

## QUALITY & TENANT ENGAGEMENT COMMITTEE

### AGENDA

**Date: Monday, March 25, 2024**

**Time: 3:00 pm to 4:20 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 February 5, 2024	Approval	Minutes of Public meeting of February 5, 2024	Chair
6.	3:10 5mins	Action Item Review	Information	Action Item List	Chair
7.	3:15 5mins	CEO Update	Information	Verbal Report	Jill Bada
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 20mins	Communications Plan Update	Information	Report	Arlene Howells
10.	3:50 30mins	Engagement and Partnerships Update	Information	Report	Arlene Howells
11.	4:20 1min	Adjournment	Approval	N/A	Chair

# **Toronto Seniors Housing Corporation (TSHC)**

## **Quality and Tenant Engagement Committee Meeting (QTEC)**

**Date:** Monday, February 5, 2024

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

**Location:** WebEx and Livestream

### **Draft Minutes**

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Monday, February 5, 2024, at 3:00pm via WebEx video conference. This meeting was livestreamed.

Members in attendance:

- Linda Jackson, Committee Chair
- Fareed Amin
- Maureen Clohessy
- Councillor Amber Morley

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 to CEO (I)
- Fatima Mahmood (Recording Secretary)

Guest: Melanie Martin, Interim Commissioner of Housing Equity

### **Item 1: Chair's remarks**

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

The Chair acknowledged Black History Month and noted that TSHC is celebrating through activities, stories, and weekly communications to staff through awareness posters in all buildings and training is being offered to Board Members and staff. The hope is that people will take this opportunity to attend and participate. The chair wished everyone a healthy and prosperous Lunar New Year.

The Chair reviewed the agenda.

**Item 2: Land and African ancestral acknowledgements**

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The Chair began with Land and African ancestral acknowledgements.

**Item 3: Approval of public meeting agenda**

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

**Motion:** Upon motion, duly made by Councillor Morely, 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**

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

No conflicts were declared.

**Item 5: Approval of public minutes of QTEC meeting of November 22, 2023**

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**Motion:** Upon motion, duly made by Councillor Morely, and seconded by Fareed Amin, it was resolved that the November 22, 2023, minutes were approved. The public meeting agenda is hereby approved.

### **Item 6: Action item review**

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

At the recommendation of the Chair, it was noted that the action: “Board asked staff to bring back a report to QTE on how we are addressing the various language needs of tenants supporting tenants,” be moved from the January 4, 2024, Board meeting to QTEC Committee action items list for follow up.

Actions items are either completed or still in progress.

### **Item 7: QTEC 2024 Workplan**

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At the Chair's invitation, Grant Coffey provided an overview of the QTEC 2024 Workplan. The QTEC 2024 Workplan was circulated to QTEC members prior to the meeting.

It was noted that there may be changes in certain items or additions to the work plan throughout the year. The work plan is a high-level view of items we are planning to bring to the Committee over the six meetings scheduled over the year.

Grant Coffey noted that an asterisk beside the item in the work plan indicates that the item will proceed to the Board subsequently after it goes to the Committee.

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

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

- Increase in arrears from November 2023 due to the holiday season.
- Vacancy rate increased during the holiday season due to the decrease in offers accepted
- Overall TSHC maintained the vacancy rate well below the Service Manager target of 2%
- During the month of December, urgent work orders were completed, resulting in the decreased percentage of completed work orders.
- The majority of work orders were related to pest control, plumbing and janitorial.
- In the month of January an additional staff member joined the pest control team, and an additional person is in the recruitment stage. This will complete the team and allow one pest control technician per region.
- 81% of administrative requests were processed for the month of December, the majority of these request were tenants requesting supporting documentation and completing documents.

A discussion regarding pest control ensued.

It was noted, to encourage tenants to participate in the pest control program, staff provided the pest vendor and tenants a private space to consult, in hopes to have a higher rate of reporting and reduce the fear of stigma around pest control. Through the integrated pest management plan, TSHC provides a block treatment to all neighbouring units that are affected.

**ACTION ITEM:** To provide the Committee with stats on where tenants are moving to once they leave TSHC.

The Chair thanked Mr. Priggen for his work.

### **Item 9: Interim Strategic Directions – Q4 2023 Progress Report**

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At the invitation of the Chair, Grant Coffey, provided an update on the Q4 2023 Progress Report. It is recommended that the Quality and Tenant Engagement Committee receive this report for information. The Board of Directors approved

the content of the Interim Strategic Directions, and Interim Strategic Directions Roadmap at the meeting of April 27, 2023.

The dashboard was used to align key performance indicators into the overall strategic objectives and enablers that are a part of the Interim Strategic Directions. It was noted that the rent collection, average unit turnover, and pest management have been positively improving. There were 51 tenant engagement activities organized, engaging more than 2,000 tenants including 40 community winter celebrations in the last quarter. The Tenant Action Funds (Community Activities Fund) has distributed \$134,686 to fund tenant activities in 2023, an increase from the previous year. The Staff Engagement and Equity, Diversity and Inclusion Survey, conducted in Q4, achieved a 79% response rate. The United Way Campaign concluded and raised over \$7,800, which is more than double the amount collected for Toronto Seniors Housing last year.

In the fourth quarter the ISD Roadmap tracker indicates that during 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, considerable progress was made in 8 projects.

A detailed discussion took place and Committee members had questions on the following:

Staff Engagement Survey follow-up:

TSHC staff are working on an action plan and will bring it to the February Board meeting and then the next CGHRC meeting. The intention is to bring a high-level review along with the action steps and more details on the feedback going forward.

Denied Tenant Action Fund applications:

It was noted that 83 applications were approved, and four applications were denied throughout the year.

**ACTION ITEM:** To provide the Committee Chair with a list of how many tenants led events were denied.

### **Item 10: Interim Strategic Directions – 2024 Roadmap**

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

The Chair welcomed Mr. Bill Lohman and indicated he had five minutes to address the Committee, after which the Committee may ask questions. Mr. Lohman joined the meeting by phone. He thanked the Chair for the opportunity to depute.

Mr. Lohman made the following comments during his deputation:

- Safety and Security in Buildings - identify the process for non-tenant building access
- Expedite the timeframe for construction in some community spaces where timelines are lengthy
- Communication, education and clarity needs to be provided to tenants on planned activities
- As we're developing a new approach to tenant engagement, how is that interacting with the ISM (Integrated Service Model) accountability framework
- Identify how the Integrated Service Model and Engagement is unfolding in different communities

The Chair thanked Mr. Lohman for his deputation. The Chair advised TSHC staff to follow up on the questions raised.



At the invitation of the Chair, Grant Coffey, provided an update on The Interim Strategic Directions – 2024 Roadmap. It is recommended that the Quality and Tenant Engagement Committee approve and recommend that the Board of Directors approve the updated Toronto Seniors Housing Corporation 2023-2025 Strategic Directions Roadmap.

The Board of Directors approved the content of the Interim Strategic Directions, Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics, and Interim Strategic Directions Roadmap at the meeting of April 27, 2023. In 2023, a total of 50 projects have been planned, with 35 successfully completed on schedule and 13 moved to 2024, and two activities were re-evaluated.

In December 2023 and January 2024, planning workshops with the Leadership Team took place to discuss and review the status of the ISD Roadmap taking into consideration capacity and resources. A revised view of the Roadmap was created, 33 new projects were added, 47 projects were adjusted (timeframes and language alignment), changes were not made to the objectives, enablers, or the initiatives.

It was proposed by the Leadership Team that the Interim Strategic Directions Roadmap be adjusted to the extended timeframe of 2023-2025, and that the Committee consider removing the word “Interim” to reflect a 2023-2025 Strategic Directions Roadmap.

A Discussion took place regarding some details in the Roadmap relating to staff schedule, TSHC staff will review and provide an update.

**ACTION ITEM:** “Less rotation of staff” was removed in the Roadmap, staff will take into consideration to amend the Roadmap.

**Motion:** Upon motion, duly made by Maureen Clohessy, and seconded by Councillor Morley, it was approved and recommended that the Board of Directors approve the updated Toronto Seniors Housing Corporation 2023-2025 Strategic Directions Roadmap.

### **Item 11: Quality Improvement Projects Q4 2023 Progress Report**

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At the invitation of the Chair, Grant Coffey, provided a report on The Quality Improvement Projects Q4 2023. It is recommended that the Quality and Tenant Engagement Committee receive this report for information.

