
- Continue to meet the standard response to maintenance requests.
- To provide TCHC with regular reports for vendors that are under delivering

Time limited/Projects	Expected Completion
• Determine response time for urgent vs regular requests	~~Q3 2023~~ Q3 2024

Action E: Provide high standards of cleanliness in and around buildings

Ongoing
- Regular building cleaning according to the schedule
- Use HoMES clean building inspection quarterly and follow up on findings.
- Quarterly reporting for all actions

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action F: Prepare empty units for new tenants	
Ongoing • Continue to meet 60-day turnaround target timeframe as established with the City • Provide quarterly reports to QTEC	
Time limited/Projects	Expected Completion
Action G: Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	
Ongoing • Provide quarterly reports to QTEC • Capital plan will be part of building presentations to tenants	
Time limited/Projects • Establish annual capital plan with TCHC	Expected Completion Q3 2023/Q3 2024/Q3 2025

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 3: Work with tenants to support stable tenancies	
Action A: Support tenants to understand their rights and responsibilities in their lease	

Ongoing
  • Collaborate with staff to review and make recommendations to streamline the leasing process
  • Train frontline staff to respond to typical questions (e.g. via Resource Centre, Welcome Package, etc.)	

Time limited/Projects
  • New leasing package and orientation for tenants
  • Improve safe channels for tenants to express concerns about interactions with staff, via the updated Tenant Complaint Process.
  • Consider feasibility of appointment system
  • ~~Train~~ ~~staff to answer as many typical questions as possible e.g., protocol for requests that can't be met; requests that cause the most frustration for tenants; help tenants to understand what is involved in responding to a request~~ (moved to ongoing)
	Expected Completion
	~~Q1 2024~~ Q3 2024
	~~Q1~~Q2 2024
	
	~~Q1 2024~~ Q2 2024

Action B: Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility	
Ongoing • Ongoing education for tenants on RGI requirements	
Time limited/Project • Enhanced RGI training for staff to be added to the TSHC training plan	Expected Completion ~~TBD~~ Q2 2024
Action C: Reduce incidents of cluttering or hoarding	

Ongoing
  • Support the complex tenants and the community
  • Manage a complex tenancy team to support complex tenants
  • Develop tracking sheet for touch points for complex tenancies
  • Referral from regional teams and SSHA	

Time limited/Projects	Expected Completion

Action D: Work with tenants to prevent evictions for arrears or other reasons	
Ongoing • Work with tenants to resolve arrears • Referral to OCHE for unresolved arrears	
Time limited/Projects • Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action	Expected Completion ~~Q3 2023~~ Q1 2024

Strategic Objective 2: Tenant Engagement

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

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Engage tenants in their communities and create opportunities for tenant voices	A. Review policies that support tenant-led programs and projects (e.g., Tenant Action Fund and Use of Space) B. Streamline administrative processes including funding C. Build ability for tenants to develop and lead programming in their communities D. Work with tenants in the development of a new tenant engagement model E. Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys
2. Promote an environment of respect, trust and inclusiveness	A. Carry out recommendations of the staff and tenant relations quality improvement project B. Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants C. 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
3. Communicate effectively with our tenants and other stakeholders	A. Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

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

Initiative 1: Engage tenants in their communities and create opportunities for tenant voices
Action A: Review policies that support tenant-led initiatives

Ongoing	

Time limited/Projects	Expected Completion
• Review and update the Tenant Funds Distribution Policy to support tenant engagement ~~use of space and tenant engagement policy development~~	Q4 2023
• Review and update Use of Space policies	~~Q4~~ Q3 2024~~3~~
• Set priorities for additional tenant-facing policy reviews for the new Tenant Engagement Approach	~~TBD~~ Q2 2024

Action B: Streamline administrative processes including funding

Ongoing	
• Review tenant activities funding requests ~~and establish a process for distributing funds~~	
• Review and approve use of space applications	

Time limited/Projects	Expected Completion
• Streamline tenant activities funding and distribution process	~~Q3 2023~~ ~~Q4 2023~~ Q1 2024
• ~~Streamline interim process and align with new policy~~Implement the new Community Activities Fund policy and the process.	Q2 2024

Action C: Build ability for tenants to develop and lead programming in their communities

Ongoing	
• Support tenant initiatives on an ad hoc basis	

Time limited/Projects	Expected Completion

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

Initiative 1: Engage tenants in their communities and create opportunities for tenant voices

Action D: Work with tenants in the development of a new tenant engagement model

Ongoing	
• Implement new tenant engagement model when approved	
Time limited/Projects	Expected Completion
• Complete project to design new tenant engagement model	~~Q1 2024~~ Q4 2023

Action E: Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys

Ongoing	
• Coordinate annual building meeting process (one building per year)	
• Hold focus groups, workshops, etc. With tenants on an ad hoc basis	
• ~~Organize quarterly regional tenant leadership meetings~~ Host three regional tenant volunteer meetings	
• Coordination of Senior Tenants Advisory Committee (STAC) meetings	
Time limited/Projects	Expected Completion
• Develop approach for annual building meetings	Q4 2023
• Develop an implementation table and plan with tenants	Q1 2024
• Identify Community Connect+ regional level tenant volunteers	Q1 2024
• Identify Community Connect+ tenant volunteers at building level	Q2 2024
• Introduce new volunteer management program	Q4 2024

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Objective 2: Tenant Engagement
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice
Initiative 2: Promote an environment of respect, trust and inclusiveness
Action A: Implement recommendations of the staff and tenant relations quality improvement project

Ongoing
<u>Relationship Building</u>
- Conduct outreach to encourage tenants to participate in building activities and "meet and greets"
- Ensure timely posting and communication of staff absences and backup
- ~~Minimize turn-over of building site staff within the provisions of the collective agreement~~
- Stay connected with tenants by allocating staff time to tenant activities, checking after service provided if needs have been met
- Encourage a "human touch" by acknowledging good news, nodding, following up on earlier conversations, etc.
<u>Interaction</u>
- Communicate process for requests to be fulfilled, including who will be involved and how long it might take
<u>Information and communication</u>
- Ongoing communication with tenants of building events
- Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos and YouTube