The Board of Directors received the Quality Improvement Projects Final Report at the meeting on August 3, 2023. The three Quality Improvement Projects (QIP's) included: Pest Management, and Safety and Security and Staff and Tenant Relations.

In December 2023 and January 2024, the TSHC Leadership Team reviewed the Interim Strategic Directions Roadmap and reassessed the projects and timelines in a collaborative manner, with consideration of capacity and resources building on the progress and experience in 2023. The report highlights the Quality Improvement Project actions implemented during Q4 of 2023. From the 10 Quality Improvement Project actions that were selected for completion, one action was completed ahead of schedule, six actions were completed in Q4 2023, and the remaining three actions are currently in progress. Highlights noted included:

#### **Pest Management**

- Pest management building cleanout identified areas where there was no reporting
- Reporting on units that are pest free

#### **Safety and Security**

- A second Community Safety Advisor was assigned to TSHC
- TCHC, Community Safety Advisor have committed to do 22 building audits

#### Staff and Tenant Relations

- TSHC is working on making communications more accessible for tenants
- TSHC is using door drops to help reach tenants more effectively
- In 2024, TSHC will introduce a voice recording of Seniors Speak to improve access and e-mail subscription/distribution software to distribute email updates to tenants
- Starting in January 2024 the new Community Connect+ approach to working with tenants will introduce tenant circles/roundtables across all buildings
- The new Community Activities Fund (CAF) Policy.

TSHC will provide quarterly and annually a progress update on the Quality Improvement Projects going forward.

A discussion ensued. Board members requested inquired about pest management improvements, tenant round table scheduling, the CEO Tour follow up and the Community Safety Audits. TSHC staff were able to provide detailed information to the Board members.

**ACTION ITEM:** To share a sample of Community Safety Audit's and schedule of audits with the Committee.

#### **Item 12: OCHE Quarterly Report Oct 1<sup>st</sup> – Dec 31<sup>st</sup>, 2023**

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At the invitation of the Chair, Melanie Martin, Interim Commissioner of Housing Equity, was invited to speak to the Committee. Melanie Martin provided the highlights from the period of October 1 to December 31, 2023. It was recommended that the Quality Tenant Engagement Committee review and receive this Report for information and forward it to the Board for information.

It was noted that for the period of October 1 to December 31, 2023, 53 referrals were received from TSHC, 43 cases were referred to early resolution officers and 41 cases were closed this period. The 41 closed cases for this period represented \$135,000 in arrears and two of these files were greater than \$10,000, 24 files had arrears less than \$2,000. This indicates that the files are moving through the arrear's collections process appropriately and TSHC is reporting to OCHE in a timely manner.

Of the 41 reports and recommendations issued by OCHE this period, audit findings reveal that the collection process was followed perfectly in 41% of these cases. Additionally found in the audit findings was a trend that continues to show improvement with fewer cases with late N4's or direct contacts.

In 2023 OCHE compiled feedback from tenants that had breached their brokered repayment agreements, specifically on how this could have been prevented. It was noted that 100% of the tenants surveyed responded that they either mismanaged their finances, they had a change in income sources, or suggested that the repayment amount was too high. Tenants were also asked how they could be assisted in being more successful with their repayments, and the top two answer were: i) being setup on recurring payments ii) having a lower repayment amount.

Recommendations were made to TSHC in the previous bi-annual report that Homes (system) should be modified to allow more flexibility with respect to taking payments from tenants and to include repayments with pre-authorized payments and the ability to withdraw rent or an arrears repayment at the time of the month when the tenants are paid could have a huge impact on tenant repayment agreements going forward.

OCHE and TSHC are working collaboratively on behalf of tenants and the arrears and Melanie is hopeful that 2024 will provide an opportunity to report on greater success.

A discussion ensued regarding financial literacy for tenants.

The Chair thanked Melanie and her team for the report.

**Item 13: Adjournment**

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

**Motion:** Upon motion, duly made by Councillor Morley, and seconded by Maureen Clohessy, it was resolved that the meeting terminate.

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Linda Jackson, Chair  
Quality and Tenant Engagement Committee

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

**Action Items List as of March 2024**

Action items				
	Meeting Arising From	Description	Resp	Status
1.				

Completed Action items				
	Meeting arising from	Description	Resp.	Status
1.	Feb 5, 2024	To share a sample of Community Safety Audit's and schedule of audits with the Committee.	Brad Priggen	Completed
2.	Feb 5, 2024	"Less rotation of staff" was removed in the Roadmap, staff will take into consideration to amend the Roadmap	Grant Coffey	Completed
3.	Feb 5, 2024	Arlene to provide Linda with a list of how many tenants led events (2 TAF applications) were denied.	Arlene Howells	Completed
4.	Feb 5, 2024	Brad to provide the Committee with stats on where tenants are moving to once they leave TSHC.	Brad Priggen	Completed
5.	May 16, 2023 CGHRC meeting	Staff to provide a more detailed analysis of scope of partnership agreements and what effectiveness zone means.	Arlene Howells	Completed

Completed Action items				
	Meeting arising from	Description	Resp.	Status
6.	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.	Arlene Howells	Completed

Toronto Seniors  
Housing Corporation

# Operational Performance Monthly Dashboard

## February 2024

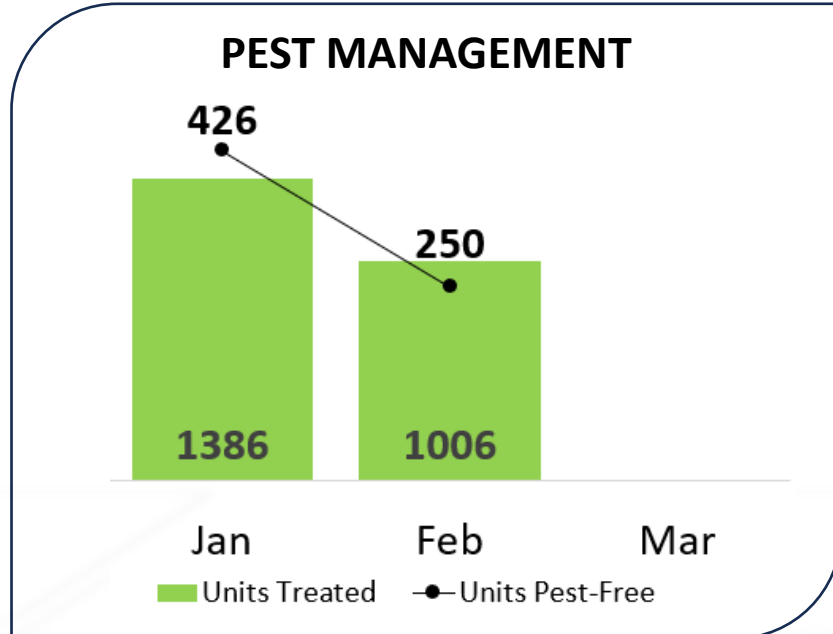
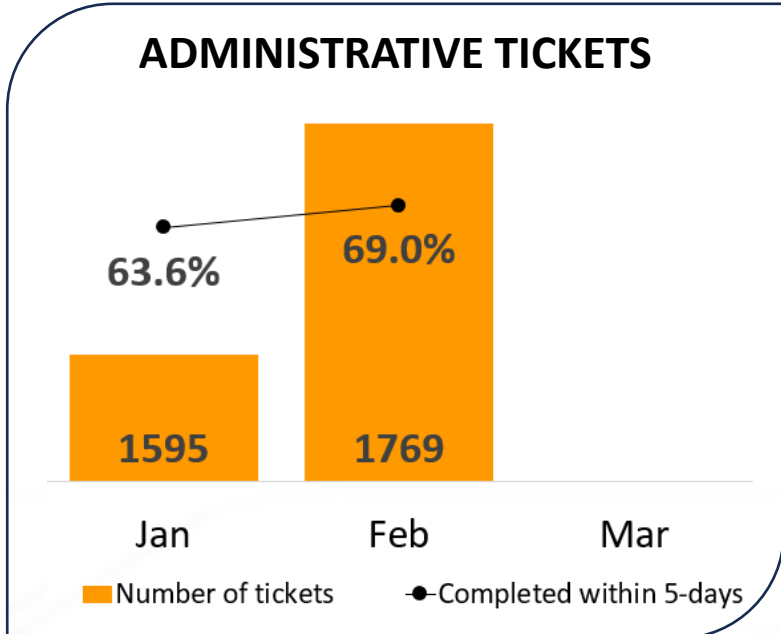
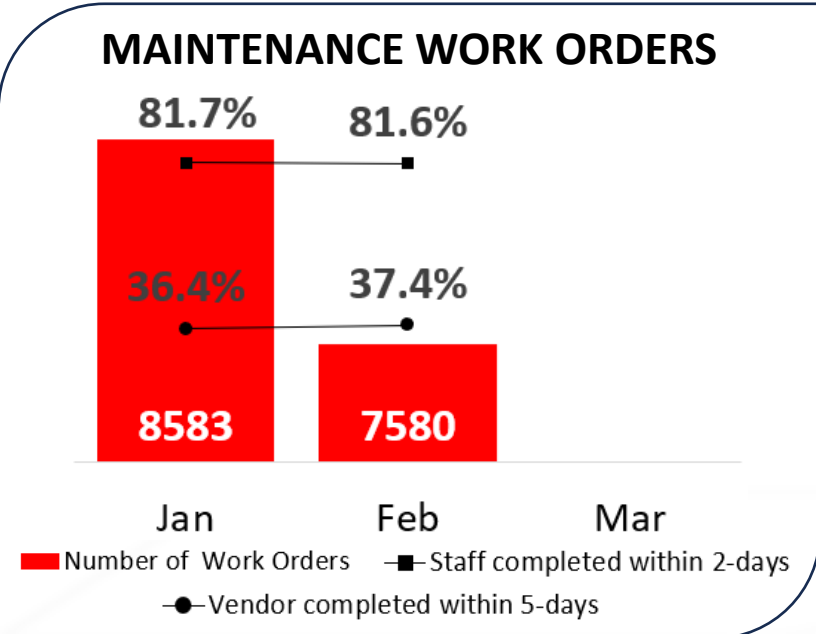
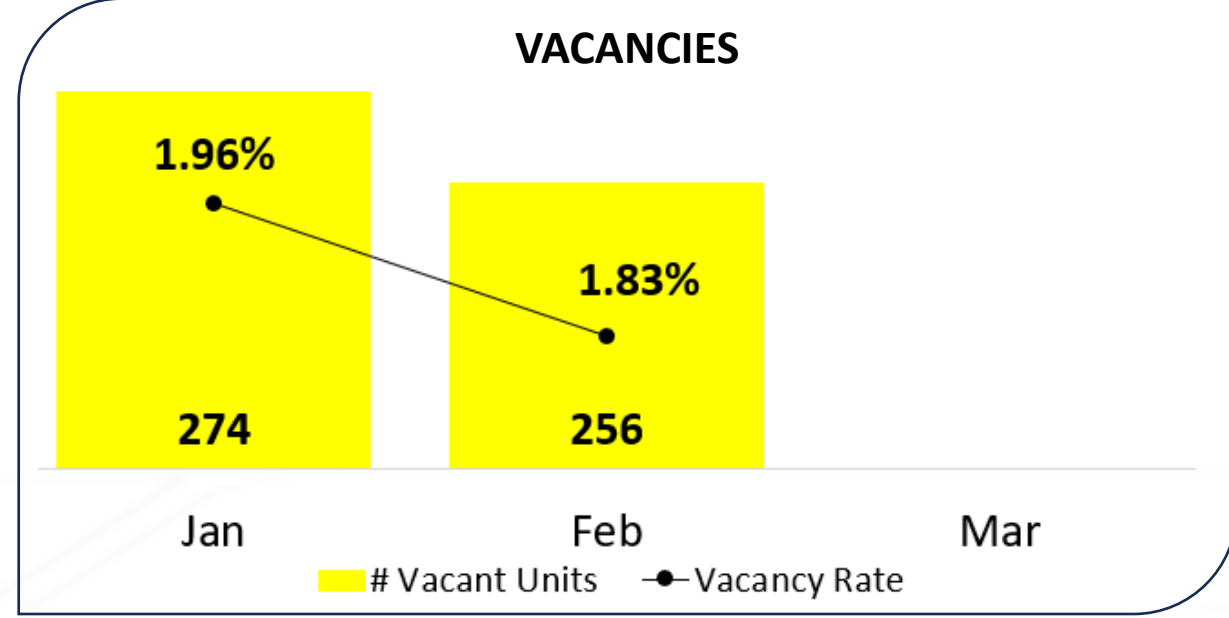
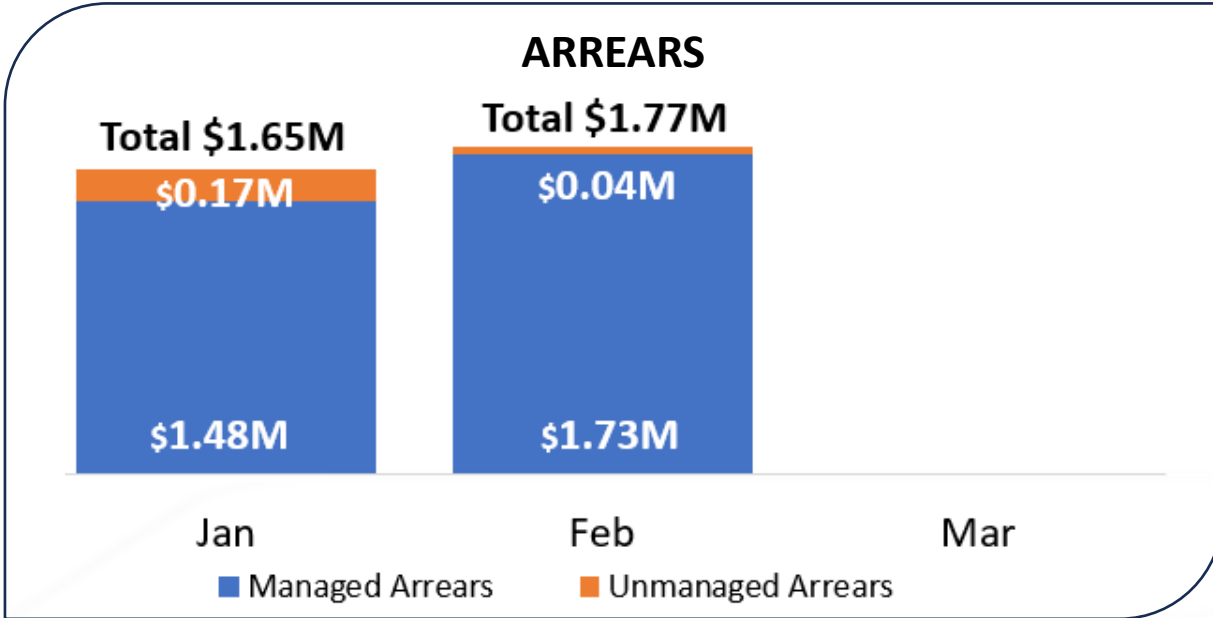
Quality and Tenant Engagement Committee Meeting