Time limited/Projects	Expected Completion
<u>Information</u>	
• Introduce email subscription service to tenants ~~Evolve channels of communication such as email,~~	Q4 ~~2024~~ 2024
• Evolve channels of communication such as mobile app and electronic bulletin boards	Q4 2025
• ~~Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos and , YouTube and TikTok (TikTok not feasible)~~ (moved to ongoing)	
• ~~Install whiteboards outside superintendent office for daily updates~~	

• Introduce tenant bulletin boards	Q1 2024
• Introduce City Led Wi-Fi pilot project in eight elected common rooms across sites	Q4 2024

Action B: Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants	
Ongoing • Regular community meetings with the building teams, agencies, and tenant volunteers	
Time limited/Projects • Pilot tenant roundtables- i.e. one building per region	Expected Completion Q4 ~~2023~~2024

Action C: 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	
Ongoing • Provide translation and interpreter services • Support tenants with visual or hearing limitations	
Time limited/Projects • In collaboration with other departments to develop standard guidelines to support language and accessibility supports • In collaboration with TCHC explore new technology to assist with real-time interpretation services	Expected Completion ~~Q4 2023~~ Q1 2024 Q2 2024

Objective 2: Tenant Engagement
To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice
Initiative 3: Communicate effectively with our tenants and other stakeholders
Action A: Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Ongoing
- Publish Seniors Speak/Community Letter/Video
- Publish Staff Bulletin
- Staff Town Halls
- Communications support for other activities e.g., departmental and corporate announcements; Tenant engagement model implementation
- Communications/Videos to support other activities
- Social media management
- Future CEO tenant engagement activities
- Posters/documents creation, updating and translation
- Internet and Intranet creation, maintenance and design
- Email subscription for tenants

Time limited/Projects	Expected Completion
• Communications support for other activities e.g.	
o Staff on-boarding package	Q1 2024
o Staff survey and Tenant survey	~~Q4 2023~~/Q1 2024 (tenants)
o MS Office and SharePoint roll-out support	Q3 2023
o Annual United Way campaign	~~Q3~~ Q4 2023 /Q3 2024
• Listening Tours	Q2 2023 (completed)
• CEO Tour	Q4 2024
• Annual Report	Q2 2023/ Q2 2024
• New Intranet	Q4 2024+
• Branding	Q4 2024+

Strategic Objective 3: Partnerships

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

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Facilitate access to priority health and community support services	A. Maintain and create new partnerships to help senior tenants to access the support services they need and want
2. Support service provider-led programs and initiatives	A. Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing

Objective 3: Partnerships
To facilitate access to services and programs that tenants need and want
Initiative 1: Facilitate access to priority health and community support services
Action A: Maintain and create new partnerships to help senior tenants to access the support services they need and want

Ongoing
- Identify tenants who require assistance in their homes
- Support health and social support program through referrals to agencies for individual tenant needs
- Create new partnerships where there are gaps in service/supports
- Evaluate services with respect to meeting the senior tenants needs

Time limited/Projects	Expected Completion
Evaluate services with respect to meeting the senior tenants needs (moved to ongoing)	Q4 2023
Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process	Q4 2023
Develop new partnership agreements that includes reporting metrics	Q3 2024
Develop and implement a tenant participation satisfaction survey	Q2 2024

Initiative 2: Support service provider-led programs and initiatives
Action A: Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being

Ongoing
- Maintain current partnerships that provide programs in our housing communities
- Create new partnerships to provides that provide programs in our housing communities

Time limited/Projects	Expected Completion
Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and use of space policy	Q4 20234
Continue Toronto Public Library Community Librarian Program to encourage e-literacy for seniors	Q4 2024

Strategic Objective 4: Innovation

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

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Partner and build relationships to research and test emerging trends and new practices	A. Collaborate on innovation with tenants, experts and researchers in seniors social housing B. Evaluate and share learning from TSHC's innovative practices
2. Design and begin implementing an evaluation of TSHC	A. Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions

Objective 4: Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	
Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices	
Action A: Collaborate on innovation with tenants, experts and researchers in seniors social housing	
Ongoing • Seek input of tenants, partners and other external stakeholders to inform innovation • Industry outreach (social housing, healthcare, seniors) and networking • Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate	
Time limited/Projects • Identify opportunities and priorities/research and collaboration opportunities • Target research partnership 1 • Target research partnership 2 • Partner with Toronto Metropolitan University to develop student-partnership on the annual building meeting process • Partner with Humber College to develop an Alternative Dispute Resolution program for skill development for staff and mediation with tenants (two students per semester)	Expected Completion ~~Q3 2023~~Q2 2024 ~~Q1 2024~~Q4 2024 ~~Q4 2024~~Q2 2025 Q4 2023 Q4 2023
Action B: Evaluate and share learning from TSHC's innovative practices	
Ongoing • Share learnings from the ISM • Build evaluation framework into new initiatives	
Time limited/Projects • Evaluate learnings from the QIPs	Expected Completion Q3 2023 (completed)

Objective 4: Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	
Initiative 2: Design and begin implementing an evaluation of TSHC	
Action A: Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions	
Ongoing	
Time limited/Projects	Expected Completion
• Identify funding opportunities	~~Q4 2023~~Q4 2024
• Identify evaluation partners	~~Q1 2024~~Q2 2025
• Preliminary evaluation design	~~Q4 2024~~Q4 2025