# Monthly Summary: TSHC

## February 2024



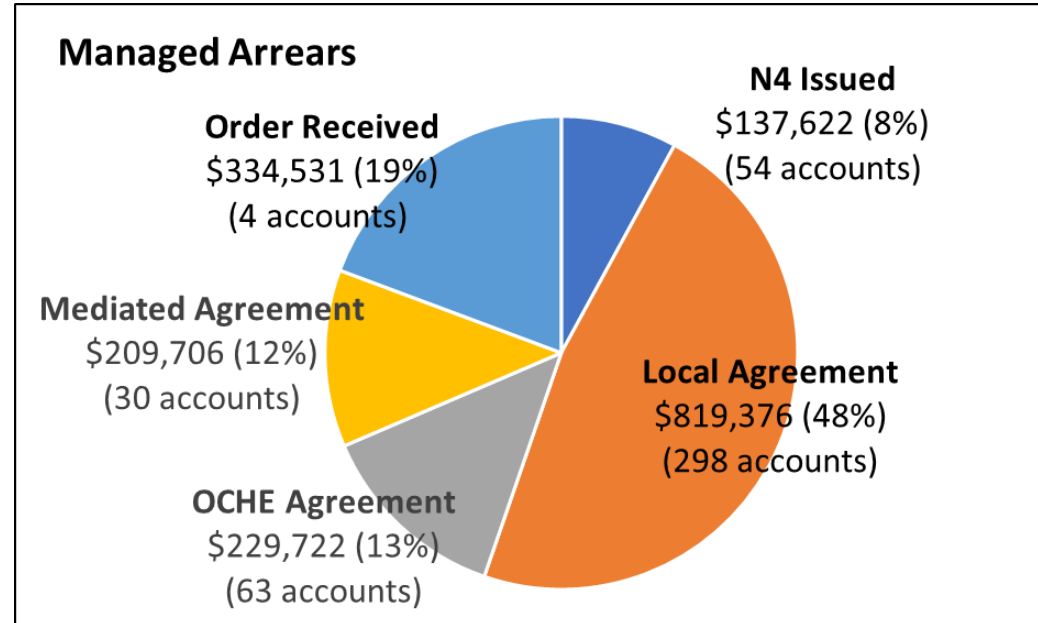
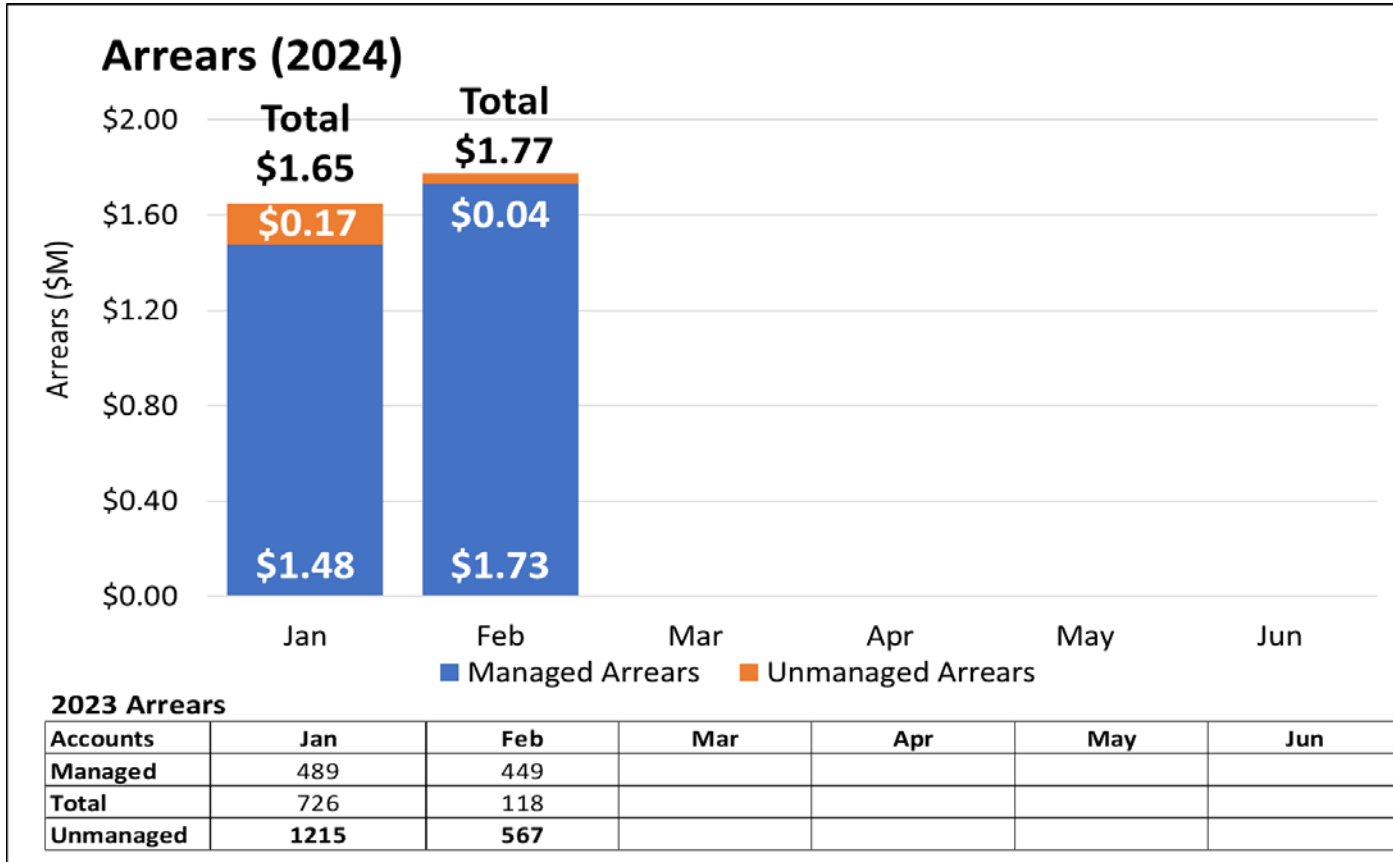
# Arrears

# February 2024

**\$123K** increase in total arrears from January 2024

**Unmanaged arrears:** \$131K decrease from January 2024

**Managed arrears:** \$255K increase from January 2024

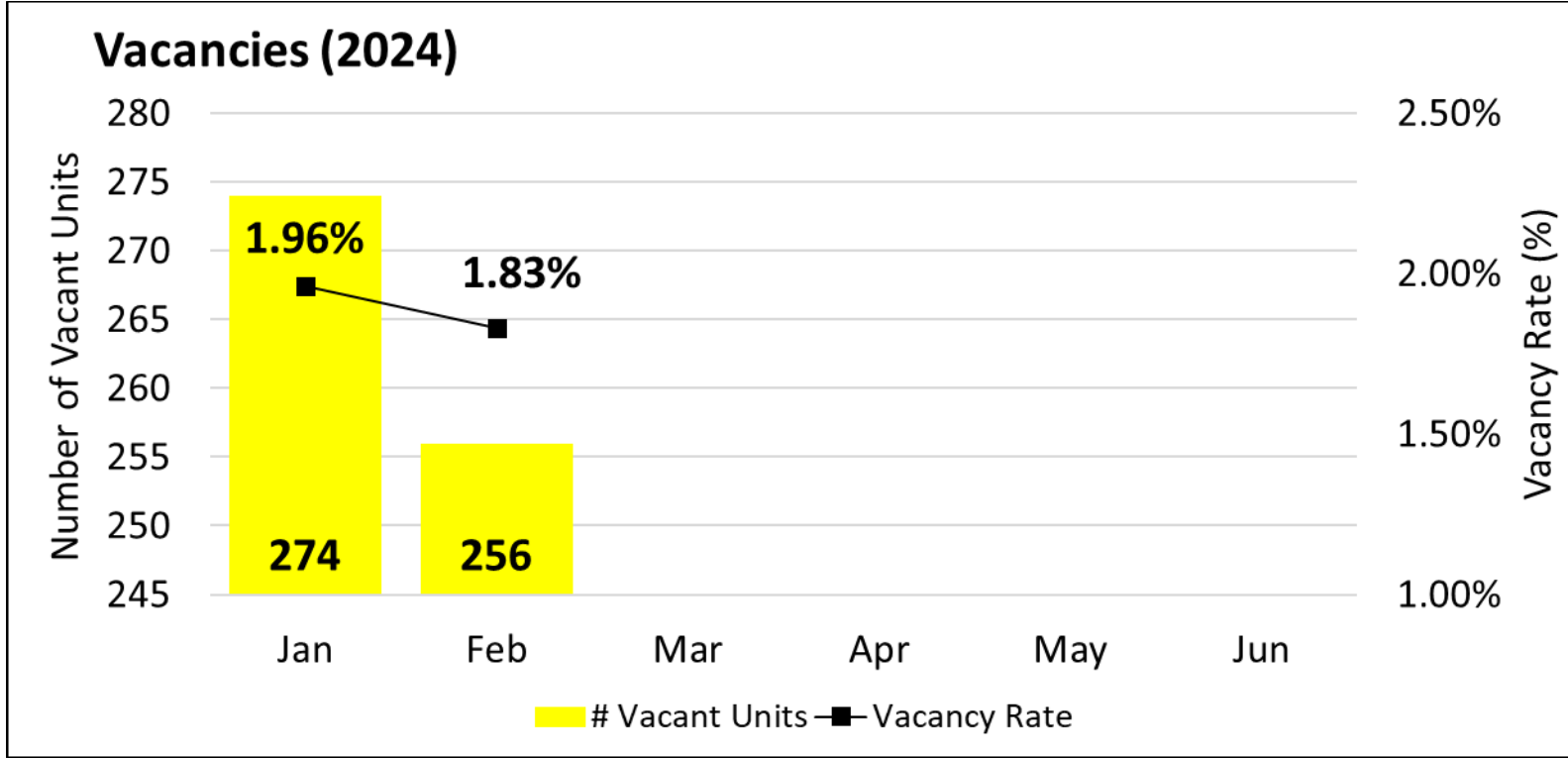


## Managed Arrears

Accounts	Jan	Feb	Mar	Apr	May	Jun
N4 Issued	\$188,172	\$137,622				
Local Agreement	\$854,979	\$819,376				
OCHE Agreement	\$222,338	\$229,722				
Mediated Agreement	\$200,240	\$209,706				
Order Received	\$9,669	\$334,531				
<b>Total</b>	<b>\$1,475,398</b>	<b>\$1,730,957</b>				

# Vacancies

# February 2024



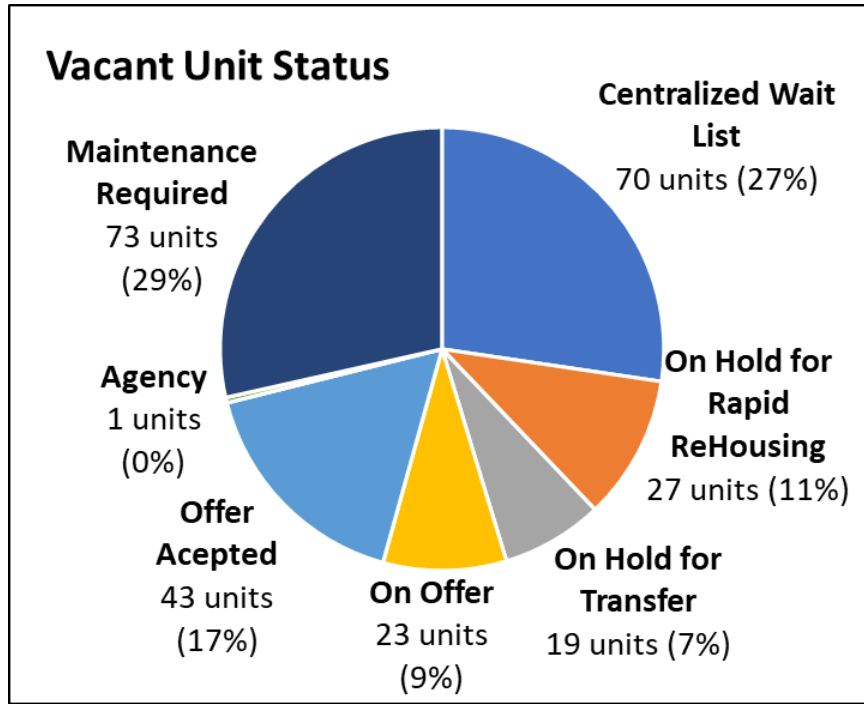
**1.83% vacancy rate is below the Service Manager target of 2.00%**

**95% increase in number of offers accepted from January 2024**

**36% decrease in number of units sent to the Centralized Waiting List from January 2024**

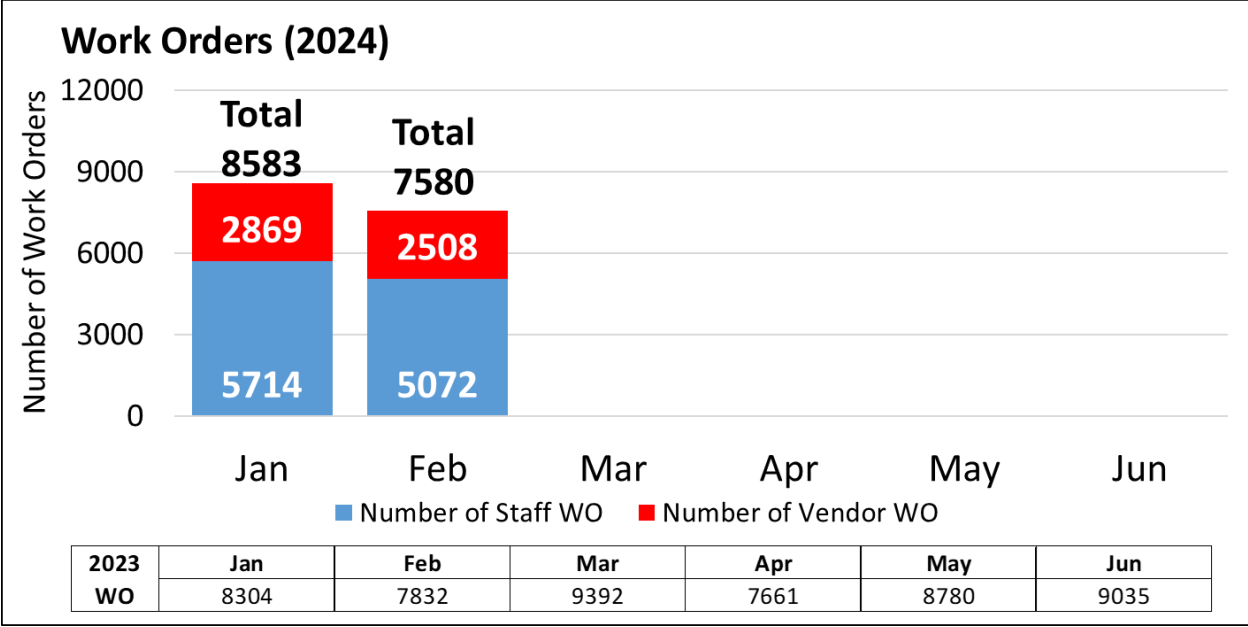
**92 move-ins and 84 move-outs**

Vacant Unit Status	Jan	Feb	Mar	Apr	May	Jun
Centralized Wait List	110	70				
Rapid ReHousing	24	27				
Transfer	22	19				
On Offer	21	23				
Accepted	22	43				
Agency	1	1				
Maintenance	74	73				
<b>Total</b>	<b>274</b>	<b>256</b>				



# Maintenance Work Orders (WO)

February 2024



7,580 WO (work orders)

5,072 staff WO: **81.6%** completed within 2 business days  
(67%) **96.0%** completed by end of the month

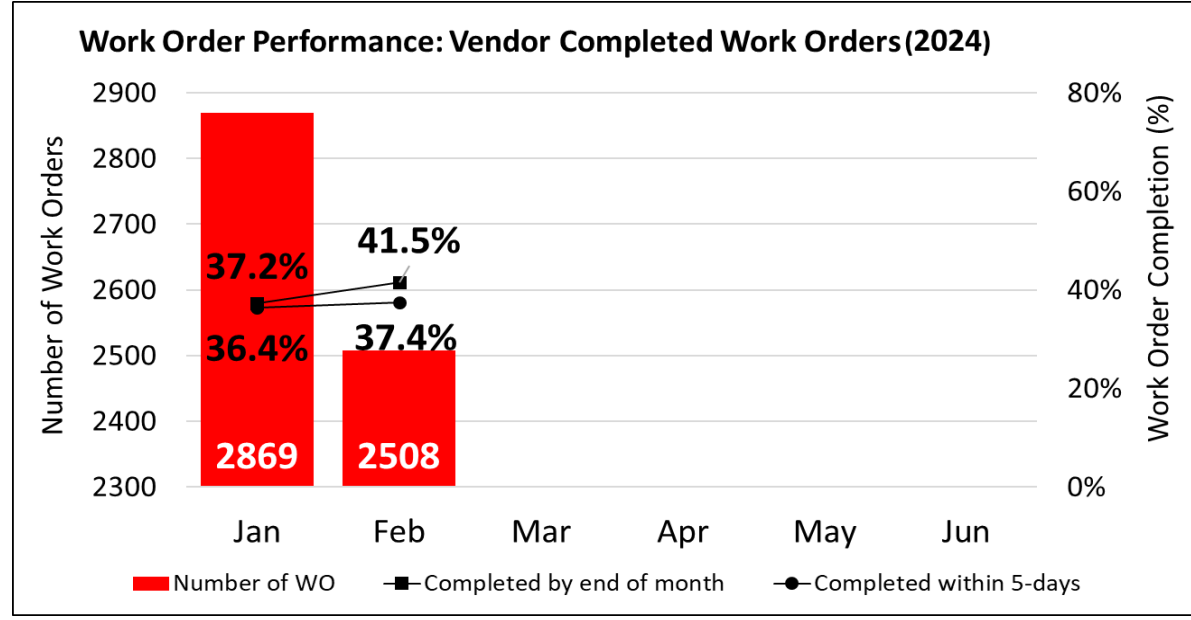
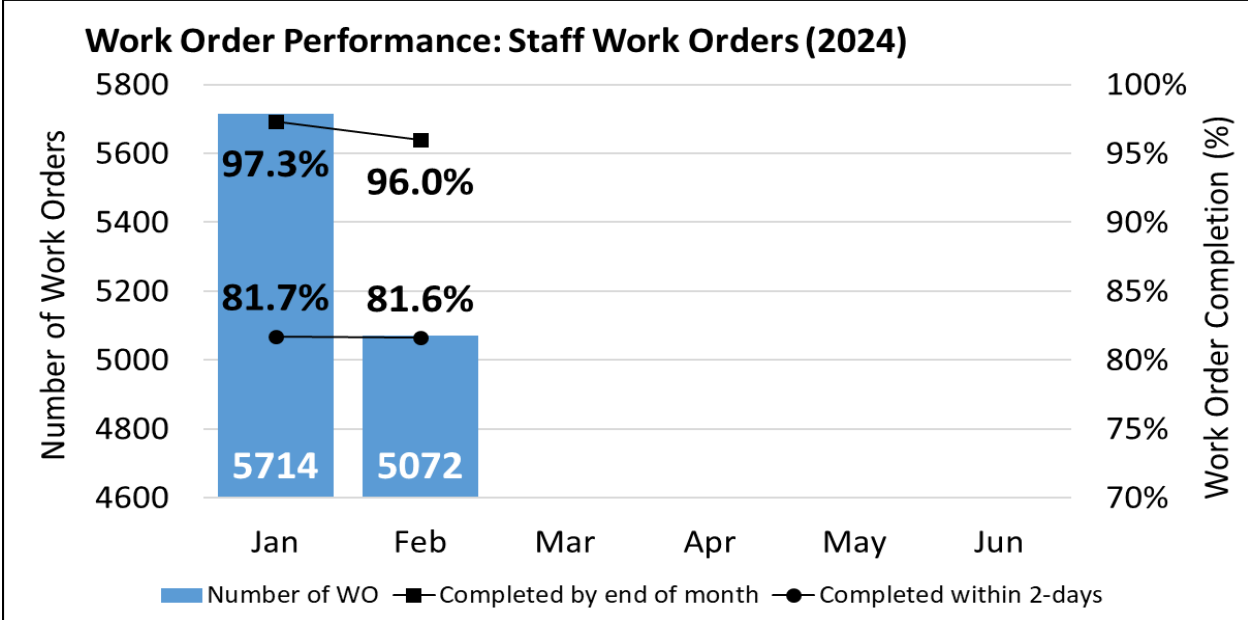
2,508 vendor WO: **37.4%** completed within 5 business days  
(33%) **41.5%** completed by end of the month