Enabler 1: Organization excellence

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

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Implement elements of good governance practices	A. Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness
2. Meet the requirements of the Shareholder Direction and the City as housing manager	A. Establish clarity on responsibilities and reporting expectations with the City as housing manager B. Ensure regular and annual reporting requirements are met
3. Collaborate with TCHC	A. Develop relationship management agreements to support a positive working relationship
4. Manage our financial resources responsibly	A. Work with TCHC and the City in annual budget process B. Implement sound financial management and accountability
5. Identify and reduce risks	A. Develop a TSHC risk and mitigation plan B. Ensure effective business continuity and emergency response
6. Be informed by data and driven by performance commitments	A. Improve access to quality data and apply data analytics B. Develop performance metrics and targets for reporting at all levels
7. Improve service quality in areas important to our tenants	A. Implement priority quality improvement projects
8. Develop clear, plain language policies	A. Review priority policies to reflect TSHC values and principles
9. Use technology effectively	A. Make best uses of processes and data in HoMES system

Enabler 1: Organizational excellence
To strive for organizational excellence to ensure effective and efficient delivery of our mandate
Initiative 1: Implement elements of good governance practices
Action A: Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness

Ongoing

- Governance and internal Board support
- Oversight
  - Tenant facing policies
  - CEO performance
  - Risk management/business continuity
  - Implementation of Interim Strategic Directions and Quality Improvement
  - Review of operational information/KPIs
  - Partnership agreements
- Post meeting questionnaires on meeting effectiveness
- Director development and training

Time limited/Projects	Expected Completion
• Provide Board members with access to foundation documents	Q1 2023 (completed)
• Participate in Strategic Financial Sustainability Plan	Q3 2023 (completed)
• Skills matrix for Board members	~~Q1 2024~~ Q2 2024
• Develop and implement Board Committee Membership and Chairs Process	~~Q4 2023 (completed)~~ Q1 2024
• Hire a Board Secretary to manage Board processes and activities	
• New member orientation	Q4 2023 (completed)
• ~~Full risk assessment~~ (duplicate)	~~Q3 2024~~
• Full strategic planning process	~~Q3 2024 +~~ Q4 2025
• Assess agenda and materials and review committee processes	Q3 2024
• Select governance best practices standard and governance review	~~Q3 2024 +~~ Q2 2025

Enabler 1: Organizational excellence To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 2: Meet the requirements of the Shareholder Direction and the City as housing manager	
Action A: Establish clarity on responsibilities and reporting expectations with the City as housing manager	
Ongoing	
Time limited/Projects • Discussion on agreement and reporting requirements with the City	Expected Completion ~~Q4 2023~~Q1 2024
Action B: Ensure regular and annual reporting requirements are met	
Ongoing • Service Manager Reporting • ISM Accountability Framework Reporting	
Time limited/Projects • Annual Report and Annual General Meeting Requirements	Expected Completion Q2 2023/Q2 2024/Q2 2025

Enabler 1: Organizational excellence
To strive for organizational excellence to ensure effective and efficient delivery of our mandate
Initiative 3: Collaborate with TCHC
Action A: Develop relationship management agreements to support a positive working relationship

Ongoing
- Support joint steering committee
- Service management planning
- Regular touchpoint with TCHC/TSHC Service Providers

Time limited/Projects	Expected Completion
• Complete a report card for existing agreements with TCHC	Q4 2023 (Completed)
• Update to existing legal relationship	~~Q4 2023~~Q4 2024
• Clarify future legal relationship	Q4 2024*

Enabler 1: Organizational excellence To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 4: Manage our financial resources responsibly	
Action A: Work with TSHC and the City in annual budget process	
Ongoing	
Time limited/Projects • Budget planning – 2024 • Present draft budget to the Board – 2024 • Budget finalizing – 2024 • Budget planning - 2025 • Present draft budget to the Board – 2025 • Budget finalizing – 2025 • Budget planning – 2026 • Present draft budget to the Board – 2026 • Budget finalizing – 2026	Expected Completion Q3 2023 (completed) Q4 2023 (completed) Q1 2024 Q3 2024 Q4 2024 Q1 2025 Q3 2025 Q4 2025 Q1 2026
Action B: Implement sound financial management and accountability	
Ongoing • Review actuals against budget • On-going procurement and vendor management • On-going relationship with TCHC and reconciliation • Prepare monthly financial information for management team • Prepare monthly financial information for Board meeting	
Time limited/Projects • Participate in short-term strategic financial sustainability approach	Expected Completion Q3 2023 (completed)

Enabler 1: Organizational excellence To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 5: Identify and reduce risk	
Action A: Develop a TSHC risk and mitigation plan	
Ongoing	
Time limited/Projects • Develop a high-level risk management scope and assessment • Conduct a comprehensive risk assessment and implement mitigation plan • Review Emergency Response Plan	Expected Completion ~~Q3 2023~~Q3 2024 ~~Q2 2024~~Q2 2025 Q2 2024
Action B: Ensure effective business continuity and emergency response	
Ongoing • Participate in business continuity exercises • Incident/emergency response	
Time limited/Projects • Develop business continuity plan	Expected Completion ~~Q4 2024~~Q4 2025

Enabler 1: Organizational excellence To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 6: Be informed by data and driven by performance commitments	
Action A: Improve access to quality data and apply data analytics	
Ongoing • Improve skills, resources, and tools (capability)	
Time limited/Projects	Expected Completion
• Develop data analytics plan including new data management	~~Q2 2024~~Q2 2025
Action B: Develop performance metrics and targets for reporting at all levels	
Ongoing	
Time limited/Projects • Define performance metrics • Develop a dashboard • Conduct Senior Tenant Experience Survey	Expected Completion Q2 2023 (completed) Q3 2023 (completed) Q1 2024

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 7: Improve service quality in areas important to our tenants	
Action A: Implement priority quality improvement projects (QIPs)	
Ongoing • Complete 3 initial QIPs • On-going monitoring of QIP activities	
Time limited/Projects • Establish a process for monitoring and implementing existing QIPs • Conduct lessons learned on existing QIP • Review and adapt QIP approach • Identify future QIPs	Expected Completion Q2 2023 (completed) Q2 2023 (completed) Q3 2024 Q1 2025

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 8: Develop clear, plain language policies	
Action A: Review priority policies to reflect TSHC values and principles	
Ongoing • Policy improvement initiative • Develop policy implementation guidance materials • Engage departments into an annual policy planning process	
Time limited/Projects • Develop a corporate Policy Management Framework and plan/priorities • Review and update the Human Rights Policy • Review and update the tenant Human Rights Complaint Procedure • Establish a TSHC Policy Inventory to keep track of all policies • Develop an annual Policy Development/Review Plan/Schedule • Develop an Access to Information Process • Post-transition Policy clean up • Develop a TSHC Accessibility Plan	Expected Completion ~~Q4 2023~~Q1 2024 Q3 2024 Q3 2024 Q2 2024 Q2 2024 Q1 2024 ~~Q4 2023~~ Q2 2024 Q4 2023

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 9: Use technology effectively	
Action A: Make best uses of processes and data in HoMES system	
Ongoing • Participating in IT Operational Steering Committee • Continue Improving data analytics and reporting	
Time limited/Projects • Internet contract renewal • Current SharePoint clean up/management • Email consolidation and Microsoft 365 deployment • Explore opportunities for paperless tenant document management • Identify opportunities for mobile computing • Identification of TSHC HoMES requirements • Participate in intranet solution refresh	Expected Completion Q2 2023 (complete) ~~Q3 2023~~ Q3 2024 Q3 2023 Q1 2024 Q2 2024 ~~Q4 2023~~ Q2 2024 Q4 2023 TBD Q4 2024+

Enabler 2: Employer of choice

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

Accountability: Director, People and Culture

Strategic Initiative	Actions
1. Develop and implement a talent strategy	A. Identify, attract, recruit, and keep top talent B. Review total compensation strategy to keep a competitive edge C. Provide opportunities for growth and development to support staff in reaching their desired career goals
2. Embrace equity, diversity and inclusion (EDI)	A. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace B. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion
3. Create a positive culture with engaged employees	A. Develop and implement approaches for employee engagement at the local, regional, and corporate level B. Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff
4. Foster continuous learning and improvement	A. Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles B. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services
5. Innovation to respond to a changing workplace	A. Review health, safety and wellness policies and programs to create a heightened "safety first" and "wellness" culture B. Develop and implement programs and initiatives to support employee health and well-being

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 1: Develop and implement a talent strategy	
Action A: Identify, attract, recruit, and retain top talent	
Ongoing • On-going recruitment • Monitoring implementation to ensure the recruitment and retention of top talent	
Time limited/Projects • Review of current recruitment program and processes • Review of employment offer letters • Review of JD's to ensure they include the key knowledge and skills required • Review of Job assessments to ensure there are no systemic barriers in the process and are reflective of the desired skills required	Expected Completion Q3 2024 Q3 2024 Q3 2024 ~~Q3 2024~~Q2 2025
Action B: Review of total compensation strategy to maintain a competitive edge	
Ongoing • Periodic review of total compensation strategy	
Time limited/Projects • Review and make necessary adjustments to the salary bands to ensure competitiveness • ~~Review and update of policies in relation to vacations, leaves and hours of work (e.g., hybrid work model)~~ Develop a Key People and Culture Policy Review Plan • Approval of prioritized updated People and Culture Policies • Review of management/exempt benefits programs • Implementation of City Council direction regarding executive compensation	Expected Completion Q2 2023 (completed) Q1 2024 Q4 2024 Q2 2024 Q1 2024
Action C: Provide opportunities for growth and development to support staff in reaching their desired career goals	
Ongoing • Promotion of the Tuition Reimbursement Program	
Time limited/Projects • Development of a front-line training program to assist in the advancement of the skills required to move to a different position	Expected Completion Q3 2024

• Development of a succession planning program, inclusive of all levels of the organization	Q3 2024

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

Initiative 2: Embrace equity, diversity and inclusion	
Action A: Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace	
Ongoing	
Time limited/Projects	Expected Completion
• Creation of an EDI framework & strategy	Q2 2024
• Ensure policies ~~are written in plain language and~~ are AODA compliant	Q4 2024+
• Review and update policies to be inclusive and remove any systemic barriers	Q4 2024+
Action B: Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion	
Ongoing	
Time limited/Projects	Expected Completion
• Develop and implement the EDI overall strategy	Q2 2024
• ~~, including~~Deliver CABR Anti-Black Racism training	Q3 2024
• Launch AODA training for staff	Q3 2024

Enabler 2: Employer of choice
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff
Initiative 3: Create a positive work culture with engaged employees

Action A: Develop and implement approaches for employee engagement at the local, regional, and corporate level	
Ongoing • Develop and implement approaches which test innovative ideas through collaborative teamwork	
Time limited/Projects	Expected Completion
• Employee engagement and EDI survey	Q1 2024
• Action plans following the results of the survey	Q2 2024
Action B: Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff	
Ongoing • Monthly labour management meetings to proactively respond to issues as they arise including grievances and harassment complaints	
Time limited/Projects	Expected Completion

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 4: Foster continuous learning and improvement	
Action A: Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles	
Ongoing • Support ongoing learning and coaching on performance management	
Time limited/Projects • Provide training and learning on employee and labour relations	Expected Completion Q4 2023
Action B: Develop, implement and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services	
Ongoing • On-boarding of new staff	
Time limited/Projects • Create an onboarding program specific to TSHC for all new hires • Support the creation of job specific orientation programs • Assist in the development of job specific skill enhancement training programs	Expected Completion ~~Q3 2023~~Q2 2024 Q3 2024 Q3 2024