#### Top 5 Staff Work Order Categories

Janitorial	16%	<b>64% of WO</b>
Alarm Monitoring	15%	
Plumbing	15%	
Electrical	10%	
Doors	8%	

#### Top 5 Vendor Work Order Categories

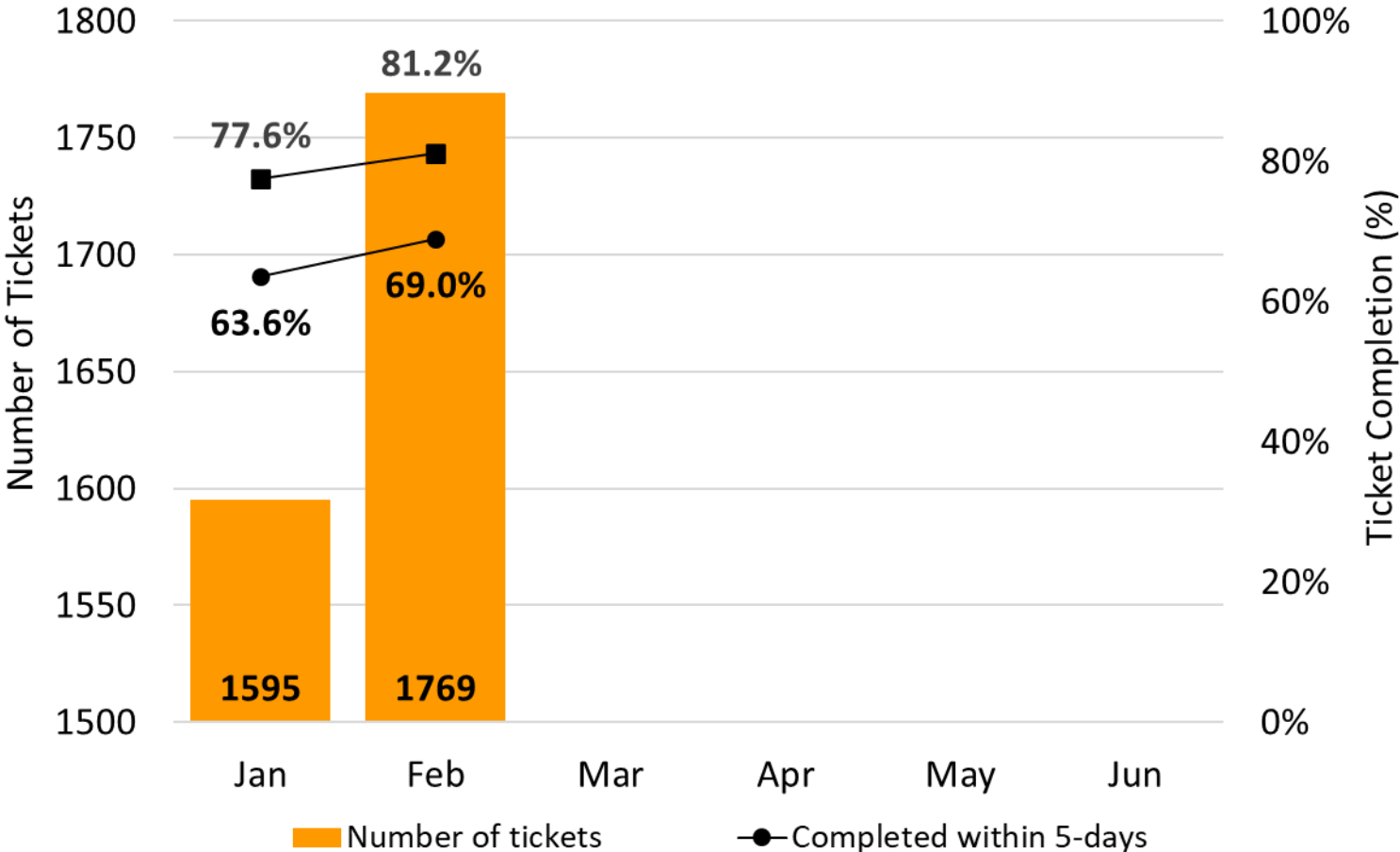
Pest Control	54%	<b>78% of WO</b>
Plumbing	10%	
Appliances	6%	
Doors	5%	
Elevators	3%	



# Administrative Requests (Tickets)

# February 2024

**Administrative Tickets and Performance (2024)**



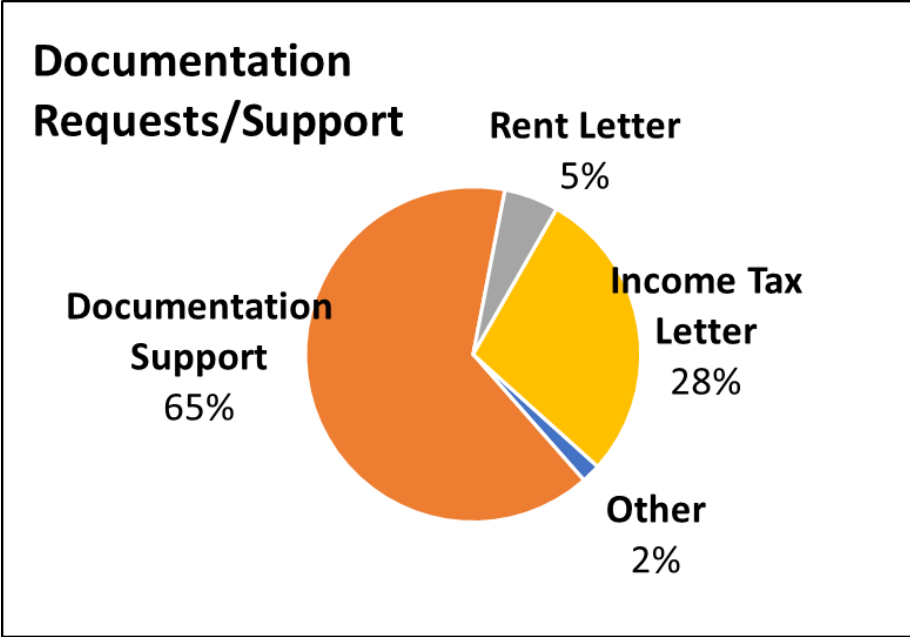
2023	Jan	Feb	Mar	Apr	May	Jun
Tickets	1639	1962	2546	1679	2002	1797