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 5: Innovation to respond to a changing workplace	
Action A: Review health, safety and wellness policies and programs to create a heightened "safety first" and "wellness" culture	
Ongoing • Provide support for JHSC members	
Time limited/Projects • Review and update of Health and Safety policies	Expected Completion Q4 2024[+]
Action B: Develop and implement programs and initiatives to support employee health and well-being	
Ongoing • Continued promotion of the Employee and Family Assistance Plan • Continuing to promote a culture that is inclusive and where staff feel they belong	
Time limited/Projects • Psychological safety and mental wellness program • Review of respectful workplace policies	Expected Completion Q4 2024[+] Q4 2024[+]

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee Meeting Topic:
Quality Improvement Projects (QIP) Report – Q4 2023
Item #11
February 5, 2024

Report:	**QTEC: February 5, 2024 and item #11**

To: Quality and Tenant Engagement Committee (QTEC)

From: Grant Coffey, Director, Strategy and Business Management

Date: January 25, 2024

Purpose: For Information

Recommendation:

This report provides the Quality and Tenant Engagement Committee (QTEC) with a progress update on Toronto Seniors Housing Corporation's (TSHC) Quality Improvement Projects (QIP).

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

Background:

The Board of Directors received the [Quality Improvement Projects Final Report](#) at the meeting on August 3, 2023. The Quality Improvement Projects Final Report included a summary on the background of the three projects, overview and approach, recommendations developed, and lessons learned highlights. The three Quality Improvement Projects included (i) Pest Management, (ii) Safety and Security and (iii) Staff and Tenant Relations. Status on the progress of the projects is being reported quarterly and annually.

Quality Improvement Projects Quarterly Tracker:

The actions and recommendations from the Quality Improvement Projects have been aligned into the Interim Strategic Directions (ISD) Roadmap that will be

reported on over the next year. A tracker has been developed to enable regular reporting and monitoring on progress (aligned to Interim Strategic Directions' time limited activities). A 'time limited' activity generally has an end date, whereas 'ongoing' work includes work that is done on a continuous basis and may include day-to-day operations work.

Out of 100 actions in the Final Report on the three Quality Improvement Projects, 47 actions were aligned for quarterly reporting, and 53 actions were categorized as ongoing. In December 2023 and January 2024, the TSHC Leadership Team reviewed the Interim Strategic Directions Roadmap and reassessed the projects/activities and timelines in a holistic and collaborative manner, with consideration of capacity and resources building on the progress and experience in 2023. There are a number of time limited activities in the updated Strategic Direction Roadmap that have revised timelines that correspondingly is shifting timelines for aligned Quality Improvement Project actions. Specific updates to the Strategic Directions Roadmap can be found in Agenda Item #10 of this Quality and Tenant Engagement Committee meeting. Subject to review, some actions previously reported as time limited will now be reported as ongoing. 37 actions (of the previously aligned 47 actions) are aligned to the updated Strategic Directions' time limited activities, and 63 actions are categorized as ongoing, please refer to Attachment 1. A one year Quality Improvement Projects results report for all 100 actions is being planned for mid-2024.

To review the quarterly Quality Improvement Project Actions Tracker for Q4, 2023, please refer to Attachment 2. The Quality Improvement Projects' recommendations have not been included in the tracker with the actions, in an effort to improve readability, but they are available for reference in the Final Report on the Quality Improvement Projects.

Quarterly Progress:

This report provides highlights on the Quality Improvement Project actions implemented during Q4 of 2023. Of the 10 Quality Improvement Project actions that were targeted for completion at the end of Q4, one action was completed ahead of schedule and reported on in Q3 2023, six actions were completed in Q4 2023, and three actions are in progress with revised target completions. 60% of actions targeted for Q4 2023 were completed on time, with 10 percent completed prior to Q4 2023 for a total completion rate of 70 percent for actions targeted for

Q4 2023. Currently 27 percent of the overall Quality Improvement Project (37) actions that have been aligned for quarterly reporting are complete.

Highlights:

Pest Management

- During the 2023 Annual Unit Inspections:
    - 43 units were identified with high amounts (levels 7, 8, 9) of clutter on balconies. Staff will follow up with tenants to remove balcony clutter.
    - 706 units were flagged for pest treatment.
    - 897 units were declared pest free (in Q4 2023).
- A pilot project has been completed using a multi-dimensional approach to pest treatment. In September 2023, staff and vendors carried out a building cleanout of a 194 unit building in the South East region. It is anticipated that this building cleanout program will be expanded to a couple of other high-risk buildings in 2024. An update on the pilot project was presented at the Quality and Tenant Engagement Committee on November 22, 2023, some highlights included:
    - 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 and had not been reported by residents.
    - Staff carried out preventative treatments in all units where no activity was noted, to prevent infestations.

Safety and Security

- TSHC receives monthly data from Toronto Community Housing Corporation's (TCHC's) Community Safety Unit. TSHC will be engaging with TCHC to determine the feasibility of receiving more detailed data, to support tenancy management activities, with revised target completion for Q1, 2024.
- A second Community Safety Advisor was assigned to TSHC in Q3 2023.
- TSHC has worked with TCHC to develop this year's schedule for TSHC building safety audits. TSHC will further discuss the feasibility of TCHC conducting safety audits on 33% of TSHC's portfolio annually, with revised target completion for Q4, 2024.

Staff and Tenant Relations

- TSHC is making communications more accessible for tenants so that notifications provided are timely and up-to-date:
    - TSHC is using door drops to help reach tenants more effectively, where feasible.
    - In 2024, TSHC will introduce a voice recording of Seniors Speak to improve access to the publication.
    - TSHC is using e-mail subscription/distribution software to distribute email updates to tenants that want to subscribe with their email addresses, and will look to grow this subscription base in 2024.
    - TSHC has implemented a new bulletin board process, to assign a current period ("best before date") for each poster to be removed by, to ensure that information posted is current. The new process will also make it easier for tenants to request posters by reference number. Training will be provided to staff in early 2024 to support the process of providing up-to-date information on bulletin boards.
- The new Community Activities Fund (CAF) Policy was approved at the December 8, 2023 Board Meeting, and goes into effect April 1, 2024. The 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 funded and how funds will be allocated.
- Starting in January 2024 the new Community Connect+ approach to working with tenants will introduce tenant circles/roundtables across all buildings. It will include annual building meetings with staff, more events, regional meetings, tenant consultation on policies and continuation of the Senior Tenant Advisory Committee (STAC). The decision to use a roundtable approach will be guided by each building's desire to participate. The timeline has been revised for Q4 2024 to establish regularly scheduled building roundtables for tenants.