**1,769** administrative tickets

**69.0%** completed within 5 business days

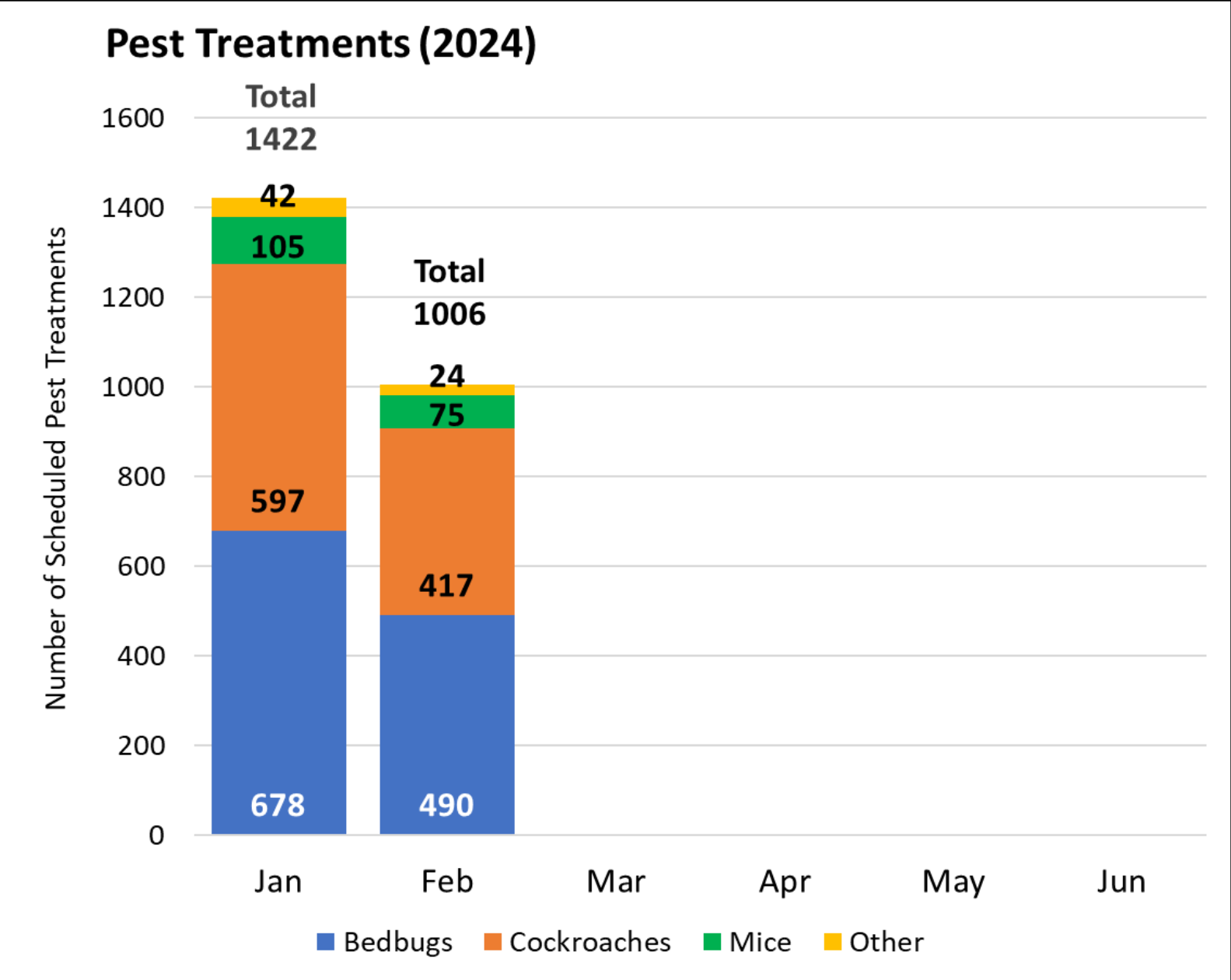
**81.2%** completed by end of the month

Top 5 Administrative Ticket Categories		
Document Requests/Support	40%	<b>70% of Tickets</b>
Complaints	10%	
Information Requests	9%	
Account Inquiries	6%	
Referral Requests	5%	



# Pest Management

# February 2024



**1,006** pest treatments scheduled (bedbugs, cockroaches, mice, other (flies, ants))

**1,006** units treated (bedbugs, cockroaches, mice)

**250** units declared pest-free

TSHC staff assisted 7 units with preparation and bed replacement

Collaborated with Toronto Public Health in assisting 6 units with unit preparation for treatment

# Glossary/Definitions

## ARREARS

**Arrears Collection Process (ACP):** the process by which staff collect outstanding payments from tenants

**Unmanaged arrears:** arrears outside of the Arrears Collection Process

**Managed arrears:** arrears that are in the collection process (N4 issued, repayment agreement, Order)

**N4 issued:** a legal notice from the Landlord and Tenant Board (LTB) to end tenancy for non-payment of rent

**Repayment agreement:** arrears for which an agreement has been negotiated for repayment of the outstanding balance; types of agreement include Local Repayment Agreements (negotiated by staff), OCHE Repayment Agreements (negotiated by OCHE) and Mediated Agreements (imposed by the Landlord and Tenant Board)

**Order:** an Order received from the Landlord and Tenant Board

## VACANCIES

**Vacancy rate:** the percentage of units that are vacant

**Rapid ReHousing:** an initiative to identify vacancies to be made available immediately to people experiencing homelessness in Toronto

**Transfer:** vacant unit to be used for overhoused or crisis transfers (household that is facing direct, immediate, elevated and acute risks to their health and/or safety)

**Agency:** vacant unit to be used for agency-related offers/referral agreements

**On offer:** vacant unit for which an offer has been made to an applicant

**Offer accepted:** vacant unit for which an applicant has accepted and is in the process of signing a lease

**Maintenance required:** vacant unit that requires minor maintenance

**Quality and Tenant Engagement Committee (QTEC) Meeting**

**Topic:** Communications Update

**Item #:** 09

**Meeting Date:** March 25, 2024

**Report:** QTEC Communications Report for Mach 25 2024.03.06

**To:** Quality and Tenant Engagement Committee

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

**Report Date:** March 11, 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 materials contained in the attached presentation provide QTEC an overview of the work accomplished in 2023 to support communications at Toronto Seniors Housing and a preview into plans for 2024.

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Arlene Howells

Interim Director, Engagement, Partnerships, and Communications

**Attachment 1:** Communications Update presentation



**Toronto Seniors  
Housing Corporation**

March 25, 2024

# Communications Update

**Quality and Tenant  
Engagement Committee**



# 2023 – Tenants and Staff

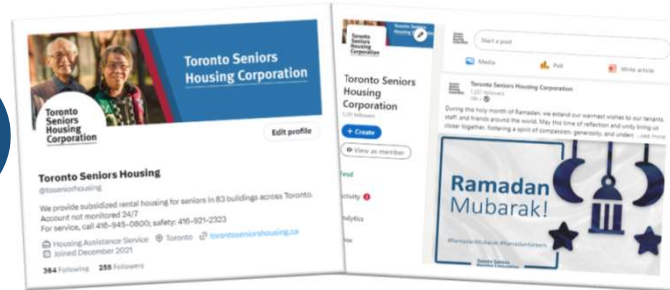
## Tenants

- Four Seniors Speak issues and Community Letters with video to aid in accessibility
- 100+ posters
- Tenant Volunteer Updates
- Community Connect+ and Community Activities Fund communications
- Volunteer Appreciation Letters
- Tenant Experience Survey
- Collaboration with R-PATH

## Staff

- Monthly staff bulletin
- Four Virtual Staff Town Halls
- One all-staff event
- Annual United Way campaign
- CEO board meeting update videos to staff
- Intranet updates
- IT Updates and Projects

# 2023 – Public



**Toronto Seniors  
Housing Corporation**

## Social media

- 570 social media posts
- 736 new social media followers
- Featured: tenants; events; programming; partnerships; days of recognition; Board and Committee dates
- Collaborated with R-PATH on accessibility-related postings

## Other digital products

- 25 videos, internal and external
- Building profiles web page
- Interim Strategic Directions page, with Roadmap and quarterly KPI Report
- Community Connect+ and Community Activities Fund web pages
- 4,200+ pages of documents remediated to bring website into full AODA compliance