Grant Coffey
Director, Strategy and Business Management

List of Attachments:

- Attachment 1 – Table 1: Number of Quality Improvement Project (QIP) actions to be reported each quarter (as previously aligned to Interim Strategic Directions and newly aligned to the updated Strategic Directions' time limited activities)
- Attachment 2 – TSHC Quality Improvement Project (QIP) Action Tracker – Q4, 2023

Item #11

Attachment 1

**Table 1: Number of Quality
Improvement Project (QIP) actions to
be reported each quarter (as
previously aligned to Interim Strategic
Directions and newly aligned to the
updated Strategic Directions' time
limited activities)**

Attachment 1 - Table 1: Number of Quality Improvement Project (QIP) actions to be reported each quarter (as previously aligned to Interim Strategic Directions and newly aligned to the updated Strategic Directions' time limited activities)

Quarter	Number of actions to be reported on quarterly (from Interim Strategic Directions)	Number of actions to be reported on quarterly (from updated Strategic Directions)
Q2 2023	1	1
Q3 2023	2	3
Q4 2023	10	6
Q1 2024	25	4
Q2 2024	1	2
Q3 2024	4	16
Q4 2024	1	3
Beyond 2024 or timeline to be determined	4	3
Moved to annual reporting		10

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Attachment 2

**TSHC Quality
Improvement Project
(QIP) Action Tracker –
Q4, 2023**

Attachment 2: TSHC Quality Improvement Project (QIP) Action Tracker – Q4, 2023

Quality Improvement Project	Strategic Directions' Time Limited Activities	Quality Improvement Project Actions (as identified in the Quality Improvement Projects Final Report)	Quality Improvement Project Actions Status
Pest Management	Annual Unit Inspections	1.15 Prohibit storage of clutter on balconies	Complete
Pest Management	Expand annual unit inspections to include inspection for pests	2.4 Expand annual unit inspections to include inspection for pests	Complete
Pest Management	Complete and evaluate full building pilot	5.2 Pilot Projects	Complete
Safety and Security	Develop business case to support additional level of Community Safety Advisor to provide service to all 83 buildings	4.1 Data delivery to TSHC to be more granular (response time, patrols, incidents). Provides critical information for tenancy management and integrated team meetings	In progress, revised timeline Q1 2024
Safety and Security	Work with TCHC to develop schedule for building safety audits	4.5 Conduct regular safety audits, 33% of portfolio per year	In progress, revised timeline Q4 2024
Staff and Tenant Relations	Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos and YouTube	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	Complete
Staff and Tenant Relations	Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos and YouTube	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	Complete
Staff and Tenant Relations	Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos and YouTube	3.8 For each information channel (electronic, bulletin board, posted notices), create an inventory of the time-limited information items relevant to each building, assign a current period ("best before date") to each, monitor regularly and take action (remove or update item) when the circumstances change or the current period has expired	Complete
Staff and Tenant Relations	Review and update the Tenant Funds Distribution Policy to support tenant engagement	4.1 The following–aimed at encouraging and supporting tenant leadership–are offered for referral to Tenant Engagement: • Consider how funding for tenant activities could be set up and governed	Part of action 4.1 complete

Quality Improvement Project	Strategic Directions' Time Limited Activities	Quality Improvement Project Actions (as identified in the Quality Improvement Projects Final Report)	Quality Improvement Project Actions Status
Staff and Tenant Relations	Streamline tenant activities funding and distribution process	4.1 The following–aimed at encouraging and supporting tenant leadership–are offered for referral to Tenant Engagement: • Consider how funding for tenant activities could be set up and governed	Part of action 4.1 complete
Staff and Tenant Relations	Pilot tenant roundtables i.e. one building per region	4.1 The following–aimed at encouraging and supporting tenant leadership–are offered for referral to Tenant Engagement: • Establish a forum for tenant volunteers to hear about building developments, offer ideas and suggestions for consideration, e.g., a regularly scheduled building "roundtable" with tenants, staff and agency representatives	In progress, revised timeline (Q4 2024) for action 4.1

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee Meeting
Topic: OCHE Update – October 1 to December 31, 2023
Item # 12
Date: February 5, 2023

Report: BD: February 5, 2024 and Item #12

To: Quality and Tenant Engagement Committee

From: Interim Commissioner of Housing Equity

Date: February 5, 2024

Purpose:

To provide the QTE and the Board of Directors with the Office of the Commissioner of Housing Equity's ("OCHE") update for the period of October 1 to December 31, 2023.

Recommendation:

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

Reason for Recommendation:

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

This report is the fifth OCHE Report to be reviewed by the Toronto Seniors Housing Corporation ("TSHC") QTE Committee. Data for the reporting period has been compared to the first part of the year from January 1 to September 30, 2023.

Toronto Seniors
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Introduction:

This report contains a summary of the referrals received and the audit findings which were obtained through the audit of individual files. This report breaks down the arrears into categories and is the final report which covers data collected in 2023. Going forward, the OCHE will report to the Board through the QTE Committee on a bi-annual basis.

1.0 REFERRALS BY REGION

The following chart shows the number of referrals to the OCHE. These numbers represent all referrals. In this period, ten files were returned to TSHC without an OCHE intervention[1]. Since the beginning of 2023, the OCHE has received approximately 55 referrals from TSHC each quarter.

Region	January 1 – March 31, 2023	April 1 – June 30, 2023	July 1 – September 30, 2023	October 1 – December 31, 2023
OU O (NW)	6	3	7	13
OU N (SE)	23	19	11	24
OU Q (SW)	7	24	21	13
OU P (NE)	24	7	15	3
Seniors Housing Unit Total	60	53	54	53

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[1] 10 files were returned to TSHC in total: 2 files were returned due to the arrears falling below the LTB filing fee; 2 files were returned due to insufficient attempts to contact/work with the tenant; 2 files were returned as the Tenant provided move out notice; 2 files were returned because the Tenant was working effectively with the SSC; 1 file was returned due to suspected abandoned unit; and 1 file where the Tenant passed away

Toronto Seniors Housing Corporation

1.1 ARREARS AT THE TIME OF REFERRAL

From October to December 2023 the OCHE assigned 43 cases to an ERO to address the arrears. These represented a total of $134,566.58 in arrears owing. Of these, there were two cases where the arrears exceeded $10,000.00. It is important to note that most of the referrals to the OCHE were files where the arrears were under $2,000.00. The greatest number of referrals are files where the arrears are newer, and the 2021 ACP was followed. This is positive as it demonstrates arrears are being addressed earlier, and the process is being followed. The significance of this is explained in section, "Arrears at time of Referral old ACP vs. New ACP."

Arrears owing at time of referral	Total of arrears	Number of Households
$20k and over	-	-
$10k – $19.9k	$23,885.00	2
$5k – $9.9k	$48,064.00	6
$2k – $4.9k	$36,884.53	11
$186.00 – $1.9k	$25,733.05	24

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 prior to the OCHE referral.

The following chart presents the arrears at the time of referral to the OCHE and demonstrates the variance between the new and old ACP.[2] When comparing the average arrears at the time of referral to the average arrears at the time of the first N4, it is important to note that the numbers are consistent with the expectations of 2021 ACP (New ACP). Specifically, the arrears

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[2] 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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at the time of the first N4 ($1,186.73) and the arrears at the time of the OCHE referral ($1,775.32) reflect approximately two months rent for a person whose source of income is pensions.

	January 1 – March 31, 2023	April 1– June 30, 2023	July 1 – September 30, 2023	October 1 – December 31, 2023
Average Arrears at Time of First N4	$1,432.38 *2014 ACP: $2,312.22* *2021 ACP: $1,149.57*	$1,859.72 *2014 ACP: $2,967.50* *2021 ACP: $1,776.64*	$2,746.18 *2014 ACP: $4,413.70* *2021 ACP: $2,485.63*	$1,374.85 *2014 ACP[3]: $3,695.00* *2021 ACP[4]: $1,186.73*
Average Arrears at Time of Referral	$2,353.36 *2014 ACP: $3,755.50* *2021 ACP: $1,852.60*	$3,045.53 *2014 ACP: $5,389.50* *2021 ACP: $2,89.73*	$3,355.27 *2014 ACP: $5,053.00* *2021 ACP: $3,090.00*	$2,041.76 *2014 ACP: $4,439.75* *2021 ACP: $1,775.32*
Average Month of Referral to OCHE After Arrears Started Accumulating	11.7 Months *2014 ACP: 23.4 months* *2021 ACP: 7.53 months*	10.9 Months *2014 ACP: 25 months* *2021 ACP: 9.85 months*	11.47 Months *2014 ACP: 34 months* *2021 ACP: 8.5 months*	10.77 Months *2014 ACP: 38 months* *2021 ACP: 8.5 months*

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[3] On average the N4 was served in the 28 month of arrears under the 2014 ACP
[4] On average the N4 was served in the 4 month of arrears under the 2021 ACP

Toronto Seniors Housing Corporation

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

From October 1 to December 31, 2023, the OCHE issued a total of 41 reports with a total of 6 unique recommendations. It should be noted that in 41% (17/41) 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	October 1 – December 31, 2023
Number of Recommendation Reports	38	43	37	41
Number of Recommendations	78	75	46	36

Toronto Seniors Housing Corporation

Of the 6 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	October 1 – December 31, 2023
Serve the Notice to Terminate the Tenancy in accordance with Arrears Collection Process timelines	58% (22/38)	58% (25/43)	46% (17/37)	27% (11/41)
Make direct contact with the tenant in the first month of arrears	53% (20/38)	60% (26/43)	43% (16/37)	34% (14/41)
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)	10% (4/41)

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 27% (11/41) of instances during Q4 which has improved from the previous reporting period of Q3 by 41%. 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 ERO.

The chart below demonstrates the number of tenants willing to work with the EROs and the number of those tenants who were able to avoid a referral to the LTB because of that work.

Toronto Seniors
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	Jan 1 – Mar 31, 2023	Apr 1 - Jun 30, 2023	Jul 1 – Sep 30, 2023	Oct 1 – Dec 31, 2023
Engagement Rate	97% (37/38)	100% (43/43)	97% (36/37)	100% (41/41)
Avoided the need for eviction	89% (33/37)	88% (38/43)	94% (34/36)	95% (39/41)

4.0 ARREARS MANAGED BY THE OCHE

In this reporting period, the OCHE issued 41 reports, which accounted for $108,852.54 in arrears. Please note, that in the Appendix 1.1 of this Report, you will find the breakdown of all arrears recovered through the OCHE in 2023.

(a) Total arrears directly paid to TSHC totaled $19,065.00 as follows:
- Direct payments totaled $16,561.00 from the following sources:
    - o $8,054.00 directly from tenants/tenants' families
    - o $1,554.00 in payments directly from Ontario Works / Ontario Disability Support Program
    - o $6,953.00 Housing Stabilization Fund (HSF)
- Resolving Losses of Subsidy: $1,680.00
- Completing Annual or an 'In Year' Reviews: $824.00

(b) Arrears managed through Local Repayment Agreements
- $83,770.01 in arrears were managed through Local Repayment Agreements and will be paid back to TSHC 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
- $6,017.53 in arrears were not resolved by the OCHE and it was instead recommended that TSHC file an L1 Application at the LTB, where the Tenant would have an opportunity to enter into a Mediated Agreement.