# 2023 – Organizational Comms

## People and Culture

- Staff experience and Equity, Diversity and Inclusion (EDI) survey
- Confronting Anti-Black Racism (CABR) training
- Inclusion, Diversity, Equity, and Accessibility (IDEA) working group

## Operations

- Pest management pilot
- RGI changes
- Building Town Halls

## Strategy and Business Management

- Quality Improvement Projects
- Interim Strategic Directions, Key Performance Indicators, and Roadmap
- Annual Report

## Corporate and Government Relations

- Board and Committee support
- CEO Listening Tour
- Building profiles
- Media monitoring and mitigation
- Councillor packages

# 2023 - Translation and Interpretation

- Documents and service disruption poster templates translated to 13 languages
- Monthly posters translated and posted in top secondary language of buildings
- 59 interpreters at corporate and regional events; staff have access to two apps and live phone interpretation services for individual tenant support
- Seniors Speak translated to six languages, based on historical tenant requests

Language	Count
1. English (includes blank/unknown)	8,763
2. Chinese (all dialects)	1,988
3. Russian	763
4. Spanish	417
5. Korean	356
6. Farsi/Persian	250
7. Polish	220

3/18/2024

Language	Count
8. Vietnamese	187
9. Tamil	135
10. Gujarati	82
11. Ukrainian	78
12. Greek	66
13. Portuguese	63
14. French*	34

\*French included due to Canada's bilingual status

# Supporting Strategic Directions in 2024

The Communications Team supports communications with all internal and external stakeholders.

Our 2024 Communications Strategy supports two-way communication between staff and tenants (Initiative 2.2).

This strategy includes multiple channels, tools, translation, and supports consistent messaging as well as compliance with accessibility legislation (Initiative 2.3).



## 2024 – Data-Informed Approach

We will continue to use data sources to inform our work, including:

- Tenant and staff surveys
- Updated HoMES language data combined with staff knowledge
- Feedback from:
  - Community Connect+ tenant volunteers
  - tenant events
  - CEO tenant and staff visits
  - in-person staff team meetings



# 2024 – Tenants and Staff

## Tenants

- Tenant email subscription option
- Streamline bulletin boards for consistency across buildings
- Relaunching of CEO visits with tenants
- Implementation materials for Community Connect+ and Community Activities Fund
- Tenant Welcome Package

## Staff

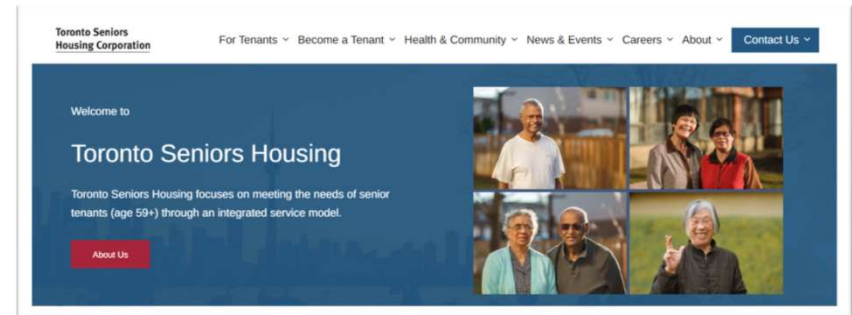
- Targeted training for staff on communications, accessibility, and corporate design standards
- Enhanced templates and media and photo library
- Relaunching of CEO visits with tenants
- Requisition and development of new intranet



# 2024 – Organizational and Public Comms

## Corporate

- Implementation of corporate IDEA strategy
- Use of Space policy
- Launching of policy framework and review process
- Create communications campaigns to build brand awareness and attract and retain staff



## Public and External Stakeholders

- Participate in public forums (e.g., Conferences, Projects) to share innovation and build reputation
- Enhanced partnership communications
- Increased government relations, including collaboration on event promotion
- Increased media monitoring

**Quality and Tenant Engagement Committee (QTEC) Meeting**

**Topic:** Engagement and Partnership Update

**Item #:** 10

**Meeting Date:** March 25, 2024

**Report: QTEC Engagement and Partnerships Report for March 25**

**To:** Quality and Tenant Engagement Committee

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

**Report Date:** March 11, 2024

**Purpose:** For information

**Recommendation:**

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

**Reason for Recommendation:**

The presentation outlines the Engagement and Partnership achievements against our Strategic Directions in 2023 and our projected plans for 2024.

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Arlene Howells

Interim Director, Engagement, Partnerships, and Communications

**Attachments:**

1. Engagement and Partnerships Update – QTEC March 25 2024

# Engagement and Partnerships Update

March 25, 2024



- Full staff compliment by Q2 2023 increased our capacity to support more tenant-led and partner led programs
- Created more opportunities to listen to tenant voices on events, activities and programs that encouraged community building whether through consultations, town halls or one-on-one meetings
- Established eight new tenant-led, social rec programs in 2023
- Worked with over 30 community service organizations to deliver 79 agency led programs vs. 7 programs established in 2022.

- A total of 175 recurring community programs were offered in 2023, with 31 programs led by tenants and 144 programs organized by 57 service providers.
- There has been a 48% increase in community programs being offered between Q1 to Q4 2023.

## Summary of 175 Recurring Community Programs

Program Type	Existing Programs	New Programs
Faith-based	3	6
Food security	15	6
Health and wellness	26	35
Personal development	1	4
Social recreation	51	28
<b>Total</b>	<b>96</b>	<b>79</b>

- Tenant feedback regarding evaluation of community programs will be collected in 2024.
- We will also be collecting partnership evaluation data based on new partnership agreement templates that include evaluation criteria in 2024.

### **Community Connect+**

Through a consultative process that included tenants, community partners and TSHC staff, we developed a new approach to tenant engagement. We heard from over 300 people in this process.

### **Tenant Town Halls**

Together with our Operations colleagues, we organized and supported 68 Tenant Town Halls in 79 TSHC buildings in direct response to tenants wanting to learn more about who they go to for information and support.

### **Senior Tenants Advisory Committee (STAC)**

STAC, comprised of 15 passionate tenant advocates, provided their insights into key decisions for the corporation through 12 meetings in 2023 including policy changes and program design.

- Increased support of tenant led activities by 120 per cent over 2022's total of \$61,250 to \$134,686
  - Significant uptake comes from having staff directly advise and promote fund so tenants are aware of and have access to funding
  - Funded 99 tenant-initiated community events\_including 40 Community Winter Celebrations in December
  - We fulfilled 91 equipment and supplies requested through TAF
- Introduced the new Community Activity Fund Policy with support from tenants

## Tenant Engagement

- Deliver a plan to support recommendations in Community Connect+ and establish an Implementation Table
- Deliver on recommended key policy changes to support more seniors focused approach to policies specifically Use of Space, Human Rights Complaints Policy and guidelines to support Community Connect+ as well as the Tenant Complaint Process
- Support delivery of initial program elements to support Community Connect+ (Annual Building Planning Meetings) including Community Activity Funds (CAF)
- Manage increased volume of CAF related activities and processes
- Foster new tenant volunteer relationships and increase skills to support tenant circles locally – 73 volunteers in 2023 as of March 6 nearly 400 volunteers have stepped forward



## **Programs and Partnerships**

- Work with newly formed Partnership Table to help increase collaboration across agencies and across the City addressing tenant and staff concerns
- Implement new agreements to articulate reporting measures and better manage risks for TSHC understanding that TCHC is still the landlord
- Increase, where possible, program services as requested by tenants – dependent on agreements with TCHC. Through Annual Building Planning Meetings, tenants have identified community programming priorities
- Increase Partnerships with Institutions

<b>Community Connect + Initiatives</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Establish and coordinate implementation table meetings	✓	✓	✓	✓
CC+ implementation plan		✓	✓	✓
Complete 1 annual building meeting in Q1, with follow up meetings as required	✓	✓	✓	✓
Community activities fund implementation		✓	✓	✓
Tenant volunteer identification and capacity building	✓	✓	✓	✓
Policies, guidelines and procedures input and development	✓	✓	✓	✓

<b>Programs and Partnerships Initiatives</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Increase collaboration through new partnership table	✓	✓	✓	✓
Develop and implement new partnership agreement process		✓	✓	✓
Increase tenant prioritized community programs and services		✓	✓	✓
Increase partnerships with institutions	✓	✓	✓	✓