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4.1 ARREARS MANAGED THROUGH LOCAL REPAYMENT AGREEMENTS

In this period, the OCHE brokered a total of 24 LRAs representing $83,770.01 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 on average $129.44 per month.

The OCHE organized the size of the arrears at the time of signing the LRAs into categories based on the size of the arrears balance. 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	-	-	-	-
$10k – $19.9k	$10,731.00	1	$487.77[5]	22
$5k – $9.9k	$40,193.00	5	$179.00	53
$2k – $4.9k	$21,563.00	7	$117.00	29
$186.00 – $1.9k	$11,283.01	11	$82.00	14
TOTAL:	$83,770.01	24	$129.00	27

5.0 BREACHED OCHE BROKERED LOCAL REPAYMENT AGREEMENTS

When the ERO works with a tenant to negotiate a Local Repayment Agreement to address the arrears of rent, they first discuss financial literacy with the tenant and complete a budgeting tool, however some tenants will still breach their agreements.

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[5] This Tenant's finances are being managed with the assistance of the OPGT.

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When a tenant breaches an OCHE brokered Repayment Agreement, it is expected that staff will reach out to the tenant after the first missed payment, and then re-refer the file to the OCHE.

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

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	October 1 – December 31, 2023
Total Breach Referrals	20	18	13	23
No Exceptional Circumstances	13	9	6	14
Breach Reports issued	6	8	4	10
Average month of referral to OCHE after breach	10.14 months	17.12 months	7 months	3.3 months
Average month of actual breach	3.16 months	5.62 months	5.75 months	9.9 months

It is important that when Tenants breach their OCHE brokered agreements, they are notified in the first instance, and if they cannot catch up, re-referred to the OCHE by the following month. This is one area with room for improvement. Based on our work with TCHC, we have learned that entering LRAs into the HoMES Database can assist with tracking and avoiding the need to manually check that payments were made.

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6.0 RESULTS OF TENANT LRA SURVEY

In 2023, the OCHE committed to studying and reporting on Local Repayment Agreements that are brokered by TSHC, and breached warranting a referral to the OCHE. By conducting surveys of breached TSHC LRA's, the OCHE attempted to learn from tenants about the barriers that prevent them from successfully making the required payments for the life of the Repayment Agreement. The survey also aimed to uncover whether there are additional supports that could be used by TSHC to support Tenants to successfully meet their arrears obligations and ensure stable housing is maintained.

Although survey participation was voluntary, a total of 78% (51/65) of eligible tenants who had breached an LRA prior to the OCHE referral participated in the survey.

The survey consisted of two questions and the results are detailed below:

Survey Question 1: Why do you think you had trouble sticking to the repayment schedule?

The monthly repayment amount was too high	There was a change of income	Unexpected Financial obligation arose	Mismanaged my finances	Other
6	6	5	19	15

Survey Question 2: What do you think would have helped you stick to your TSHC LRA?

Reminder phone calls each month	Lower monthly repayment amount	Higher repayment amount (arrears paid off sooner)	Set up on automatic payments	Other
3	22	0	14	12

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RECOMMENDATIONS FROM SURVEY RESULTS

Question 1 recommendation: Financial literacy – most tenants surveyed identified that having mismanaged their finances was the leading cause for breaching their TSHC LRA. To address this, it is recommended that TSHC consider providing financial literacy workshops for tenants in arrears and who have signed LRAs to better support their long-term success. The OCHE can support TSHC in providing these workshops.

Question 2 recommendation: Brokering reasonable LRAs – almost half of survey participants (43%) identified that they believe a lower monthly repayment amount would have led to a successful outcome. The OCHE recommends that TSHC offer training to front line staff on brokering reasonable repayment agreements by completing budgeting exercises and to consider a tenant's income and expenses prior to agreeing to terms. The OCHE can provide this training, which was also provided to TCHC front line staff.

CONCLUSION:

This report provided an analysis of the referrals received from TSHC between October 1 and December 31, 2023 and includes a discussion related to the case management of files. In presenting our findings we hope that the Board will find this information useful and that it will continue to 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 activities the OCHE has undertaken on behalf of TSHC and that these activities continue to align with the goals of the Board and TSHC.

SIGNATURE:
"Melanie Martin"

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Toronto Seniors Housing Corporation

Melanie Martin
Interim Commissioner of Housing Equity

STAFF CONTACT:

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Appendix 1.1 - ARREARS MANAGED BY THE OCHE YEAR TO DATE

In 2023, the OCHE issued 160 reports, which accounted for $534,742.43 in arrears.

(a) <u>Total arrears directly paid to TCHC totaled $90,353.46 (60 cases) as follows</u>:
- Direct payments totaled $52,413.46 from the following sources:
  - o $34,574.46 (31 cases) directly from tenants/tenants' families
  - o $1,554.00 (2 cases) in payments directly from Ontario Works / Ontario Disability Support Program
  - o $13,292.00 (13 cases) in payments from Housing Stabilization Fund (HSF)
  - o $2,993.00 (2 cases) directly from OPGT and Anishnawbe Health Toronto
- Resolving Losses of Subsidy: $24,451.00 (4 cases)
- Completing Annual or an 'In Year' Reviews: $13,489.00 (8 cases)

(b) <u>Arrears managed through Repayment Agreements (107 cases)</u>
- $414,800.44 in arrears were managed through Local Repayment Agreements and will be paid back to TCHC over time and have not yet been collected in full.

(c) <u>Arrears forwarded to the Landlord and Tenant Board (29 cases)</u>
- $29,588.53 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.